

FMJ IFMA™

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inside

Building Your
Championship Team

Prepping the FM Toolbelt

Confronting Reentry Challenges





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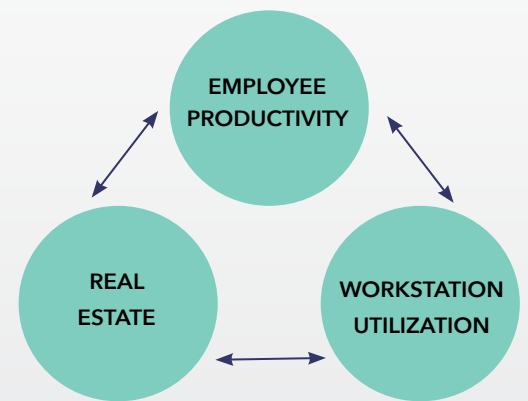
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IFMA is the world’s largest, most widely recognized association for facility management professionals, supporting more than 20,000 members in 106 countries. Founded in 1980, IFMA’s vision is to lead the future of the built environment to make the world a better place. A key contributor to the development of international FM standards, IFMA provides career resources, continuing education and three industry-respected credentials; maintains the largest repository of FM-related content on the web; and hosts year-round global events. Among the values that guide us, we believe in the benefit of global diversity, inclusion and social equity; and we recognize that sustainability, resilience and responsible environmental stewardship are paramount. For more information, visit ifma.org.

FMJ (ISSN 1059-3667) is published six times a year (January/February, March/April, May/June, July/August, September/October, November/December) by the International Facility Management Association, 800 Gessner Road, Suite 900, Houston, Texas, 77024-4257 USA. Periodicals postage paid at Houston, Texas and at additional mailing offices. One electronic copy of each issue is supplied to IFMA members. Printed copies are available to members at an additional US\$48 per year. Nonmembers can purchase a subscription for US\$84 per year. To receive a subscription, mail a check to FMJ, attn: Subscriptions; 800 Gessner Road, Ste. 900; Houston, Texas 77024-4257 USA or visit www.ifma.org/fmj/subscribe. For advertising rates call +1-281-974-5674 or email diana.maldonado@ifma.org. FMJ is printed in the United States. FMJ reserves the right to edit any articles received or solicited for publication. This right includes the discretion to select titles, artwork and layout. Opinions expressed in articles are those of the authors, not necessarily those of FMJ staff. © 2021 International Facility Management Association.

POSTMASTER Send address changes to: FMJ, 800 Gessner Road, Suite 900, Houston, Texas 77024-4257 USA.

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ON THE GO?

FMJ can be viewed on your mobile device, so you can get your FM content fix anywhere, anytime.

FMJ Extras

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.

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FMJ Extended

Check out the online issue of FMJ for a special section that follows the end of the print magazine and includes additional articles not available in the print edition. Read the extra articles listed below for contributions from councils and communities, and other supplementary content.

Ask the Experts

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Editor's Note Bobby Vasquez

Good things happen when we put people first.

Organizational change typically starts with someone asking, "How can we be better?" Whether the question is aimed toward the employee or visitor experience, customer service, safety and security, job or facility performance, or the impact on the community or environment, the answer consistently centers around improving the quality of people's lives.

One-third of a person's life is spent at work — roughly 90,000 hours of our existence is dedicated to our job. Be it at the office or home, how well we get that job done is influenced by our environment, tools at hand and organizational support. Accordingly, one-third of our lives is impacted by facility management.

FM is all about people. The organization may proclaim that it's all about selling widgets; but if the widget salesperson's working conditions are less than satisfactory, the organization may not only lose the sale but also the salesperson. We are successful because FM provides the opportunity to be successful.

FM puts people first. And as employee engagement, health and wellness, inclusion and sustainability begin to take top priority in answering the question of "How can we be better," FM can lead the changes necessary to make good things happen.

No matter how many widgets an organization sells, what best-practice solution they offer or how great they are to work for, the organization and its people need FM. They are successful because FM provides the opportunity to be successful.

This issue of IFMA's FMJ celebrates FM people and leadership. Our authors discuss growing your career, growing your FM team and preparing the next generation of FM talent for the challenges ahead. Articles address strengthening your value to your organization through experience, knowledge, credentials and professional development.

You do so much for so many people, don't forget to take care of yourself — even if it's just one-third of one workday, making good things happen for yourself will help you to help us be better.

Cheers!

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Interested in writing for FMJ?
Email bobby.vasquez@ifma.org article ideas to be considered for future issues of FMJ.



From the **Chair**

**PETER
ANKERSTJERNE**

MBA, COP,
IFMA FELLOW

*Chair,
Board of Directors*

Facility management has gained recognition for what it essentially is: a people business, not a technical discipline. Over the years, the industry and the role of FM have moved beyond cost and efficiency optimization oversight. Although the importance of upholding high-quality maintenance and the right services remains unchallenged, the role of facility executives has gradually shifted from servicing the building to servicing the people occupying the building space. As FMs, we play a key role in delivering workplaces in which people come first, creating a collaborative, innovative space that allows the workforce to thrive and perform at their best.

Prioritizing the people of an organization is not about providing perks, but about investing in achieving true engagement and connection. For FM, a helpful consideration in this area could be applying JLL's 3-30-300 principle, which states that on average, companies spend US\$ in utilities, US\$30 in rent and US\$300 in payroll per square foot per year. Actual figures will, of course, vary across locations and organizations, but the point is obvious: space optimization and increased employee productivity will probably bring you more value than a reduction of energy cost. What is interesting, and still relatively unexplored at the moment, is how this principle will apply to sustainability issues, which will certainly be a key focal point in the near future and something to act on now.

So, how can we as facility managers advance people-centricity and connectivity? I would like to highlight two important drivers here. The first is technology, which can be a real change enabler that we should explore and apply much more in depth. Data insights should not be limited to building maintenance or visitor registration. Fully realizing the potential of data from both the workplace and home office can help us understand user behavior and needs. It will support us in improving health and well-being, safety and security, and the overall experience of the workforce. It will help drive understanding of when

to work where best – eventually increasing employee happiness, motivation and productivity. If you want to read more about this and related topics, I highly recommend “Work on the Move 3,” published by IFMA Foundation in mid-September, which focuses on the evolving world of work, workplace strategy and the intersection of people, technology and workplaces.

The second important prerequisite is that, to bring the business forward, we must further strengthen our relations with other business areas, such as HR and IT. Increasingly we must develop into collaborative partners in organizational strategy, working together to foster community and culture, especially in a time when safety and well-being have become more challenging to ensure. Forming strategic, collaborative partnerships with other built environment professionals is at the heart of the values that drive our association. Knowledge sharing, global diversity, responsible stewardship, and open, honest, transparent communication lead IFMA to cultivate and nurture partnerships with other leading organizations, bringing expanded educational opportunities, experiences and perspectives to our members and theirs. This will enable and equip all workplace professionals to meet changing requirements informed and in sync.

Learning, exchanging ideas and building our networks are at the core of IFMA's World Workplace Conference and Expo, which will take place this Oct. 26-28 in Florida and will feature stimulating keynote speakers, a plethora of interesting sessions and courses, and a large expo area. A first for this year's edition is that it will be a partly hybrid event, allowing those of you under travel restrictions to participate via live streams. I hope you will join me there, in person or online!



DON GILPIN

*President & CEO
IFMA*

From the **President**

I've been meeting with our event planning team every week to review the most recent COVID-19 and Delta variant headlines, check on updated recommendations by the CDC, and go over our current health and safety protocols for IFMA's World Workplace 2021 Conference and Expo.

This is not only a part of our new normal, but most importantly, it reflects our commitment to create a safe and comfortable place for our community to come together, see old friends, make new acquaintances, view innovative products close up, and benefit from the most useful information and insights that IFMA is providing on the new world of work.

Since 1980, IFMA's annual conference has been a highly anticipated landmark event, especially for association members. It's like Comic-Con for FMs. The "World Workplace faithful" attend every year, regardless of weather or workload. Even in times of adversity, World Workplace has never been canceled. Last year's conference was successfully held online to provide the best possible experience for global participants during the pandemic.

While many of us have ventured outside of our homes or regions this past year — whether for work or recreation — some of us are still hesitant to leave our comfort zones, and that's okay. Each of us is managing the anxieties and unknowns of this pandemic in ways that are right for us. Recognizing that making the trip to Kissimmee, Florida, in October is not feasible for our entire community, we will be live-streaming major portions of the conference so that you can still participate from anywhere in the world. Live-streamed content will also be available on demand 24/7 for 30 days after the close of World Workplace.

As for me, I can't wait to walk through the front door of the Gaylord Palms and begin greeting those of you in attendance. I crave the human interactions that have made World Workplace legendary as the must-attend learning and networking event on facilities and how to manage them. Our community loves to network. We love to talk about FM, especially in person. We need this opportunity to exchange experiences and ideas eye-to-eye, and I am confident in the protocols that IFMA and the Gaylord Palms have outlined to safely do so at this year's event.

It is our policy to follow recommendations by the CDC. As of this writing, face-coverings will be required on site. Hand sanitizer stations will be placed throughout the venue. Staggered departures from keynote and educational sessions will help avoid unnecessary crowding. Contact-preference wristbands will be made available to all participants. **Please be sure to check the [World Workplace website for the latest health and safety guidelines.](#)**

You've no doubt had to manage your organization's health and safety protocols, and possibly cope with some policy pushback. With this in mind, I am also confident that our community will be respectful of the measures we have put in place for the welfare of everyone attending.

Just like the FM professionals we represent, IFMA continues to think and plan creatively to bring you opportunities to advance your career and make the personal connections so important to our careers and the future of our industry. Whether you connect virtually or join us in person this October, I look forward to welcoming you back to World Workplace.



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IFMA's World Workplace 2021 Conference & Expo - Booth #331

IFMA EMEA ideally positioned to drive regional industry growth

“IFMA EMEA will focus advocacy efforts and educational and networking resources specific to professionals in Europe, the Middle East and Africa. This will open doors to new opportunities for FMs in those regions and support global industry standards and best practices, which is good for everyone.”

– IFMA President and CEO Don Gilpin

In July, IFMA EMEA (Europe, Middle East, Africa) officially launched as a unique legal entity, governed by its own board of directors and led by IFMA EMEA Managing Director Lara Paemen, who has served in this regional administration role since 2018. Based in Brussels, Belgium, Paemen is also a member of IFMA's executive team.

With a deep understanding of the expanding FM market and industry conditions specific to each of these regions, the board, chaired by Jos Duchamps, and IFMA EMEA staff will provide local professional development and support to EMEA-based members, as well as relevant knowledge and thought leadership. Partnering with industry-related stakeholders and regional associations, IFMA EMEA will be ideally positioned to create optimal opportunities for growth among these FM communities.

“IFMA EMEA will maintain a strong connection with IFMA; but with headquarters in Brussels, we will be able to serve the needs of our local chapters and regional members even better. We will continue building strong FM communities and roll out our regional program in Europe, the Middle East and Africa, with respect for local differences. We will further develop our relations with the European Commission and relevant institutions to have impact on policy makers,” said Paemen.

“As incoming chair of IFMA EMEA, I'm looking forward to developing and implementing our regional program,” said Duchamps. “Today, the challenges for facility management are enormous. By improving the connection with our members and increasing the collaboration with our stakeholders, we will contribute to a more sustainable built environment.”

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Benefits expand for IFMA members

To meet the evolving needs of the industry, including expanding global membership and younger generations of FM professionals, IFMA recently added three new, value-rich benefits to base membership.

Guided by feedback posted on the Engage platform, insights from one-on-one conversations between members and staff, results from multiple member surveys and suggestions provided by a Membership Task Force, IFMA made the following benefits* available to current and new members starting July 1:

IFMA's Essentials of Facility Management:

Introduction to FM module.

Covering key concepts of FM, the Essentials/Introduction module was developed for those newer to FM, transitioning into an FM role, solution providers, exhibitors and any team that wants to develop FM knowledge and increase productivity.

On-demand educational video each quarter.

Every three months, IFMA will offer an original on-demand video of informative FM content curated by the educational professionals who manage IFMA credentials.

Access to select research executive summaries.

Staying informed on current data and trends is essential to an FM's present role and future path. Each executive summary encapsulates essential industry research projects, outlining the project's purpose, execution, results and meaning.

These benefits were chosen for their usefulness to members at every career stage. The Essentials module is great for new FMs, Associate members and FMs who manage teams. Featuring timely, actionable educational content developed by FM experts, the quarterly on-demand videos will appeal to many types of members. And in addition to educators and consultants, FM practitioners can extract game-changing ideas and information from the executive summaries to apply in their own organizations.

– IFMA Director, Membership and Components Mary Ressler

More members-only benefits are being developed for future roll-outs. **Learn more at www.ifma.org/membership/membership-overview.**

* Refunds are not available for identical or similar IFMA products previously purchased.

IFMA'S FMP® NOW AVAILABLE IN SIMPLIFIED CHINESE

IFMA has made the Facility Management Professional™ (FMP®) credential available in Simplified Chinese at fm.training. The four focus areas of the FMP credential include:

- » Finance & Business
- » Operations & Maintenance
- » Project Management
- » Leadership & Strategy

The translation expands the language options for those who wish to deepen their facilities knowledge and earn career-boosting credentials.

"As part of IFMA's strategy, the goal is to continue to grow our education and credentials globally," noted IFMA's Senior Director of Professional Development Cathy Pavick. "By offering additional languages, students will have the ability to choose their preferred language. We have been building the infrastructure to support this strategy for some time and believe it is a game changer in how we support the future needs of facility professionals worldwide. Our ultimate goal is to be your lifelong education partner and this is one more critical step toward achieving that goal."

IFMA's FMP is an online, self-paced program that offers print materials. Once students have completed the coursework and successfully passed four modules' final assessments, they can apply for the lifelong, ANSI-accredited credential.

The four topics that comprise the FMP are derived from research out of IFMA's Global Job Task Analysis, a recurring survey of facility professionals worldwide.

Additional translations happening in IFMA Training

Additional course translations recently released include a Simplified Chinese version of all modules of IFMA's Essentials of Facility Management series. The series consists of 10 online, self-paced modules and introduces key FM concepts to those new to the industry or in an FM-adjacent role.

On the heels of the Simplified Chinese version, IFMA will translate the Introduction to Facility Management module into Portuguese-Brazil and Spanish-Latin America with an expected release Fall 2021.

Users can enroll in the module and toggle between the translations. This summer, IFMA made this module part of the free benefits of IFMA membership; members are encouraged to complete the training to round out their knowledge of FM fundamentals.

Virtual CFM® Exam Prep Workshops now available through IFMA

Those wanting to study the methodology of the Certified Facility Manager® (CFM®) exam can now do so from anywhere that they can access the internet.

Previously, the workshop was offered only in physical locations. Now, IFMA-qualified instructors will be available virtually to help students apply critical thinking skills to their FM knowledge using sample questions in a simulated competency-based exam.

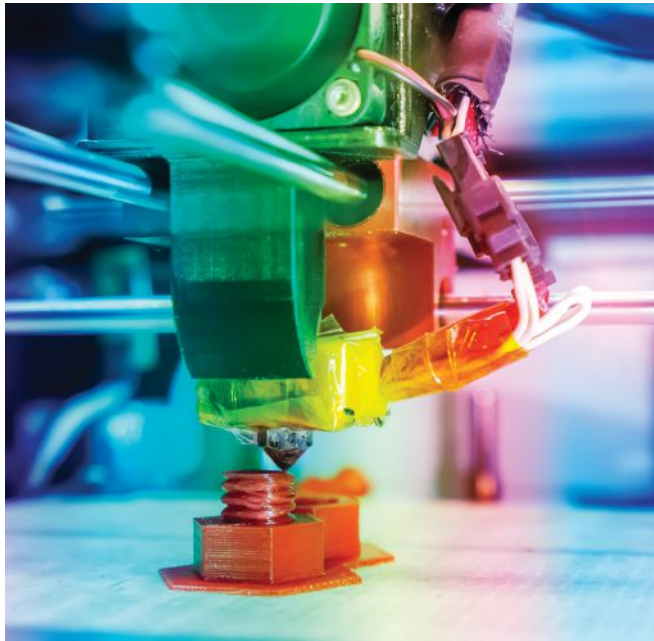
The next virtual workshop starts Sept. 13, and the schedule of virtual workshops is available at fm.training.



Please note: Materials offered by IFMA to prepare for the CFM Exam, such as the CFM Exam Prep Workshop and CFM practice exams, are optional study resources and are not a requirement of eligibility, nor are they endorsed by the IFMA Certification Commission, the governing body responsible for the development and maintenance of the CFM exam. Participation in exam preparation courses is optional and not approved or endorsed as the only or best means of preparation for the CFM exam. The IFMA Certification Commission is not involved in the development or delivery of any exam preparation materials.

Industry News

MITIGATING 3D PRINTER EMISSIONS



IFMA is partnering with Chemical Insights, a nonprofit research institute, to provide free indoor air quality training for those managing facilities that house 3D printers.

The course, "Keeping Your Buildings Healthy: Managing 3D Printer Emissions," is now available at fm.training; it "will make the case for prioritizing IAQ, reveal what Chemical Insights and Georgia Tech's research found about the impact of operating 3D printers on indoor air quality and most importantly, focus on what you can do to best mitigate the unintended consequences associated with this exciting, innovative technology."

Chemical Insights is a nonprofit that delivers the scientific insight policymakers, healthcare providers, business leaders and consumers depend on to make informed environmental health decisions, according to its website.

Have relevant FM industry news to share?

Submit your news to be considered for inclusion in the Industry News section of the next issue of FMJ.

Send us an email at communications@ifma.org

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A RECIPE FOR: **FIM** STANDARDS

BY DOUG SINCLAIR

Technology has changed almost every aspect of business in every sector. It has become a crucial and indispensable element of success for any business, reaping huge benefits in areas such as communication, human resources, finance and accounting, supply chain and logistics, and even marketing and sales. Technology has introduced new and better methods of making business not just faster, but more efficient, more effective and much more convenient. Years ago, no one would have dreamed people could shop or watch a video on a smartphone while enjoying a latte at a favorite coffee shop; or that nearly every business would work almost completely remotely, transacting business close to 100 percent online during a global pandemic.



The facility management industry is no stranger to technology. About 25 years ago, the industry embarked upon an incredible digital transformation journey. Some in the space would say this journey began somewhat slowly. In the early days, FM began exploring the use of simple client software applications to support basic workflows, perform uncomplicated tasks and generate plain automated reports. These early FM tools launched what has become computer-aided facility management (CAFM) software and computerized maintenance management systems (CMMS). In those days, any momentum in the adoption of these tools was sometimes scoffed as a passing fad by FMs or even outright ignored by a very traditional and conservative workforce.

That has all changed. More FMs and their teams are actively seeking and eagerly considering innovation in their facilities. During the past decade, advances in technology — both software and hardware — have accelerated so rapidly that the FM industry can barely keep up. The recent explosion of technologies is being led by innovations in digital twins, mobility, IoT, analytics, auto-

mation, the cloud and social media. These advanced technologies present the FM world with a rapidly changing and expansive landscape of new possibilities. However, while it is exciting to envision all the extraordinary opportunities for improvement, FM professionals should take a moment to consider a few things prior to selecting and implementing technology.

First, it is a good idea to conduct an assessment to help define and build a comprehensive FM-driven digital transformation strategy. This assessment will help the FM team to define requirements according to lifecycle facility and asset management goals, develop a discovery process to assess the current technology infrastructure and its ability to meet requirements, perform a gap analysis and develop a roadmap to fill or improve any gaps and define a technology implementation plan that drives value. The assessment will help focus on identifying and understanding fundamental business and technology challenges and may include activities such as:

- Evaluating facility and asset data, its structure, which data is important, how that data is collected, all the places that it lives and whether there is redundancy.
- Investigating the often siloed, independent business systems and other technologies that support specialized parochial capital expenditure and operational expenditure business processes and departments.
- Examining the level of data sharing, integration, and interoperability between disparate files, systems and databases of those same business systems.
- Understanding the ability to leverage these systems and data to generate management information and reporting for optimized lifecycle facility and asset management decision-making and risk mitigation.

Although this new technology revolution is redefining the market and the way FMs look at infrastructure, as the industry moves forward with strategic technology initiatives, it is becoming increasingly evident that a more deliberate and people-centric approach to technology adoption is needed. It is a common misconception that once a business installs or upgrades its FM technology, their FM digital journey is complete. The reality is that digital transformation is not about software or technology — it is about that business' adaptability and capacity for change and continuous improvement. It is about FM culture.

PEOPLE, CULTURE AND CHANGE

Make no mistake, digital transformation and the substantial disruption and change it brings with it, can create a massive ripple in FM culture. This is especially true if there is an outward appearance that very little or nothing is wrong with the operation of the facilities and assets or the technologies that support them. Therefore, the FM industry must be more proactive when it comes to critical shifts in people and culture by understanding the impacts that technology change can have on FM professionals and other stakeholders. In many cases, asking a couple of simple questions can often aid in the path to understanding the effects that

On Standards

technology disruption brings with it, both positive and negative. Not just impacts on facilities and assets, but also the cultural impacts on the stakeholders of those facilities — employees and customers. These questions can include, but should not be limited to:

- Does this business have a digital culture?
- Does this business embrace innovation and the change that comes with it?
- What needs to change, and why?
- Is this business prepared for that change?

Understanding the importance of supporting the culture shifts that digital transformation initiatives introduce with a well-defined change management program is often overlooked. This change management program must clearly and concisely communicate existing and upcoming strategic technology initiatives, share the purpose and details of the initiatives as well as any anticipated challenges and benefits. Ideally, this change management program should also solicit input from all stakeholders (including customers), when appropriate, to mitigate perceived risks, skepticism or uncertainty caused by a lack of information or involvement. A recent Price Waterhouse Cooper study indicated that almost 75 percent of all transformation initiatives either failed or did not meet intended objectives, and more than half of those failures were because of people issues, communication and poorly aligned business culture.

A FOCUS ON STANDARDS

As a noun, the term standard is defined as a common rule or object that is considered by general consent as a normal requirement to be used as an approved model and basis for comparison. The International Standards Organization (ISO) defines a standard as a document that provides requirements, specifications, guidelines or characteristics that can be used consistently to ensure that materials, products, processes and services are fit for their purpose.

Standards are everywhere. From smartphones to televisions, from banks to homes, and even vehicles; almost every service, product or technology used today is influenced and guided by a standard of some sort. These standards encompass everything and can cover topics ranging from production, materials, function, operation as well as safety and environmental.

That said, over the years one of the biggest challenges FMs face throughout the industry is fragmentation and a lack of standardization. As new technology is developed, it becomes more obvious that FMs must strive for common standards and guidelines that align with business strategy and goals to better leverage both technology and data with the focus of creating more business value throughout the facility and asset lifecycle.

In recent years, the ISO technical committee (TC) 267 for facility management (ISO/TC 267) — supported by the International Facility Management Association (IFMA) as well as other organizations — answered the call and began to address the lack of global FM standards. ISO/TC 267 was established to develop the ISO 41000 Standards in Facility Management with the goal of

EXPERTS JOIN ISO/TC 267 THROUGH THEIR NATIONAL STANDARDS BODIES. TO BECOME INVOLVED IN DEVELOPING ISO FM STANDARDS, VISIT IFMA'S STANDARDS GROUP ON IFMA ENGAGE OR AT ISO/TC 267 ON LINKEDIN.

improving facility management for all stakeholders of the built environment and, ultimately, enhancing the quality of life. There are several working groups that comprise TC 267, including Working Group 6 (ISO/TC 267/WG 6) Technology in Facility Management, which has organized to specifically confront the challenges of technology and the digital frontier by:

- normalizing technology terminology and vocabulary across specialized FM disciplines.
- providing insight and shared guidelines for FM technology use, both hardware and software, and promoting FM data management strategies.
- setting a common set of rules that define technology expectations and anticipated results in the FM environment.
- defining best practices and industry-wide key criteria with methods to measure and optimize the performance of FM infrastructure.

With a focus on FM, technology, and people, ISO/TC 267/WG 6 will lead the global FM industry forward by establishing a comprehensive framework for successful digital transformation and technology adoption that will enhance lifecycle facility performance and significantly alter the built environment experience. These efforts, made on behalf of the FM community by international experts, present a tremendous leap forward for the FM community. 



Doug Sinclair is the director of business development in the facilities and transportation markets for Radix Engineering in North America. With more than 30 years of experience in the AEC/OO industry, he has a deep background specializing in capital program, facility and asset lifecycle business process automation; digital transformation; data collection, aggregation, and analysis; as well as technology integration and interoperability initiatives for major building, plant and transportation owners. Sinclair's functional solution and technology skills include Digital Twin/BIM/GIS, CIP, PPM, EAM, IWMS/FM/CMMS, ERP/BI, as well as IoT/ITOT/IIoT and SCADA/ICS/DCS. He is an IFMA member and serves on the Strategic Advisory Board for IFMA's Information Technology Community (ITC). He also is a member of the Technology in Facilities Management Work Group (WG6) as part of the ISO Technical Committee 267 authoring the new ISO 41000 Facility Management Standard.



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NEW schedule for 2021

All times listed are in EST.

Monday, Oct. 25

8 a.m. – 5 p.m.	CFM® Exam Prep Review
10 a.m. – 5 p.m.	Registration/Badge Pickup
1 p.m. – 4:15 p.m.	Deeper Dive Sessions
2:30 p.m. – 4 p.m.	Annual House of Delegates Meeting
7 p.m. – 10 p.m.	IFMA Foundation's Pirate Regatta

Tuesday, Oct. 26

7 a.m. – 5 p.m.	Registration/Badge Pickup
8 a.m. – 9:30 a.m.	Official Welcome and Opening Keynote,
9:45 a.m. – 10:45 a.m.	Concurrent Sessions 1.01 – 1.06
11 a.m. – 12 p.m.	Concurrent Sessions 2.01 – 2.06
12 p.m. – 1:30 p.m.	Coquina Lawn Al Fresco Luncheon
1:30 p.m. – 2:30 p.m.	Concurrent Sessions 3.01 – 3.06
2:45 p.m. – 3:45 p.m.	Concurrent Sessions 4.01 – 4.06
4 p.m. – 5 p.m.	Concurrent Sessions 5.01 – 5.06
7 p.m. – 10 p.m.	Welcome Reception: Spookey Halloween Party

Wednesday, Oct. 27

7 a.m. – 5 p.m.	Registration/Badge Pickup
8 a.m. – 9 a.m.	Concurrent Sessions 6.01 – 6.07
9 a.m. – 3 p.m.	Expo Grand Opening
9 a.m. – 10 a.m.	Continental Breakfast in Expo Hall
9:30 a.m. – 2:30 p.m.	Expo Education Arena Sessions
12 p.m. – 2 p.m.	Lunch in Expo Hall
2:45 p.m. – 3 p.m.	Expo Prize Drawing
3:15 p.m. – 4:15 p.m.	Concurrent Sessions 7.01 – 7.07
4:30 p.m. – 5:30 p.m.	Concurrent Sessions 8.01 – 8.07

Thursday, Oct. 28

7 a.m. – 12 p.m.	Registration/Badge Pickup
8 a.m. – 9:30 a.m.	Plenary Session
9:30 a.m.	Continental Breakfast in Expo Hall
9:30 a.m. – 1 p.m.	Expo Hall Open
10 a.m. – 12:30 p.m.	Expo Education Arena Sessions
11 a.m. – 12:30 p.m.	Lunch in Expo Hall
12:45 p.m. – 1 p.m.	Expo Prize Drawing
1:15 p.m. – 2:15 p.m.	IFMA's Awards of Excellence
2:15 p.m. – 3:15 p.m.	Closing Keynote



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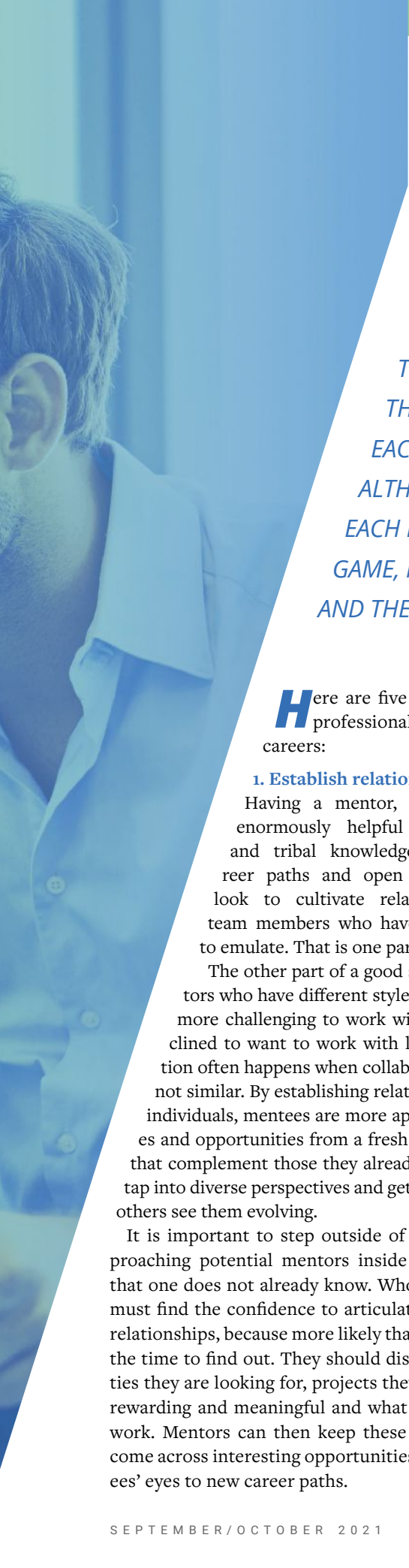


A photograph of two men in business attire. The man on the left is older, with a beard, looking down at a tablet. The man on the right is younger, looking at a stack of papers. The image has a blue tint.

*THERE IS AN
“I”
IN TEAM*

*Self-improvement
strengthens organizations*

BY LAUREN LANZILLO



FACILITY MANAGEMENT IS A TEAM SPORT. SUCCESS DEPENDS ON MANY PEOPLE WORKING TOGETHER TO OVERCOME COMPLEX CHALLENGES AND DELIVER SERVICE EXCELLENCE. THE TONE IS SET AT THE TOP, WITH LEADERS ACTIVELY INVOLVED IN PRESCRIBING THE RIGHT TRAINING AND SKILLS FOR EACH EMPLOYEE AND MAKING THE TRAINING READILY AVAILABLE. ONCE TRAINED, IT IS UP TO EACH EMPLOYEE TO TAKE CONTROL OF THEIR OWN DEVELOPMENT. ALTHOUGH CONVENTIONAL WISDOM SAYS THERE'S NO "I" IN TEAM, IF EACH INDIVIDUAL DOES NOT DO EVERYTHING THEY CAN TO BRING THEIR "A" GAME, NOT ONLY WILL THE FM ORGANIZATION SUFFER, THE INDIVIDUAL — AND THEIR CAREER — WILL STAGNATE.

Here are five best practices that facility professionals can follow to propel their careers:

1. Establish relationships with mentors

Having a mentor, or two or three, can be enormously helpful in gaining the insights and tribal knowledge needed to develop career paths and open new doors. Many people look to cultivate relationships with leadership team members who have characteristics they want to emulate. That is one part of a good strategy.

The other part of a good strategy is seeking out mentors who have different styles and skills, and perhaps are more challenging to work with. Although people are inclined to want to work with like-minded people, innovation often happens when collaborating with people who are not similar. By establishing relationships with these types of individuals, mentees are more apt to view projects, challenges and opportunities from a fresh perspective and build skills that complement those they already have. They will be able to tap into diverse perspectives and get a more holistic view of how others see them evolving.

It is important to step outside of one's comfort zone by approaching potential mentors inside and outside the company that one does not already know. Whoever they choose, mentees must find the confidence to articulate what they want from the relationships, because more likely than not, mentors will not take the time to find out. They should discuss the type of opportunities they are looking for, projects they have worked on that were rewarding and meaningful and what gets them excited to go to work. Mentors can then keep these points in mind when they come across interesting opportunities and perhaps open employees' eyes to new career paths.

Keep in mind, however, that mentorships are not a one-time thing. They must be nurtured. To do this, get to know mentors as people. Find out what is important and exciting to them, what their hobbies are and what goals they want to achieve. These tidbits provide fodder for future conversations and touch-based texts and can lead to deeper, more rewarding relationships.

2. Build soft skills

Technical skills are essential for FM professionals. They need to be developed and honed. But soft skills — like communication, teamwork and problem-solving — are how people differentiate themselves and rise above the pack. Soft skills are what separate mediocre FMs from extraordinary FMs and they are vital for moving up the career ladder.

The more one shares information, practices empathy and listens to others, the more trust is earned, and the more connected and engaged employees become, the better the outcomes for everyone. As American poet Maya Angelou said, "People will forget what you said, people will forget what you did, but people will never forget how you made them feel."

The pandemic shined light on the value of communication. When people were distanced and working on their own, it became clear that there is no such thing as over-communicating (and there never was). The ability to listen and distill learnings into actions enabled some companies to come out of the pandemic stronger than before.

Listening plays a huge part in FM professionals being able to excel at their jobs. Take, for instance, a service problem that crops up such as empty soap or paper towel dispensers. An FM staffer could work on the issue at hand, taking it at face value. That is akin to putting a band-aid on it. However, if they dive deeper into the root cause and truly listen to the stakeholder's concerns, not only will it help resolve the immediate problem, it could also enable them, and others, to address similar issues faster the next time around or



even minimize or eliminate the chances of them happening again. It will also leave a lasting, positive impression on the stakeholder and on those who can help accelerate the FM staffer's career advancement.

3. Cultivate openness and a continuous learning mindset

The power of openness and curiosity cannot be understated. Both qualities are huge contributors to happiness in both personal and professional lives.

At work, they are critical to the long game. People who advance in their career have a strong appetite for knowledge and a deep curiosity. They seek out feedback, especially constructive criticism, because they know it will help them address blind spots that could hold them back and keep them from achieving their goals. They are eager for experiences that give them new skills and insights, open their minds to new possibilities,

and enable them to challenge themselves to meet the evolving demands of their industry.

This open, continuous learning mindset is innate in leaders. But even people who are not born with it can emulate it by being more conscious and resourceful. For instance, someone whose gut reaction is to look at barriers can try to positively reframe difficult situations and look for silver linings instead. Individuals who tend to be cautious and whose first reaction to something might be “no” can catch that voice in their head before they express it out loud, and instead say “yes,” thus practicing being more open-minded.

Everyone should say “yes” when it comes to learning and development opportunities even if they seem inconvenient or irrelevant to current responsibilities. Often, FM workers are shocked at how these opportunities pay dividends in unexpected ways now and down the road. Stepping out of their comfort zone helps harness skills they do not get to flex much in their current positions. For example, public speaking training may seem irrelevant to facility technicians. However, even if they do not speak with large crowds, there are skills that can be applied to meetings with small teams or a supervisor and one-on-one interactions with building occupants — and this can help advance their careers.



4. Embrace natural strengths

In the past, management teams and career coaches focused on helping people figure out and address their weaknesses. This is important because weaknesses can prevent people from moving ahead. However, focusing exclusively on them is the wrong tactic. Leveraging strengths is equally — if not more — critical. When someone leverages and amplifies their strengths they are bringing their best self to the game, and they are happy to do so.

Employees who want to be in the driver's seat when it comes to their career need to be realistic about their strengths. How can one ascertain what is and is not a strength? Strengths are qualities that come naturally. People can tell when they're doing things that align with their strengths by the minimal amount of time and energy they have to muster. They do not have to dig deep or struggle.

Some FMs are naturally great with process improvements and administrative operations; some are very customer-service oriented and flexible; others feel more "at home" when putting procedures in place and ensure people follow them.

Knowing one's strengths and actively seeking positions that take advantage of them quickly opens doors to new opportunities. FM managers and leaders should also try to understand the strengths of individuals on their teams so they can assign the best-suited players for the situation at hand.

5. Find purpose in work

People who find meaning in their work are more fulfilled and energized by it. This sense of purpose helps propel their success.

Finding purpose is much easier for people who know what is important to them and what they value. Knowing this is not always easy, though. People may think they value one thing — like working long and hard — when in reality they are pining for more work/life balance. Or they are so used to being an individual contributor working behind the scenes that they think it is satisfactory, when what really motivates them is being front and center and working as part of a close-knit team.

It is important to do the hard work of figuring out one's values. One way an individual can approach this is by reviewing what they have accomplished, what they do on a daily basis and what is coming down the pike — and then overlay their feelings about each of these things. Honestly addressing emotional reactions to different aspects of one's job helps people know at their core what they really want so they can shape a rewarding path forward.



There are also resources, such as personality tests, that employees can use to better understand what drives them. Although the results of these assessments may not be 100 percent accurate, they can provide nuggets that help individuals become more informed and self-aware.

Sometimes employees' internal values do not align with the values of their organization. If that is the case, it will not be a good long-term fit. It is better to look for opportunities at other companies that allow them to live their values.

Succeeding in FM requires a team mentality with a focus on the "I." Organizations are only as strong as their employees, and individuals can only truly succeed if they are happy in their jobs doing things that motivate them and amplify their strengths. For people who like challenges, strive for personal and professional improvement, welcome diverse perspectives and demonstrate excellent soft skills, FM can be a truly rewarding career. **FMJ**



Lauren Lanzillo is associate vice president of culture and community at UG2 where she spearheads internal learning and development initiatives across the organization.

She drives community development programs and events geared at fostering a strong culture that is aligned with UG2's core values and organizational mission and vision. Lanzillo began her career at Bentley University as an admissions officer, focused on recruitment, event planning and process improvement. She later honed her skills in the healthcare industry working with senior leadership to execute key strategic initiatives and large-scale events.

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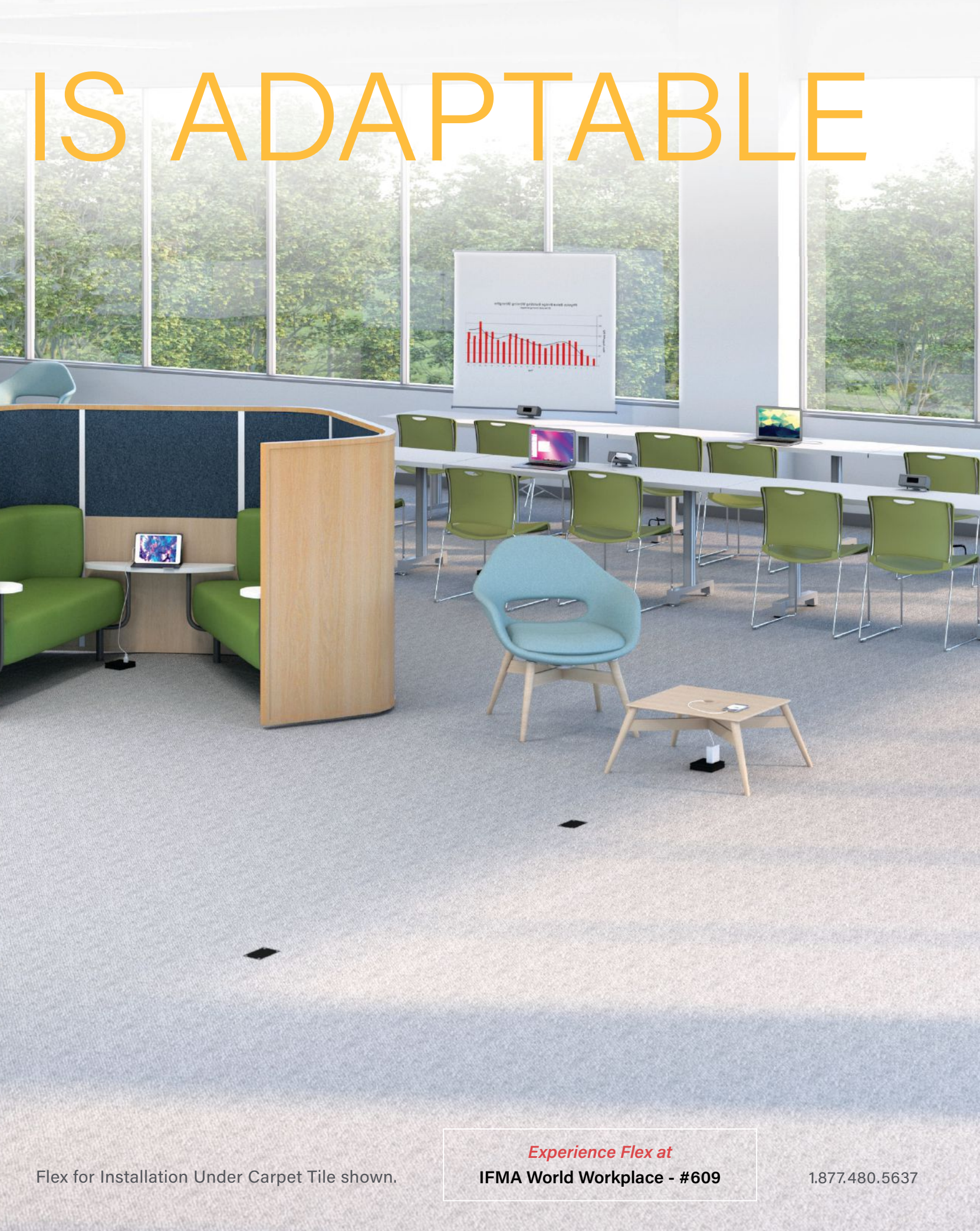
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BY CATHY PAVICK

In 2020, KEITH KEATING, senior director of global learning strategies at GP Strategies Corp., wrote an article on “the mindset of a lifelong learner,” stating, “When you become a lifelong learner and focus on continual learning of new, in-demand skills, you claim the power to face the future of work successfully.”

In today's highly competitive professional environment, one cannot simply get by on past training or a graduate degree earned 20, five or even two years ago and expect to be equipped to tackle the abruptness and range of today's challenges.

Not only must the contemporary and future workforces embrace the concept of lifelong learning, they must also accept it as the way forward if they wish to remain relevant throughout their entire career. Keating points out “the question then becomes not whether a robot or AI system will render you obsolete, but whether you will rise to the challenge of learning what it takes to stay relevant and employed.”

One might contend that the past 18 months have been a global training exercise in preparing society for transformational changes in relation to climate change, rapid technological advances, health and wellness, diversity and inclusion and so much more. The rate of change can be overwhelming. How each individual prepares for these changes can have a profound impact on their future, the future of those around them and the future of humankind.

BECOME A LIFELONG LEARNER

Alvin Toffler, regarded as one of the world's outstanding futurists, noted, “The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn and relearn.”

Although the concept of lifelong learning is not new, the level of importance has not been consistently adopted by learners. To bring it into context, Keating defines a lifelong learner as “someone who keeps acquiring new skills and capabilities well past their formal education years. It involves not only studying new topics but also developing an open-minded, positive attitude about the dynamic nature of the world.”

He highlights five key elements for success on how to be a lifelong learner:

1. Develop a Growth Mindset
2. Take Responsibility for Your Future
3. Discover and Follow Your Passion
4. Be the Linchpin
5. Stretch Beyond Your Own (and Your Employer's) Expectations

Being a lifelong learner requires a lifelong partner. This is where associations such as the International Facility Management Association (IFMA) play a valuable role. Because learning occurs in many different mediums and may be formal or informal, associations are in an ideal position to serve as the conduit to fulfilling their members' lifelong learning needs. As Keating noted, just understanding the five elements will not be enough if the individual cannot apply effective methods to become the best type of lifelong learner. The process involves attitude adjustments and the kind of effort you may not be accustomed to. In the face of sweeping and swift changes throughout global industries, however, it gives you the best chance of remaining relevant.

IFMA has a number of opportunities to help FM professionals achieve the greatest amount of success, and most importantly, the ability to stay relevant in an ever-changing environment. It is important to remember this may require many of us to readjust our mindset in the days, months and years to come as it pertains to learning. As a lifelong partner, IFMA's goal is to ensure no matter where the career path may take the facility professional, IFMA will always be there for support.

HOW TO BECOME A LIFELONG LEARNER

1. Develop a Growth Mindset

Embrace challenges, change and critique on the way to learning goals. Accept that skill acquisition requires effort, that improvement is possible and that obstacles and others' success are not reasons to stop your progress.

For those open to embracing new challenges, IFMA encourages members to participate in the development of international standards. Technical Committee (TC) 267 was developed under the International Standards Organization (ISO) to create standardization in facility management. ISO is an independent, non-governmental network of national standards bodies of countries and provides an independent, neutral platform to industry experts for developing international voluntary consensus standards.

Standardization of the industry helps advance FM as a profession and demonstrates the key contributions of FM to the organizations they serve by supporting effective, efficient and sustainable operations. All participating countries have a National Standards Board (NSB). IFMA members in a participating or observing coun-



try who are involved with their local NSB, or are interested in learning more about how to become involved with a local NSB, are strongly encouraged to join IFMA's Standards Community on IFMA's Engage platform.

Additional standard activities include attending workshops offered at IFMA events, FMJ articles regarding standards development, following TC 267 via LinkedIn and responding to a call for workgroup participants.

2. Take Responsibility for Your Future

When you own your decisions, actions and future results instead, you give yourself the power to make changes independent of whatever happened to you in years past or yesterday.

Lifelong learners seek out opportunities for their benefit and growth because they understand they have the power and responsibility to mold their progress.

"Claiming the Power" is within the hands of every learner. In a February 2020 U.S. Chamber of Commerce Foundation report on "Hiring in the Modern Talent Marketplace," respondents said:

- There has been a lack of skilled talent among the available workforce in recent years. Nearly three-quarters (74 percent) of respondents agreed.
- Employers and hiring managers are preparing for a world in which competencies — not degrees — are the most important factors when filling a job.
- Respondents (78 percent) acknowledged the need to overhaul their hiring practices to make this shift to focus on competencies.

IFMA has been the global leader in identifying the competencies for the job role for more than 28 years by conducting periodic job task analyses to identify the necessary knowledge and skills. Pursuing the Certified Facility Manager® (CFM®) certification provides FMs validation of their ability to competently complete a job or task.

IFMA has two industry-leading certificate programs, the Facility Management Professional® (FMP®) and the Sustainability Facility Professional® (SFP®), providing core foundational knowledge for all facility professionals. In a September 2018 report by IFMA's Research and Benchmarking, 70 percent of organizations rate IFMA-credentialed employees as having statistically higher performance and the average IFMA credential results in more than a 40 percent increase in employee performance, further supporting the importance of lifelong learning.

In addition to credentials, IFMA continues to grow the course catalog in FM training to provide the greatest flexibility in adapting to individual learner needs. Recently released are seven eLearning core competency courses covering communications, real estate, performance and quality, risk management, sustainability, occupancy and human factors, facility information management and technology management. Each course provides the learner with continuing education units (CEUs) and a verified digital badge issued by IFMA.

3. Discover and Follow Your Passion

If you do not have a passion for your current career position, figure out what your passion is, and then do what it takes to incorporate it into your life. What makes your career meaningful? What rewards do you or others receive that you can feel good about?

Passion fuels learning more than anything. Many FMs say they fell into the field by accident; however, passion for the job kept them there. That passion is often fueled by becoming an IFMA member and being involved with a local IFMA chapter. The success of many FMs can be tied to the hundreds of volunteers who work tirelessly to help each member reach their fullest professional potential. These volunteers drive regional education pro-

gramming, fundraising to support the IFMA Foundation academic scholarship program, networking opportunities, local charitable events, mentoring and more.

Volunteering in a local chapter not only provides lifelong learners the opportunity to enhance a number of soft skills, it also fuels the passion of supporting future generations of facility professionals dedicated to advancing the profession. As a lifelong learner, strive to reach the level of an IFMA Fellow, the highest honor bestowed by the association for their unmatched knowledge of the profession.

4. Be the Linchpin

Become a company or industry linchpin that holds everything together and keeps things moving in the right direction. Make yourself invaluable. Through lifelong learning and growth, you can create a personal brand that stands for dynamic need fulfillment. Proactive skill acquisition is an essential part of the learning, doing, unlearning and learning more lifecycle.

By nature, one could argue an FM is the linchpin within any organization. By staying on top of the latest industry trends, FM ensures the health and well-being of the occupants of the facility. IFMA events such as World Workplace and Facility Fusion provide educational activities that showcase the latest developments in the profession. Furthermore, live events create invaluable networking opportunities that lead to nuggets of knowledge that support continual learning.

5. Stretch Beyond Your Own (and Your Employer's) Expectations

Contentment is the enemy of success when things change so rapidly across the majority of industries. Courting positive stress in a controlled, beneficial way by taking a class, following tutorials and practicing new skills combats the harmful stress of trying to hang on to your job or find a new one when your abilities do not match expectations.

IFMA provides countless opportunities for FM professionals to push beyond their comfort zone. These opportunities further enhance one's skills that contribute to their relevancy. One could:

- Participate in the Engage platform and provide input on a discussion item.
- Join and actively participate in a chapter, council and/or community of practice.
- Respond to the call for presentations for World Workplace or Facility Fusion on a trending topic in facility management.
- Participate in the development of a research study by serving as a subject matter expert.
- Author microunits of content that you are passionate about to complement existing courses.

- Volunteer to review submissions to IFMA's Knowledge Library.
- Volunteer with the IFMA Foundation.
- Attend item writing training and develop items for the CFM Exam.
- Pilot new courses and provide feedback to the development team.
- Write an article for IFMA's FMJ.
- Mentor those preparing to sit for the CFM.

The opportunities are vast. FMs who partner with their peers in IFMA have a treasure trove of knowledge and resources available to them whenever they are ready. By attaining credentials and continuing their education, FMs are positioning themselves to lead the industry today and the next generation of FMs for tomorrow. **FMJ**



Cathy Pavick joined IFMA in 2008 and serves as the senior director of professional development. Through her vision and strategic leadership, she oversees the development and updates to IFMA's credentials and continuing education programs. In 2016, Pavick was awarded IFMA's Chair Citation for creating IFMA's quality educational programs and maintaining global accreditation standards. She graduated from Waynesburg University with a bachelor's degree in business administration and from Michigan State University with a master's in higher education administration.



Path Finding

IFMA knows great FM training isn't one-size-fits-all. Tailor your training needs through credentials and online learning:



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WHO
New to FM or FM adjacent

WHAT
Intro to FM

WHO
Base of FM knowledge wanting a deeper dive

WHAT
Increase knowledge in 4 critical areas



WHO

Desire to impact organization's economic, environmental and social bottom lines

WHAT

Understand efficiency, data-driven decision making and sustainable practices



WHO

Experienced Professionals such as career FM's or engineers

WHAT

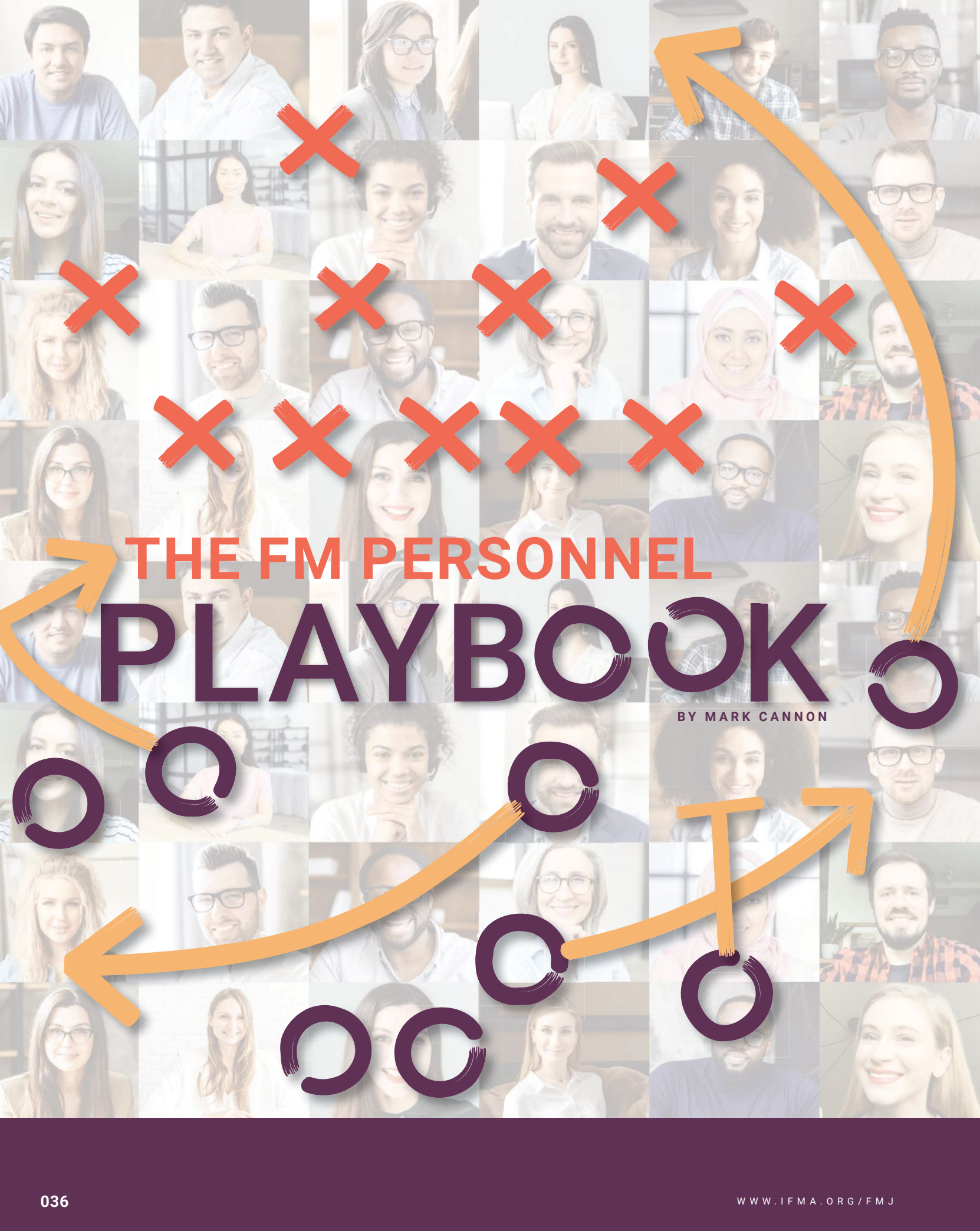
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THE FM PERSONNEL

PLAYBOOK

BY MARK CANNON



Building Your Championship Team



As the role of the facility manager expands, so does the FM team. Long gone are the days when managing a facility meant making sure the cleaning crew showed up and the lawn was mowed. Today, FMs oversee everything from the integration of smart building solutions to the implementation of sustainable practices. It is a complicated role that requires the assistance of a talented and dedicated team.

Like the head coach of a team, FMs are responsible for the success of their team. They must recruit team members, oversee their training, keep them motivated and ensure they perform to their full potential.

Whether an FM relies entirely on third-party vendors or manages a busy in-house department, they must have the right people with the necessary mix of talent and traits so they can build their championship team.

SCOUT OUT TEAM PLAYERS

Starting with the obvious, a championship team must have team players. “There’s no ‘I’ in ‘team’” may be a cliché, but that does not make the sentiment behind it any less true. Individuals with a me-first attitude are often detrimental to a team and can diminish its long-term success.

In professional sports, it is far too common for egos to get in the way of a team’s success. A wide receiver yells at his quarterback because he thinks he is not getting the ball enough. A star running back skips training camp because he wants a better contract. A recent draft pick spends too much time celebrating his newfound

wealth and not enough time practicing. All of these scenarios can damage a team’s morale and performance.

Being a team player is just as important in FM. Keeping a facility running smoothly involves a lot of moving parts, literally and figuratively, and these parts are often interconnected. Electrical issues can affect the security system, for example, and leaky faucets can damage a variety of surfaces. Team members must collaborate, communicate and coordinate to maintain and improve their facility.

Being a team player is not the same as being a follower. The best team members often demonstrate strong leadership skills. Team members help move the team forward, and that includes speaking up and offering suggestions and ideas rather than passively awaiting direction.

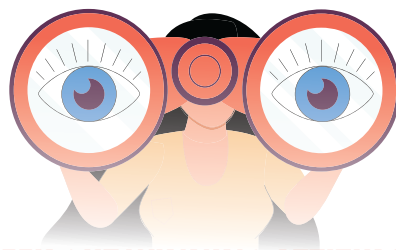
RECRUIT FOR INDIVIDUAL STRENGTHS

Being a team player and focusing on personal performance are not mutually exclusive. On the most successful teams, they go hand in hand. Team members play very specific roles tailored to their

individual strengths. It is the way they combine these strengths and work together that ensures whether the team succeeds.

Think about the different positions on a football team. The offense contains four types of players with very specific skill sets: the quarterback, the wide receivers, the running backs and the offensive linemen. Each player contributes in a unique way. While there are exceptions (and the occasional trick play), in general, it is rare for a player to transition from one position to another. Similarly, the defense is made up of specific players: linebackers, defensive linemen and defensive backs. Even the special teams players have clear-cut roles. A kicker can kick a 50-yard field goal and a punter can send the ball 70 yards downfield, but neither can perform the other’s role equally well.

Each member of an FM team likely has a specialization as well. Building engineers oversee the facility’s electrical and mechanical systems. Janitorial staff provide a clean and safe workspace. Landscapers keep the grounds looking their best. Surface care providers deep clean the carpets and polish the floors. These roles require extensive training and expertise, and the



individuals who perform them cannot simply be swapped out to fill gaps on the team.

When building a championship team it is important to understand the needs of the team. That means clearly defining the roles and responsibilities of each team member. This will help ensure the right people are hired for the right job.

LOOK FOR COACHABILITY

Talent is an important consideration when hiring new staff or contractors. FMs want to work with people who are good at what they do, whether scheduling elevator repairs or applying a high-performance coating to a concrete floor. But talent is not enough. It is much more important for team members to be coachable and willing to learn.

Far too many coaches have been dazzled by talent. They have read about a player's accomplishments, and seen the highlight reel where no one comes even close to touching them as they race down the field, and they are ready to give away the barn to have them on their team. What they do not realize until it is too late is the player simply is not coachable. They do not learn the routes, or make blocks and they talk back to the coaches. Within a couple of years they wash out of the pros.

Most FMs will not be mesmerized by a candidate's resume, but they are still susceptible to being charmed during a job interview or impressed by past big-name employers. This can be a mistake, especially in a complicated field like FM that requires extensive knowledge of multiple systems and processes. No matter how experienced or talented a candidate may be there will always be a learning curve when starting a new role.

It is not always easy to determine whether someone is coachable during an interview or initial meeting, but there are some clues to look for. Do they come across as arrogant or boastful? Are they constantly interrupting or failing to make eye contact? Did they do any research on the company ahead of time? Watching for red flags can prevent headaches and hassle down the line.

SEEK OUT WINNING ATTITUDES

Nothing kills motivation like negativity. When a team member complains endlessly about a project or talks about everything that can and will go wrong, the energy is sucked right out of the room. A winning attitude is critical in determining a team's ultimate success or failure.

When a team starts the season slow, it can be discouraging. Professional athletes are the best of the best, and they are not used to losing. Many of them come from college powerhouses where they regularly won conference or even national championships. They certainly do not expect to lose five games in a row. For many players, it would be easy to admit defeat and mail it in for the rest of the season. But players with winning attitudes know they can get the team back on track. Through hard work and determination (and maybe a little luck), a team that begins the NFL season at a dismal 1-7 can finish with a winning record of 9-7.

By the very nature of their jobs, the members of an FM team need to have a winning attitude. In a perfect world, HVAC systems would never malfunction and carpets would never get stained. But this is not a perfect world. FMs and their teams are constantly responding to crises and putting out fires. Without a winning attitude, every day would be disheartening and dispiriting.

When interviewing a potential hire or contractor, it is important to ask questions that can reveal whether they have a winning attitude such as "Can you tell me about a time you overcame a major obstacle?" or "How do you handle employee or tenant complaints?" These questions can unearth other key qualifications as well, including strong communication and customer service skills.

CONSIDER THE TEAM CULTURE

It does not matter how qualified or experienced an applicant is if they do not fit the team culture. Shared values, beliefs, behaviors and attitudes are essential to ensuring team members are on the same page and working toward the same goals. It takes just

one bad apple to spoil the bunch — or one toxic member to destroy a team.

Similarly, talent and size will only take a football player so far. Coaches want players who show up on time, listen to their coaches and teammates and give their best effort. In other words, they want players who are reliable, respectful and hardworking. Players who argue with their coaches, miss practices and consistently make bad choices in their personal lives become a liability and are at risk of being traded or even dropped, no matter their superstar status.

FMs should look for people who share and believe in the company's core values, such as diversity and inclusion, environmental stewardship and transparency. When interviewing job candidates, asking about the accomplishments they are most proud of or the ways they measure success might reveal details about their values. When evaluating potential third-party contractors or vendors, it is a good idea to seek out mission-based companies who have similar corporate values and are committed to putting purpose above profit.

Ensuring personal and corporate values align benefits both the FM team and the individual team member. Common passions and interests bring team members together and build strong relationships. Team members are more motivated, more inspired and more productive. Ultimately, they achieve greater success. By considering both culture fit and job fit when hiring, FMs are more likely to build a true championship team. **FMJ**



Mark Cannon is the president of APEX Surface Care, a national specialty surface care company and Certified B Corporation headquartered in Texas. Cannon was drafted out of the University of Texas at Arlington in 1984 and played center and long snapper for the NFL's Green Bay Packers, Kansas City Chiefs and Indianapolis Colts over the course of his seven-year career. As a member of the Packers, he served as the team representative on the National Football League Players Association (NFLPA).



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On the Edge

Is FM
approaching
its biggest
skills gap yet?



BY RANDY MARKS



Industries across all sectors have been accelerating toward digital-first models for the better part of a decade. While the construction and facility management industries have traditionally trailed somewhat behind pace, the pandemic of 2020 thrust technology adoption to the forefront.

Teams quickly had to figure out how to reduce office and job site density, continue collaborations with various stakeholders to keep projects moving forward, maintain essential operations at hospitals, power plants and manufacturing facilities and even make building investment decisions from afar. Many turned to technology to meet the new challenges.

According to one report, the last nine months of 2020 stimulated the highest technology adoption rate in the history of the construction industry. What typically would have taken three years to achieve was condensed to a matter of months. While this rapid pace has helped the FM and construction industries remain adaptable, it has also intensified the pains of a pervasive problem that has been progressing for several years: the widening skill gap.

As the demand for digital tools like cloud-based collaboration platforms, integrated workplace management solutions (IWMS), Internet of Things (IoT), Artificial Intelligence (AI) and building information modeling (BIM) continues to grow, will the industry have enough of a technology-proficient workforce to fill the need?

Recognizing the challenges

Construction and facility management are now realizing the impact of the talent shortage that has been looming over both industries for more than 10 years. In FM, specifically, it was anticipated 40 percent of FMs would retire over the next eight years — that prediction was made nearly four years ago. This is compounded by the fact that the volume of qualified candidates applying for jobs in this sector is too low to close the gap.

Construction is feeling the same effects as trade labor and other skilled professionals entering the workforce continue to diminish. At the same time, career paths have changed significantly in both industries. Many jobs in both professions now require the triple helix of skillsets: technological, strategic and soft skills. This is driven by several forces.

Complexity

Built worlds are growing more complex and technologically advanced. Inherently, this has added new layers of complexity to operations. Facilities and workspaces across nearly every sector are becoming “smart” and digitally connected, and those who build and maintain them increasingly have to consider corporate social responsibility and environmental initiatives, and now, enhanced security and risk prevention and management as well as health concerns.

Cost

Teams are being asked to do more with less in an effort to contain and reduce costs. In many cases, utilizing technology has been the only way to achieve this.

Return on investment

Similarly, construction and FM professionals are being held to higher standards. There is a greater need to demonstrate ROI to owners and leadership teams, and ROI is becoming more central to overall business strategy and performance. As a result, various functions across construction and FM now must understand how decisions impact business outcomes, possess soft skills such as communication and collaboration and contribute to strategic decision making. Perhaps more importantly, they must understand how to utilize technology, data and analytics to reduce risk exposure, enhance workplace and facility experiences and align with business goals.

The pandemic only made these forces more apparent. Owners and business leaders suddenly had to consider how assets were being utilized. In some cases, it became a matter of maintaining or reconfiguring to accommodate little to no occupancy, and in others, it was reconfiguring and expanding for increased traffic or production. FMs took center stage as owners and leaders turned to them for strategic input and guidance.

Even prior to the pandemic, many owners started requiring digital representations of their buildings and projects to better understand opportunities to achieve greater efficiency and higher

returns, advance sustainability programs, reduce costs or expand usage. As these forces have coalesced over the last several years, it fast-tracked technology adoption in FM and construction, intensifying the spotlight on the talent issue.

A dilemma a decade in the making

Hindsight is always 20/20, and looking back it is easy to see how this issue began to take shape years ago. Education systems were not set up to attract new generations of talent to these two fields, nor to keep pace with technological advancements. Additionally, because of the construction and FM industries’ resistance to adopt technology and digitally enabled processes, it has created knowledge-transfer challenges. The lack of tech adoption has also made the two professions less appealing to younger generations.

Education

It was not until 2018, following an appeal that the Bureau of Labor Statistics (BLS) designated a Standard Occupational Code to officially recognize “facility manager” as a specific profession. Having this designation by the BLS is one of the criteria most higher education institutions use to determine whether or not to include vocation-based curricula. This can explain why there has traditionally been a lack of FM-credentialing programs available. Fortunately, this seems to be on the rise.

In construction, however, many trade schools that focused on technical instruction have disappeared and most universities are not adequately preparing students for the modern world. The education system is failing to train people in the technological, programming and even business strategy skills required to work in the current climate and thrive in the real world — and this is seen in both industries. Training for these necessary skills is simply not keeping up with the advancement of technology and the demand.

Technology adoption

Though the events of 2020 have dramatically increased the use of technology in both industries, there is still tremendous room to grow. Adopting technology will attract younger, digitally native generations to both fields. This, however, requires the current workforce to become technology enabled to facilitate efficient knowledge transfer to the next generation.

Aging workforce

The aging workforce is creating two challenges. One is the mass exodus due to retirement and the other is the current workforce’s ability to keep pace with the advancements in technology. Today, even workers in their 30s and 40s are finding the technologies they were trained on in school are rapidly being phased out as technology advances. These two forces are not only hindering the true digital transformation of both industries, but creating massive workforce gaps.

Closing the gap

Closing the chasm will require a multi-pronged and collective approach. It will require professionals, businesses and educators in both industries coming together to develop and continually evolve curricula in schools so students gain real-world training on the tools and technologies being used in the wild. It will require organizations to partner with schools to offer internships and entry-level positions to attract young people to the profession and give them first-hand experience.

It will also require organizations and employers to commit to staying on the cutting edge of emerging technology and software, and to prioritize continued education and development by offering opportunities for employees to keep themselves sharp. Upskilling the workforce from within will also create a team of specialists, making teams more efficient, effective and strategic.

The shift to remote work has presented some unique barriers in this area as the on-the-job training that inherently happens when teams are in the office or on the job site together has diminished. Fortunately, there are a number of online tools and platforms to facilitate learning and development.

The bottom line is if the FM and construction industries are to stand a chance at reversing the impending talent shortage, it will require a collective effort across education and business to embrace technology, develop advanced training and become advocates for both vocations. And, in many ways, these two sectors — FM and construction — will benefit from moving in lockstep and evolving together, particularly as built assets become more integral to overall business strategy. **FMJ**



Randy Marks is the Director of Operations at ZELUS where he oversees operational performance and efficiency. He has more than a decade of experience in the construction industry and specializes in applying emerging construction technology to improve operational efficiency and financial performance.

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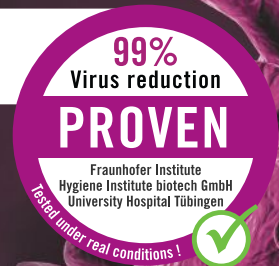
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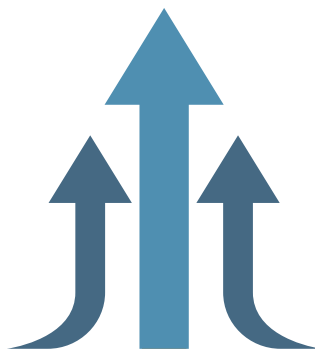
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A man in a dark suit is walking on a blue ledge, looking forward. The background is a city skyline with various skyscrapers. The text 'RISE TO THE OCCASION' is overlaid on the image.

RISE TO THE OCCASION

Prepping the
FM Toolbelt

BY ELENA BONDAREVA



In the next year, facility management professionals will be asked to build and amplify their skill sets. Those who meet the moment will rise and lift the profession.

While predicting the future is futile, it is beneficial to look at global trends for insight into what the world is likely to expect from the FM profession — and what it does not know to expect but would be delighted to receive.

Trends are like seismic shifts — they open pockets of opportunity that were not there before. FMs do not have to fill the voids; technology and other professions will do so, for life abhors a vacuum. However, if the industry does not act, it cannot complain when 55 percent of today’s FMs retire within 10 years. So, why not step in? By the nature of the work, FMs are resilient, so why not try new things, reaffirm the vital role of the profession and watch young talent be drawn in by the currency and excitement of the challenges they get to solve?

DISTRIBUTED WORKPLACE

During the 2020 pandemic, out of sight became largely out of mind. Most FMs did not see their scope of responsibility extend beyond the company asset, occupied or not. This is likely to change: not only does OSHA hold employers accountable for its workplace even if it is across hundreds of homes, but so do sustainability goals. If companies got away with transferring much of their carbon, water and waste footprints to their workers during the pandemic, investors would hold companies to a higher standard going forward. People will rediscover the blessings of a centralized workplace: experts create and maintain them and economies of scale allow savings per person. FMs will be prime to help corporations account for — and optimize — their true footprint across a distributed workforce.

TALKING MONEY

Through the pandemic, FMs found themselves central to corporate decision-making. They can hold on to this influence by becoming versed in making a business case because money does rule, and it can rule in favor of issues people care about if they master it. For those who think that if good things do not happen it is because

they do not make commercial sense, that is plain wrong. There is no shortage of cost-effective ways to improve assets, communities and the jobs associated with them. Most of the time, if they do not happen, it is because those who know have not connected all the dots for those signing the check.

“During the pandemic, reduction in occupancy to 20 percent resulted only in 10-20 percent utility cost savings. More than anybody else, FMs understand why. One of the most important skills we see effective FMs bringing is the ability to talk money: the cost of inaction, opportunity cost, yield on cost, returns, etc.”

Louis Langlois, vice president at Carbon Lighthouse, USA.

GRID-INTERACTIVE BUILDINGS

The real estate industry has amassed a proportional response to energy efficiency, embodied carbon and net-zero challenges. Still, it has remained a largely passive consumer of energy. This simply will not do for long because the future of energy is interactive: energy has shifted from a perishable commodity to a tradable one. In retail, by not using credit cards to earn rewards, consumers are unable to use those rewards to subsidize their holidays. The same holds here: by not mobilizing real estate assets as a distributed energy resource (DER), FMs are leaving money on the table. As an industry, FMs have another opportunity to step up, transforming the Capital Expense (CapEx) and Operational Expense (OpEx) business cases as a means to slash the cost of “doing the right thing.”

“Grid-Interactive buildings represent the next technological challenge for the corporate real estate (CRE) industry. Making a building energy efficient is a key element in addressing the threats posed by climate change, but in itself does not manage the demand/response flow of energy. The need for grid interactivity has risen out of the exponential growth in distributed renewable energy generation, emerging energy storage technologies, peer-to-peer energy trading and vehicle-to-grid energy transfer. This will become a critical knowledge and skillset requirement for the facility manager. It is vital to begin the introductory education and skill development efforts today, so the FM profession is prepared for tomorrow’s opportunities.”

Dean Stanberry, CFM, second vice-chair — IFMA Global Board of Directors

SUPPLY CHAIN

How people do what they do matters nearly as much as what people do. Many sustainability reporting initiatives demand transparency along the supply chain. So, whether an FM personally cares about these issues or not, they can at any point be asked the percentage of vendors that are local, minority-, indigenous, LGBTQI+- or woman-owned. FMs have an opportunity to make sure that every dollar that is spent advances the vision of their boss or client.

DECONSTRUCTION

Rating tools like LEED, Green Star and Living Building Challenge have long rewarded material reuse. Embodied carbon in building materials will account for roughly half of the total carbon emissions that will result from new construction to 2050. Many locations have exchanges that give office furniture another life. Beyond furniture, reuse is about construction that allows for elements to be taken apart and reused: bolted rather than welded, with material properties marked on each element and with a deconstruction guide developed by the design team. While reuse has remained a marginal issue, it will not be for long. A critical mass of companies that have staked their brands on sustainability are now coming up on their assets’ end of useful life. On top of that, some cities have cemented their expectations in deconstruction in policy, with others are planning to follow.

WHAT CAN FMs DO?

- **Become agile.** This is an ask to go against the grain. Humans reduce their range as they “learn” because they are wired to repeat what worked and to avoid what did not. Except, no lessons should be interpreted this rigidly. Circumstances change.

“Being agile and able to adjust quickly to client and employee needs is key.”

Jon McCormick, head of IFM and asset services, ANZ at Cushman & Wakefield, Australia

- **Learn formally.** While researching a specific issue is invaluable, people are guaranteed to miss something important because they did not know to search for it. Formal learning — such as through a course — helps. There are great online courses regarding employment law, real estate finance, change management and more. Many basic courses are free. Some courses lead to a certificate of completion, which will still cost very little compared to a college course.
- **Ask for new KPIs.** On a good day, mankind can move mountains. On a bad day, people can barely manage what is absolutely necessary. That is why aligning KPIs to the evolving role is so important. The workforce must make sure that they are evaluated and rewarded based on what tomorrow expects them to do today.




“Whether it’s expressing yourself or your team’s value, communicating with your colleagues, helping others understand the who, what, where, when, why, how of a project – there are limitless applications that wouldn’t be effective without communication.”

Carolyn McGary, FMP, CFM, SFP, ProFM, USA.

- **Always invest in your communication skills.** By going through conflict resolution training, the ordinary goes so much smoother by being ready for the worst. Make sure the training actually feels confronting, because if it does not, no one is learning that skill and will likely only further aggravate a combating audience.

In addition to these new opportunities, those identified last year still hold:

- **Know thy building:** FMs should know their buildings the way a family physician knows a patient, spotting abnormality through vitals. Like bodies, all buildings are unique and we will continue to fail in keeping them healthy and optimizing their potential until we know their baseline.
- **IOT-enabled FM:** Buildings are now inseparable from technology and FMs need to command data.
- **Change management:** In a world changing faster than most can keep up, who is better positioned than the FM to implement the change initiatives required for wellbeing, retention, productivity, Corporate Social Responsibility and more?
- **Leveraging Science:** Many FMs function as applied scientists. Embracing this role will supercharge our buildings’ ability to learn in the face of uncertainty.
- **Impact:** Become fluent in both risk and impact assessment puts FMs at the decision-making table. 

“In today’s environment, there are three keys to FM success: empathy, resilience and flexibility. Demands on leaders and organizations will be changing more and faster. Our flexibility will keep us in the game. Our resilience will make us ready for new challenges. And our empathy will enable us to engage those facing change.”

Kathryn Lopez, CFM, CRL Facility Management: Strategic Assessment & Client Solutions JLL

“It is evident that asset life-cycles need to be extended to save on replacement costs. FMs need to hone their space management skills. It is important they have flexibility of space to ensure maintenance costs are kept down when areas are not in use. Furthermore, understanding technology is key to ensuring that efficiencies are introduced through Strategic Asset Management plans.”

Kristiana Greenwood, immediate past chair, Facilities Management Australia



Elena Bondareva WELL AP, WELL PTA has a solid record of transformative innovation around persistent problems, which is the focus of her advisory practice, Vivit Worldwide. Bondareva has held public, private, teaching and board roles in Australia, New Zealand, Russia, South Africa, India, and the United States; delivered CPD training to thousands of professionals; participated in globally significant events such as COP17, G20, and the World Green Building Council Congress; published in peer-reviewed and public journals; and presented at countless international conferences. She helped establish four Green Building Councils and the Living Future Institute of Australia, served on the COVID-19 Taskforce of the International WELL Building Institute (IWBI), and serves on the IWBI’s Global Health Equity Advisory and (second term) on the advisory board for the Greenbuild’s Global Health & Wellness Summit. She also serves on the Board of Pollinate Group, an award-winning social enterprise, and is an advisor to Power Ledger, a groundbreaking software platform that accelerates transition to clean energy future by activating local energy markets.

Opening the door to healthier buildings.

Cloud-based solutions make smart building transformation easier.

The drive to make buildings healthier isn't new. But on the heels of a worldwide pandemic, the urgency to do so is.

According to a recent study, 92% of respondents agree that demand for healthy buildings will grow in the next three years. And 89% said the current demand for wellness is already strong.¹

Healthy buildings are not only good for people; they benefit businesses, as well. A 2020 study by the Massachusetts Institute of Technology found there is a four to seven percent rental premium per square foot for certified versus uncertified spaces. Almost half the respondents stated that healthy spaces tended to lease-up faster than standard spaces.²



Doing more with less

Amid these trends, building owners and operators are embracing the convergence of information and operations technology – IT and OT – that can make buildings more sustainable, resilient, hyper-efficient, and people-centric buildings.

The digitalization of electrical and HVAC systems – including associated energy and power management systems (EPMS) and building management (BMS) software – has given facility teams the data, insights, and control they need to achieve these outcomes. EPMS systems allow them to monitor their entire electrical system in real-time, while BMS systems make extensive data aggregation, organization, and integration possible.

However, not all organizations have the budget or in-house expertise to purchase and maintain the required on-site EPMS and BMS software and computing hardware that are at the heart of smarter, healthier buildings. In response, a new breed of cloud-hosted applications has emerged that make it possible for

building owners to meet their business, regulatory, and occupant requirements while minimizing the costs of on-site services, computing hardware, and software.

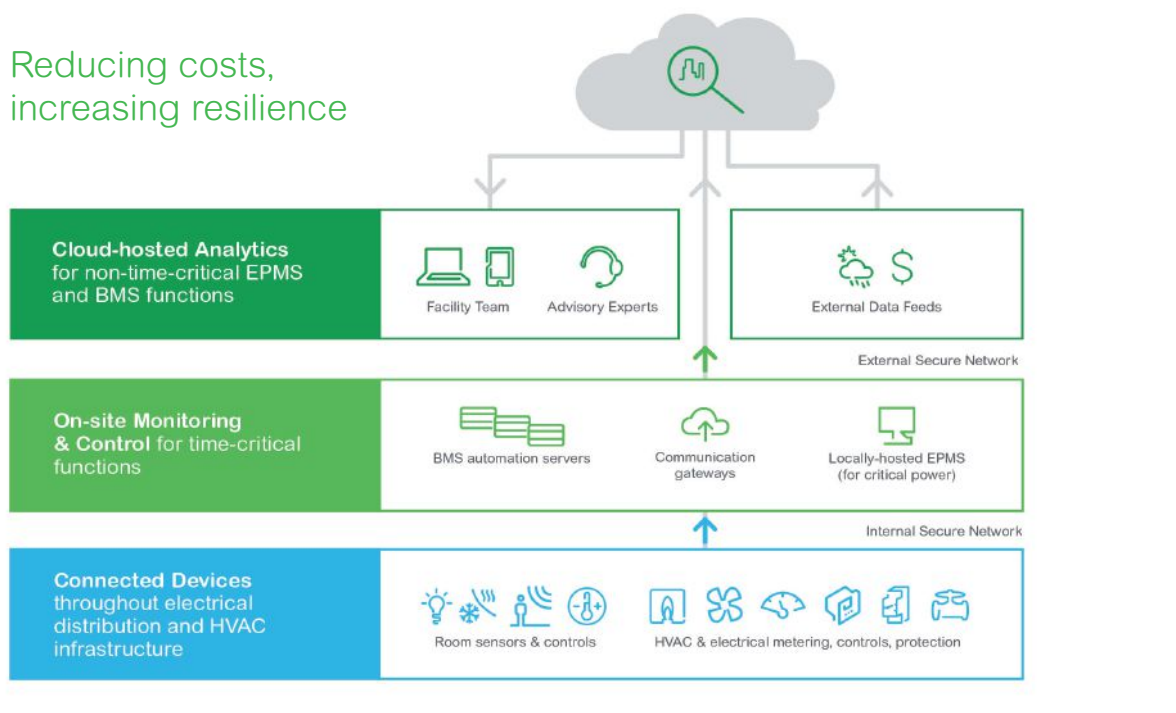
A recent white paper published by Schneider Electric notes the resource and budget limitations that many organizations face in the post-pandemic “new normal”. Companies are losing electrical systems and building management expertise as experienced people retire or workforces are reduced. In addition, as power management and building management systems become more connected and more capable, businesses must contend with the cost considerations of purchasing and maintaining new power and building management software. They also may need to train or hire personnel to operate their new systems. For many companies, moving selected power and management applications to the cloud is a better alternative, enabling them to do more with less.

In response, a new breed of cloud-hosted applications has emerged that make it possible for building owners to meet their business, regulatory, and occupant requirements.

Most of us take advantage of cloud-hosted applications every day – to do our banking, for example, or to make online purchases. Building owners and operators can handle many power and facility management functions in the same way. Critical EPMS and BMS functions, such as high-speed data capture, and temperature and ventilation control, should remain on-site to ensure the highest reliability and responsiveness. However, non-critical functionality, including data storage and reports for regulatory compliance, can be elevated to the cloud.



Reducing costs,
increasing resilience



In a cloud-based EPMS and BMS architecture, all non-critical functionality is managed and maintained by the solution provider.

A secure gateway is used to send data from the facility to the cloud at regular intervals or, in the case of critical alarms or events, on demand. Multiple facility personnel are able to securely view and manage the electrical and HVAC infrastructure of one or more facilities.

With cloud-based EPMS and BMS systems, companies avoid the capital expenses of maintaining an on-site computer, server, and software. And because cloud-based services are typically purchased via a monthly subscription, the EPMS and BMS functionality becomes an operating expense. On-site equipment installation and integration are avoided, as are hidden

IT chargeback costs for facility operations departments that are already constrained by tight budgets.

Cloud-based power and building management solutions deliver financial and operational benefits, including:

- Greater data resilience, with automatic offsite backup and automatic software upgrades
- Assured cybersecurity, thanks to continuous threat monitoring by both systems and people
- Reduced in-house IT support, with the elimination of local EPMS and BMS computers and data servers, and the management and maintenance they demand
- Increased scalability, as cloud-based platforms allow new building sites to be added quickly and easily on demand

Accessing valuable advisory services

While migrating EPMS and BMS data and functionality to the cloud offers a range of advantages to users within an organization, it also enables access to expert advisory services. Combining cloud-based analytic tools with experienced technologists, third-party service teams

allow organizations to evolve from a “do it myself” to a “do it for me” approach, or anything in between. For facility teams with limited resources or expertise, there can be significant gains in productivity, with outside experts augmenting a company’s internal resources.

Download the white paper

Scan the QR code to read the complete Schneider Electric white paper, “Do more with less: Moving power and building management to the cloud”.



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Outsourcing SUCCESS

Using Vendors to Deliver KPIs

BY CURTIS VAN BUSKIRK

Most everyone relies on key performance indicators (KPIs) to measure the quality of tools and assets, from large-scale business KPIs such as monthly foot traffic to personal performance results like the battery life of headphones. While the wrong outcome can be frustrating in any scenario, weak performance in a facility can diminish critical return on investment (ROI).

It is not difficult to establish and track the indicators of assets and resources that reflect a property's success. It is essential in determining if these resources are making the best use of a facility's budget and its occupants. But when measuring the performance results of facility management services partners, it is not always as streamlined. An experienced, proficient vendor can prove their worth by measuring KPIs for their entire portfolio of services — from janitorial, HVAC and electrical to facilities engineering, mission critical, specialty services and more.

For FMs interested in outsourcing their services for the first time — or those considering revisiting the venture after being burned before — a facility services partner can bring the right mix of expertise, scalability and network of advanced resources and equipment.

A proven vendor can take the headache out of managing FM services while enabling more focus on running core business activities. But do not just take their word for it. Look for a services provider who can offer KPIs in the following areas while keeping the interests of its client and team members, occupants and facility health in mind.

Maintenance Logs

One of the easiest ways to ensure an FM services vendor is doing the job they have been hired to do is by putting maintenance logs to work. A maintenance log does exactly what it sounds like — records and dates the maintenance or service rendered to the facility. Also known as service logs or maintenance records, maintenance logs provide accountability and insight into the current state, upkeep, or system health of the facility on a micro (and with the right analytics, macro) level.

Consumers might be familiar with the type of maintenance log found on the back door of a public restroom. These maintenance logs and the kind used in FM services are not dissimilar, especially when it comes to a facility's janitorial program. A maintenance log across all facility restrooms can verify the most hygienic solutions are correctly implemented and the right inventory is present, meaning occupants will never have to face an empty paper towel dispenser.

While records of recurring maintenance are a must for accountability of service and cleanliness in occupant-facing areas, maintenance logs for all systems can help justify preventative or predictive maintenance or signal the urgent need for corrective maintenance. The expert analysis of a facilities services partner, along with the data reflecting the maintenance performed, can enable more accurately timed needs like an HVAC fan replacement or identify the point of no return for electrical switchgear, preserving the lifespan of equipment as much as possible.

While a maintenance log should be expected from a reputable vendor, the presence of one should not be taken for granted. The right communication and expectations will dictate the intervals for completing maintenance logs, assessing the data and anticipating the information being delivered.

Getting ahead of failure

The right KPIs can produce some of the strongest efforts in minimizing system downtime and maximizing efficiencies. With a dedicated partner on-site, facility systems can be carefully and routinely assessed for reliability and performance. Crucial metrics like a system's mean time between failures (MTBF), or the average amount of time between breakdowns, can help identify weaknesses and patterns in complex assets. The results are then leveraged to determine the reliability of the system and establish a thorough preventative maintenance schedule for the FM team, allowing them to step in before the next breakdown can occur. If the MTBF is too low and reliability is waning for a given asset, it could be indicative of a system that has run its course.

MTBF results can be used to assess the reliability of a variety of assets across several service lines. The frequency of air quality problems, overloaded circuits and weak water pressure can be measured to determine system quality and lifespan. A restroom can face routine plumbing issues from leaky faucets to habitually clogged toilets. Water and dollars wasted from problems like these can be strategically avoided through a robust janitorial offering that uses the right data.

The routine preventative maintenance (PM) schedule that follows can keep a facility clean, efficient and attractive both inside



and out. With well-informed data and a well-equipped team, previously neglected and “low priority” areas can benefit from a regular maintenance schedule. For instance, pressure-washed exteriors, emptied gutters and steam-cleaned carpets and partitions are just some of the aesthetics that a facility can finally improve.

It is important to look for an FM services partner that will take the time to implement a reliable PM schedule and to measure each asset's worth — not just during the first month of their contract. A consistent, reliable partner will deliver consistently reliable and meaningful results.

Account governance and communication

An FM services partner should be just that — a partner in reaching each facility's goals. While the right data can speak for itself, choosing the right services partner often comes down to intuition. If something feels off, it likely is.

A worthwhile partner will communicate how their efforts can meet both short-term and long-term goals, making the time for a conversation as often as needed. This level of intentionality should not be a nice-

to-have; it is a must to help translate high-level mechanical issues into digestible information. While some performance results may speak for themselves, others must be communicated from service provider to client to keep everyone in the loop to make informed decisions.

FM partners that practice active account governance can be the differentiator in choosing a capable but unimpressive facility services vendor — one that does the job as necessary and moves on — with one that helps make a facility the best it can be. Where labor and checkboxes end, a deep level of communication and partnership can begin.

Consider a partner that will regularly



meet with leadership teams to share information on key facility needs, energy consumption and savings opportunities. While a high-quality services partner is supposed to take the burden of facility upkeep off the FM's shoulders, staying informed on the health of the facility can help create better informed decisions, minimize oversight and finger-pointing, and generate higher ROIs.

Tenant complaint responses and conflict resolution success

When running a business as large as a commercial property, there is bound to be the occasional issue from occupants, be it an uncalibrated thermostat or a hallway full of faulty lights. With so much on the FM's plate, ensuring tenants' needs are addressed as quickly and thoroughly as possible will keep the pace of business (from both the tenant's and facility's perspective) on the right track.

When considering an FM services partner, be sure to inquire about their average request-to-completion turnaround for tenant issues like leaks, electrical repairs and trash-flow allocation. This KPI will

quickly illustrate what services might be helping or hurting a facility's reputation. It is also important to look at their service request process. A partner with a sophisticated and user-friendly maintenance request dashboard will allow tenants to submit and stay updated on work orders on their own, while enabling the FM to monitor the time to turn a request from "pending" to "completed."

Performance Review Process

While companies are always striving to improve their facilities, an FM services partner should do the same. Just like any successful partnership, the right reflection and self-evaluation can benefit everyone involved. Look for a partner who conducts their own self-review process and aims for continuous improvement across both service and communication. Be sure they offer participation in their evaluation as well as regular satisfaction surveys or quarterly reviews.

This can be a key time to review all of the KPIs above to determine what is working and what is not. Minor adjustments and bigger picture ideas can be brought to the table to keep the services partner aligned with team and culture, so the relationship can do more than maintain.

When thinking of outsourcing, think KPIs

Not all organizations have had the same luck with outsourcing. For those that have had poor experiences in the past, or have never committed to outsourcing at all, it can look like a minefield at worst. At best, it can feel like one more thing to worry about. But being arming with the right research, expectations and questions during the selection process can help select the best fit team for both the facility and its occupants.

Consider the above KPIs when entering (or reentering) the outsourcing conversation. Metrics that can be measured and people that can be counted on will make the outsourcing experience a worthwhile one. **FMJ**



Curtis Van Buskirk is the vice president of operations, Southern California for ABM. Van Buskirk joined ABM in June 2005 as a regional accountant and has since successfully held a number of management positions for the company. He holds a Master of Business Administration from Brandman University at Chapman University and a Bachelor of Arts in economics from the University of California Irvine.

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Want to see your name here? Visit www.ifma.org/credentials/overview/ to find out how.



UNDERSTANDING IFMA CREDENTIALS

BY BILL CONLEY

The concept of continual improvement is quite broad in its scope and implementation. Facility managers can learn through experience and adjust over time based on trial and error. Through the International Facility Management Association (IFMA), they can network with other FMs, or benchmark best practices. However, no matter how FMs strive to improve, there is no way that formal education can be ignored or excluded regarding career development and making better choices in how to manage facilities.

The built environment needs smart, trained practitioners. FMs are expected to understand their company's core business and contribute to the bottom line, not only by reducing facility costs, but also by providing safe, healthy workplaces for employees. This can lead to improved productivity, an increased revenue generating capacity and will continually enhance the image of the entire organization.

Upper management in organizations are gaining a better understanding of FM's value to their enterprises.

FM performance has set high expectations of premium service through diligence and hard work. To fulfill that promise, FMs must continually invest in their education. Nothing is static and that includes FM. It is incumbent upon the industry to keep up with the ever-changing profession and never stop learning.

No matter how long an FM has been in the profession, education plays an integral role in keeping up with industry developments. For an FM to be successful, he or she must take advantage of the learning opportunities offered to them, especially by IFMA, whose credentialing programs serve as statements from the association to the industry showcasing its commitment to its core values. These programs showcase the conscientiousness of the organization, promote excellence in professional development and provide well-deserved recognition of high achievers. They emphasize stewardship of the built environment and advancing the professional discipline of FM worldwide.

FACILITY MANAGEMENT PROFESSIONAL

Facility professionals can learn and apply skills for their role as FMs through IFMA's credentials. The Facility Management Professional® (FMP®) certificate is a demonstration of knowledge in business and enterprise skills.

The FMP® program consists of four courses with content deemed critical to the foundation of knowledge required of facility managers. They are based on four of the 11 core competencies

established by industry professionals through IFMA's job task analysis. They are:

- Operations and Maintenance,
- Project Management,
- Leadership and Strategy, and
- Finance and Business.

The FMP® allows facility managers to build practical skills while they gain experience and establish competency in the profession. It enables them to be conversant with a common vocabulary amongst peers and sets a foundation of knowledge. It also provides them with a competitive advantage both in the workplace and the industry.

SUSTAINABILITY FACILITY PROFESSIONAL

The Sustainability Facility Professional® (SFP®) credential was designed by experienced FMs active in the workplace. It is a knowledge-based learning system designed to assist FMs in developing a program that integrates sustainable practices and precepts to all aspects of an organization. It consists of courses that expand upon existing professional knowledge and experience and is an assessment-based certificate program. Achieving the SFP® certificate demonstrates that an individual recognizes and understands the importance of environmental stewardship and sustainability within FM. The SFP® shows how best to manage a sustainable facility through a continuous and holistic process.

The SFP® program is made up of three comprehensive modules: Strategy and Alignment for Sustainable Facility Management, Managing Sustainable Facilities, and Operating Sustainable Facilities. The lessons provide a complete picture of how FMs can improve the sustainability of their facilities in eight major categories of sustainable facility management:

- energy
- indoor environmental quality
- water
- quality of services
- materials and resources
- waste
- workplace management
- site impact

These focus areas will equip the FM to integrate their sustainability efforts with the organization's values and strategic plan. It will provide them with the tools to present a business case for a sustainability initiative. It will also allow them the ability to evaluate initiatives from a financial point of view, while being able to track and report accomplishments.

CERTIFIED FACILITY MANAGER

The Certified Facility Manager® (CFM®) credential is the most well-known and respected certification program available today. This certification sets the industry standard for practicing facility managers. The program assesses a person's competency in the field through work experience, education and the ability to pass a comprehensive exam. The CFM® exam covers the 11 core competencies that are critical to success. IFMA's new independent courses serve as great sources of information where FMs can delve into the competencies. Achieving the CFM® designation through established experience and passing the exam is proof of an individual's abilities and capabilities.

GOVERNANCE AND MANAGEMENT

IFMA is a member-centric organization and a major focus is on continuing education for all professionals in the built environment. The association is acutely aware of how important it is to maintain relevancy and integrity in all of its educational programs.

An education committee works tirelessly identifying emerging trends and opportunities to deliver content and courses to those working in the profession. They utilize information gleaned from knowledge strategy, research, conferences, offerings from IFMA's Councils and Communities and webinars. They follow best practices in content development by adhering to IA-CET 1-208 standards and the Facility Management Body of Knowledge (FMBOK) which is derived from the Global Job Task Analysis (GJTA).

Working alongside the education committee are the certificate and certifications commissions chartered with the

governance of IFMA credentials. They each have their own set of roles, responsibilities and accreditation requirements in directing certificate and certification programs. The Certificate Commission deals with the FMP® and SFP® certificates. The Certification Commission is responsible for the CFM® certification.

The Commissions and the Education Committee are comprised of volunteers, normally FM professionals, with expert guidance from dedicated and knowledgeable staff. FM practitioners have the best ideas of what FMs need and want, supplemented by input and assistance from professionals well versed in education.

The Education Committee and the two commissions report progress to IFMA's Executive Committee and Global Board of Directors. All three entities collaborate with the Board on initiatives to grow the number of credential holders globally, but the commissions work autonomously on their respective programs.

To ensure its continuing quality, IFMA's educational endeavors have achieved accreditations from the American National Standards Institute (ANSI), the official representative to the International Organization for Standards (ISO). ANSI manages accreditation programs for certificates and

certification. These standards direct the actions the commissions can take and dictates the parameters of their decisions.

CERTIFICATE COMMISSION

The Certificate Commission is governed by ANSI/ASTM E2659-18. Its responsibilities include guiding and overseeing activities related to the FMP® and SFP® certificate programs. Commission members are responsible for ensuring that the certification reflects the current state of the profession by developing and updating body of knowledge and performance standards based on GJTA outcomes. They help determine the purpose and scope of the credentials as well as the optimal target audience.

Commission members handle disputes, concerns and questions regarding the credentials and improving the program. They establish intended learning outcomes and instructional design plans. In the past year, they released additional enhancements to the FMP® and created an interim FMP® virtual delivery model in response to the strictures created by the pandemic. The Commission is finalizing efforts to complete a translation of the FMP® into other languages. Simplified Chinese will be the first such FMP® course offered.



Some activities are ongoing for the commission. Members are committed to continued investment and strengthening of the Learning Management System (LMS) and just achieved a five-year ANSI 2659 renewal for the FMP® and SFP® with a specific commendation for innovation.

THE CERTIFICATION COMMISSION

This Certification Commission is responsible for the CFM®, IFMA's competency-based certification. The commission is governed by the ISO/IEC 17024 Standard. Members guide and oversee activities related to the CFM® certification, determining the performance standards against which FM professionals operate or are measured. The authority of the Certification Commission includes establishing certification and recertification eligibility requirements, amending the scope of the certification program as needed.

It provides oversight and guidance for exam related activities as well as leads the GJTA survey process. The Commission also reviews appeals, complaints and disciplinary actions related to the CFM® and it reviews and advise on any IFMA actions that impact the CFM®. The Commission is engaged in a pilot effort to incorporate the CFM® as a requirement for industry-recognized apprenticeships. The initial focus will be on one market to establish best practices to support future opportunities.

Since receiving accreditation in June 2020, ensuring compliance with their accreditation standards has become a major focus of the

commission. This involves internal audits of the program management and an annual threat analysis which assesses any threats to the integrity of the credential.

It is important to note that the certificate programs focus on education and the Certificate Commission is involved in education development. However, the Certification Commission maintains a strict separation between any IFMA education development activities and is focused on exam development.

GLOBAL JOB TASK ANALYSIS

IFMA's credentialing efforts depend largely on its ongoing GJTA process. Through survey responses, the GJTA initiative helps to ensure exam specifications and courses offered by IFMA reflect the current state of the profession. Moreover, the process ensures IFMA's body of knowledge is current while also developing an in-depth understanding of regional and industry-specific issues.

The GJTA executive summary is delivered to both commissions and summarizes the methodology used to develop the exam specifications for IFMA's CFM® certification examination. The outcome of the study will also be used to make updates to the SFP® and FMP® certificate programs as well associated education course on each of the competencies.

The job task analysis process is typically performed every five to seven years so that the examination content outline represents the

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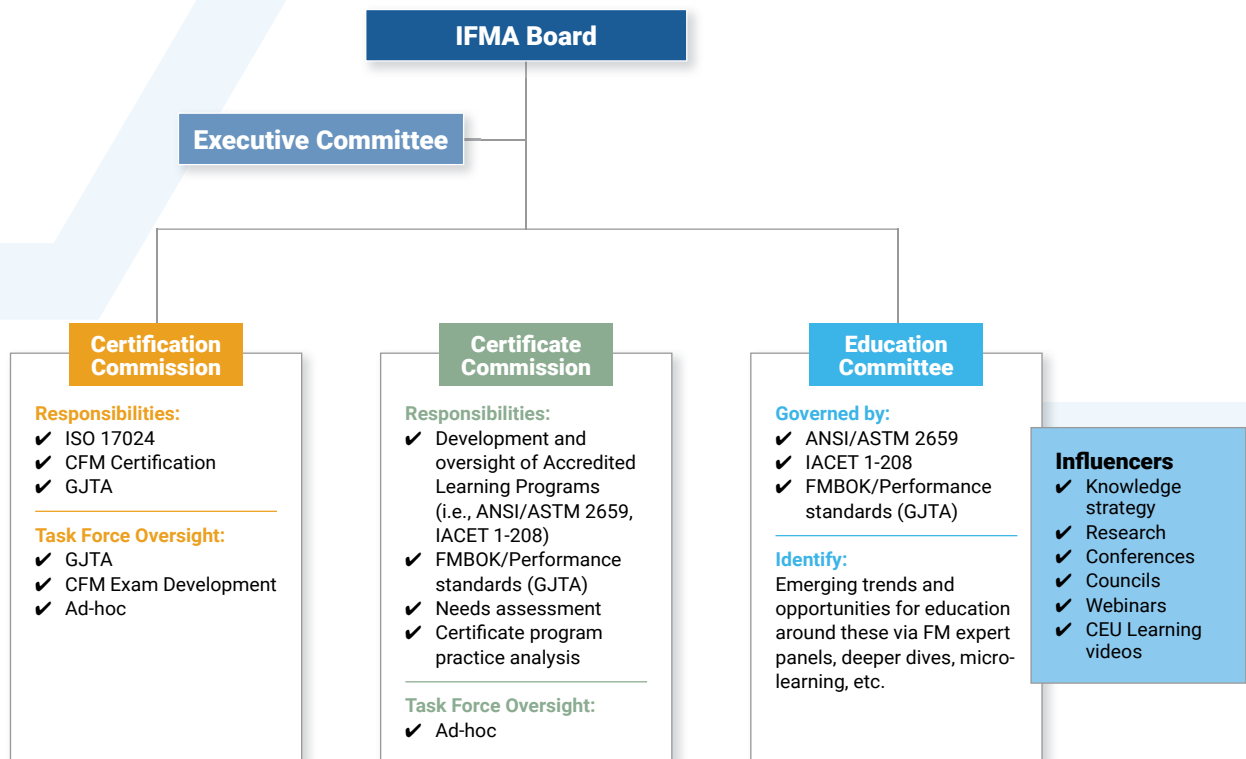
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most current scope of practice. Because it serves as the primary basis for content validity as required by the standards, the job task analysis is a primary mechanism by which the commissions can ensure the accuracy and defensibility of any exam. It serves as the foundation of the tests and is critical to the success of the entire development process.

The development of the examination specifications by the commissions is based on the results of the Job Task Analysis. FMs are assembled by IFMA to serve as subject matter experts (SMEs). The individuals are selected to represent a wide variety of the demographic, identifying years of experience, areas of specialty, work setting and geographical location. This helps develop a scope of practice that is reflective of the varied roles and responsibilities of the profession and represents a relatively well-balanced approach. By analyzing the experiences and expertise of current practitioners, the results from the job task analysis become the basis for a validated assessment that reflects the competencies required for a comprehensive FM regimen.

THE NEED TO KNOW

Most FMs understand that progress and improvement does not happen by trying to maintain the status quo. New developments in the profession can happen minute by minute. In order to keep up with change continuous education is paramount in effectively managing facilities. IFMA, through its Education Committee and two commissions, is striving to provide resources to help FMs cope with everything happening in the profession. Through the GJTA and the collective efforts of these three entities, IFMA is dedicated to providing the best possible resources in the industry. FMs owe it to themselves and those stakeholders that rely on their expertise to take advantage of all that IFMA offers, achieve the credentials, and dedicate themselves to their own personal development to the benefit of all. FMJ



Bill Conley, CFM, SFP, FMP, LEED AP, IFMA Fellow, is a 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 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 70 FMJ articles.

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MY FACILITY



BILL ELVEY

Children's Health
Dallas, Texas, USA

Managing 4.4 million sq. ft. of space across 16 owned buildings and 35 leased facilities is no easy task. From COVID-19 protocols to pediatric care and visitor comfort, IFMA member Bill Elvey and his team of 500 FM staff at Children's Health in North Texas face daily challenges head on.



Photos Courtesy of Children's Health





Children's Medical Center Plano, Rendering

FMJ: Tell us about yourself and how you got into FM.

ELVEY: I started in the facility management profession when I served in the U.S. Navy. For 20 years I served as a Navy Civil Engineer Corps Officer and worked in various areas of FM, including public works, Seabees (the Navy's construction battalion), construction project management, planning, programming, budget and finance.

After serving in the Navy, I spent the next 19 years working in FM at higher education facilities including Virginia Tech, the University of Texas at Dallas and the University of Wisconsin-Madison.

After working in higher education, I knew I wanted a new experience and was eventually hired in 2016 as the senior vice president of facilities and real estate at Children's Health, one of the largest and most prestigious pediatric health care providers in the U.S. I am still in this role today.

FMJ: What is day-to-day life like at Children's Health?

ELVEY: There is no such thing as a typical workday at Children's Health, and I wouldn't want it any other way. I love the variety that comes with working in FM. We are always on the clock, and that is especially true when working in a health care setting. To be prepared for any situation we may encounter, our facilities must always be maintained at the highest possible level. Our team is completely focused on providing the highest quality experience for our patients, their

families and our team members. It is not uncommon for me or other members of my team to work 12- to 14-hour days to ensure we continuously serve on our mission to make life better for children.

FMJ: What are some of the challenges you and your team face at Children's Health?

ELVEY: Not many FM professionals work in the health care industry, so my role at Children's Health is especially unique. Each challenge we are presented with is an opportunity to learn and try something new.

Children's Health has a wide variety of facilities that include various types, ages and building conditions, which always keeps things interesting. For example, we have three hospitals of varying sizes, specialties and locations. We are also responsible for corporate leased space, clinical transport facilities (fixed wing and helicopter), distribution warehouses, data centers, clinical research space, specialty clinics and primary care buildings. Our portfolio is constantly changing and growing. I have been heavily involved in the 140-bed expansion at our Plano campus, our emergency department renovation at our Dallas campus and a large undertaking developing our new medical office building in Prosper. Most recently, I have been hard at work helping to ensure electrical work, painting, fireproofing and more is installed seamlessly at our new Prosper development. I will be working on that project to make sure the building is adequately suited for patient care once the



Children's Medical Center Dallas, Renovated ER

FMJ: How has COVID-19 changed the way you and your team are able to operate your facility?

ELVEY: Children's Health is committed to responding to COVID-19 in a safe, strategic and sustainable way that allows us to fulfill our mission to make life better for children. The FM team adapted its working conditions as needed to continue to be successful. All our operational teams worked their shifts as they did before, but with added constraints and protocols imposed during the pandemic. Children's Health has a great team of clinical and administrative professionals that have carefully and meticulously guided the entire organization through this situation.

Our team was critical in helping establish the emergency operation center working with the system COVID-19 Command Center team. We also managed the shift in signage around all our facilities to help team members and patient families remain apprised of all of the latest PPE, social distancing, visitor and safety guidelines throughout the many changes that are still taking place amid the pandemic.

FMJ: What are some FM challenges you face at your venue that are common across the FM industry?

ELVEY: There is no experience in my time as an FM leader that I can say has gone to waste. I continually apply everything I have learned in the past 45 years every single day that I come to work. Everything we do at Children's Health is important and urgent. When you love your job, are completely aligned with the mission of the organization, love the people you work with and aspire to be a servant leader, then work no longer feels like work!

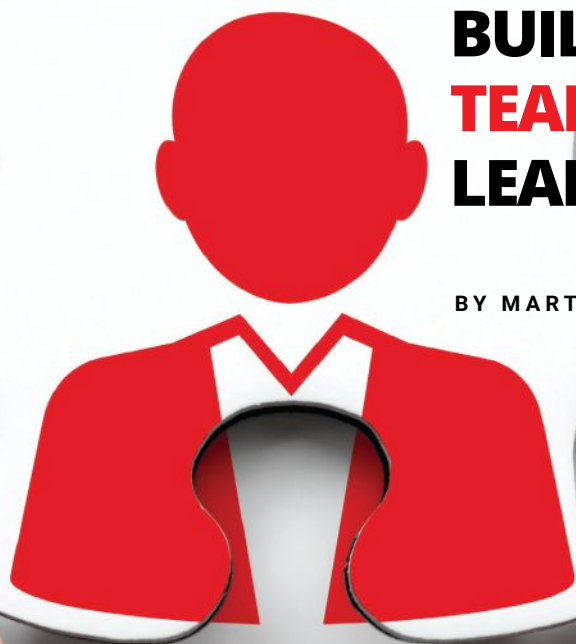
FMJ: What do you like best about what you do?

ELVEY: I love the people I have the privilege of working with. They are all heroes in my mind. My job is just to make their jobs easier and spread as much joy in the workplace as I can while doing it.

HIGH PERFORMANCE CULTURE

**BUILDING A
TEAM THROUGH
LEADERSHIP**

BY MARTIN G. MOORE



Facility management is not sexy. Maintaining equipment and building systems, keeping the work environment clean and ensuring compliance with legal and regulatory requirements are not core business functions for most companies. But without strong FM, these companies cannot operate effectively and, in extreme cases, it can even affect their license to operate.

To further complicate matters, many companies see FM as a commodity function that is driven purely by price, leading them to outsource the function entirely. For contracted FM providers, it is difficult to differentiate the service offering and demonstrate the value that can be created through service delivery excellence.

So, how would an FM leader go about creating a team that can outperform and show its customers (internal or external) that greater value can be extracted over and above the blunt instrument of cost reductions?

THE ILLUSION OF RISK TRANSFER

The first barrier to overcome with customers is the illusion of risk transfer. When a supplier is engaged to provide FM services, many customers believe that they have effectively outsourced that risk. But nothing could be further from the truth.

It is not until something goes dramatically wrong that a customer can see the risk exposure they still hold. For example, if an FM supplier runs into financial difficulty, loses a key leader, or has a major safety incident — all of these can affect the customer as deeply as if they had chosen to manage their facilities internally.

Once a customer comes to terms with this concept, they are more likely to work with their FM provider to ensure the right outcomes are achieved rather than just arguing them down on price while saying, “not my problem.”

SAFETY IS CORE

A core opportunity for differentiation in the FM landscape is safety. Everyone talks a good game, but knowing that people are predictably safe when they go to work each day is something every leader should strive for. To achieve this can be incredibly complex, as suppliers are often caught between their own and their client’s safety standards and procedures. The confusion created by opaque accountabilities can leave gaps big enough to drive a truck through — more paperwork and process is definitely not better.

Having a clear view to what keeps people safe, both at the process level and at the behavioral level, is difficult to achieve but richly rewarded. The cost of workplace injuries is a significant issue. According to the International Labor Organization’s 2017 statistics¹, the total cost of workplace illnesses, injuries and deaths was almost 4 percent of global GDP, at around US\$3 trillion.

Injuries come at significant financial cost to any company — and that is not to mention the psychological toll on its employees. Investing in people to improve safety performance is critical. Training them, leading them, and setting uncompromising standards of behavior and performance are essential elements of creating a safer environment.

Being serious about improving safety standards requires a serious approach to measurement. There are lag indicators that can describe a company’s historical performance (lost time injury frequency rate, total recordable injury frequency rate, etc.), but something more predictive is perhaps a better guide for the underlying safety environment.

To really understand the likelihood of serious injuries, near-miss incidents are an equally important measure. Understanding near misses is critical to interpreting the things that, if it were not for a measure of good luck, could well have turned up in the monthly injury statistics.

Then, there is culture. Measuring a company’s culture, and how constructive or destructive it is, can be an extremely useful metric to not only see where it has been, but where it is likely to be in the future.

To measure and drive safety improvement, without wavering when people retreat to old habits (“but, we’ve always done it this way”) takes incredible energy and unwavering commitment from leaders at every level in the company.

DRIVE CONSISTENCY THROUGH PROCESSES

One of the key reasons that companies outsource anything is to achieve greater consistency from fit-for-purpose processes. Improving repeatability and reducing variability in service delivery produces predictable results. This can bring an incredible amount of value to the FM space.

The opportunity here for FM professionals is to ensure the highest standards in process controls are met and that the people who use these processes are held accountable for diligently following them and maintaining them when they are found wanting. There is no such thing as a perfect process, but every process needs to be good enough that little is left to imagination or interpretation.

A specialist with deep FM expertise will be able to achieve process control, reliability and efficiency. Bringing this expertise to customers in a way that they simply cannot replicate themselves is a differentiating advantage that can be easily articulated and, best of all, priced.

HOW DOES LEADERSHIP HELP?

Leadership drives culture, and culture drives performance. Period.

If desired improvements in safety, consistency, or efficiency are not driven by company leadership, they simply will not materialize. Nothing happens unless a leader makes it happen. So, what are the critical leadership capabilities and behaviors that would make positive change possible?

1. Deliver value

First, leaders must understand the biggest value drivers for their business and pursue those with focus and energy. It is important not just to know what needs to be done to create the most value but to also stop everything else. This is a lot harder than it would appear.

Activity becomes part of the daily work routine, and people become attached to it, whether it delivers value or not. It takes a lot of dedication and commitment from a leader to identify this activity and stamp it out — it takes on a life of its own!

Setting uncompromising standards for behavior and performance is the only way leaders can build teams that can deliver value, even in the most difficult of circumstances. A specific set of personal capabilities and behaviors form the foundation for this type of leadership, which anyone can acquire with effort, over time.

2. Handle conflict

Leaders must become comfortable in any conflict situation. Negotiating out-of-scope work variations, holding people accountable for lax safety standards, or stretching high performers to go above and beyond requires a leader to remain calm and level-headed in the face of conflict. This starts with the leader's mantra — respect before popularity.

This is why building trust is so important. Provide the psychological safety that says it is OK to challenge, try something new, make a judgment call that does not pan out or make decisions within a sphere of influence without seeking approval. Once people feel that support and empowerment, good things start to happen.

One of the most liberating things to help face conflict willingly is that, if people trust and respect their leader, there is nothing that leader cannot say to them.

3. Work at the right level

Leaders must learn to work at the level they are actually paid to work at. If they spend their time micromanaging, or doing other people's jobs when they fail to do them, they create an unsustainable workload for themselves and a culture where their people will not stretch to meet the standard that's being set. Why would they, if they know their leader will bail them out whenever they do not meet the mark?

But letting go of the technical detail can be challenging. It can feel comfortable and secure to spend time in the work of the team, and it is usually much easier than embracing the quirks of leadership work. Rolling up the sleeves to fill the gaps for a team member who is not doing their job is inordinately easier than demanding the right level of performance from that individual.

Weak leaders lower the standard to meet the performance. Strong leaders lift the performance to meet the standard. That is why only strong leaders can build truly high-performing teams and reap the rewards of superior results. It all starts with placing appropriate performance expectations on people, not over-functioning for them.

4. Master ambiguity

The ability to navigate ambiguity and turn that into certainty for people is also a core leadership capability. At the top of any company the ambiguity is extreme and almost nothing has black-and-white certainty. But on the front line where the bulk of the workforce operates, they need absolute clarity about what is required from them to be successful in their roles on any given day.

A leader's job is to turn the complexity and ambiguity of the environment into certainty for the team. This is a lot more difficult than simply sending out missives from the corner office explaining what's required. Leaders through all layers of the organization must explain how their people and team fit into the picture and how the work that they do contributes to the broader organizational purpose and objectives.

Removing ambiguity and giving people a path that they can trace to reconcile their efforts with a bigger picture result will pay back multiples of value.

LEADERSHIP IS UNDERRATED

Just looking at a few of the key drivers of leadership capability demonstrates that how a leader acts makes a difference to the performance of their team and organization.

Leaders spend an inordinate amount of time and energy dealing with the hard aspects of business: negotiating, poring over the numbers, planning and strategizing and trying to make sure the business grows profitably. But while they are doing all of that, they are ignoring one of the richest sources of value.

Many organizations pay lip service to the platitude that people are their greatest asset. But without strong and effective leadership, people are doomed to become a company's most underutilized asset. **FMJ**

1. safetyandhealthmagazine.com/articles/16112-ilo-global-cost-of-work-related-injuries-and-deaths-totals-almost-3-trillion



Martin G. Moore is the former CEO of CS Energy. Within five years, he grew earnings from US\$17 million to \$441 million, a compound annual growth rate of 125 percent.

Moore hosts the chart-topping *No Bullsh!t Leadership* podcast, and his book, *No Bullsh!t Leadership* was published in August.

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The Next
SHiFT in FM

Technology:

Human Comfort
& Compliance

BY JEFF PETERSON



The COVID-19 pandemic created a shift in facility management. While the industry has centered on delivering safe, clean and efficiently run facilities, the pandemic required FMs to laser focus on mitigating risk by implementing stringent disinfecting of high-touch surfaces, enhancing air quality and working while socially distanced.

With COVID-19 vaccinations underway and people returning to buildings, there is another, equally critical shift underway: the need to instill trust and confidence among occupants and guests that the facility they are in is a safe zone. Underlying this is proving the facility is adhering to all required compliance regulations. Technologies from sensors and robotics to visual maps are being adopted to help FMs meet the need for comfort and compliance.

Comfort is King

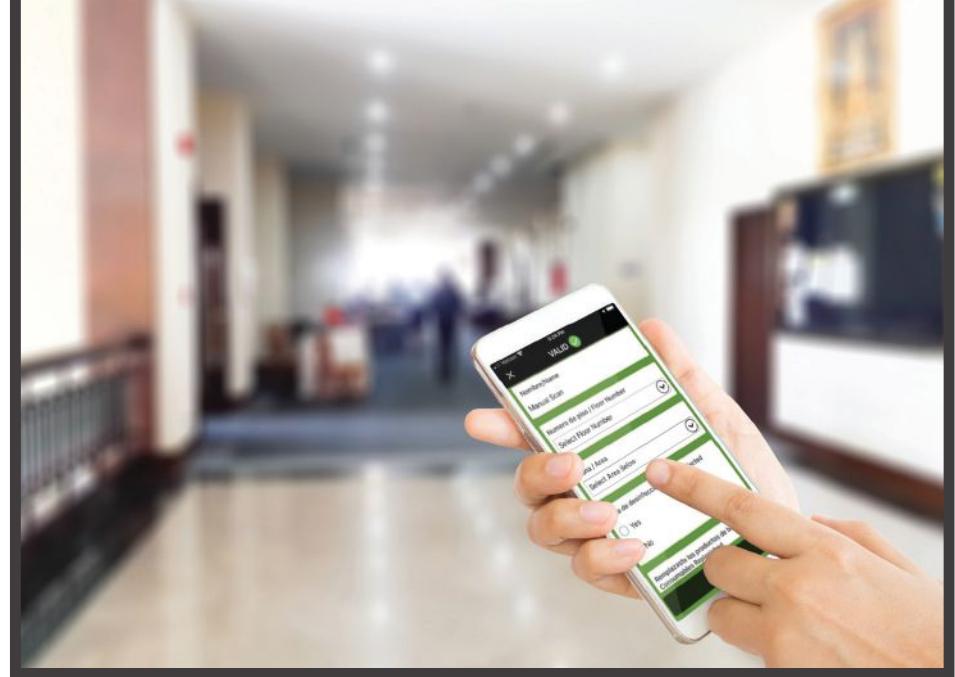
The pandemic has put people around the world on edge, more aware and knowledgeable than they ever imagined they would be about the novel coronavirus.

Inordinate amounts of time have been spent isolating from others, figuring out ways to minimize in-person interactions, wearing masks and physically distancing when in public. A feeling of hope and excitement about returning to workspaces, schools, entertainment venues and other gathering places is mixed with concern and anxiety about uncontrollable variables.

“How safe is this building really?” “Has anyone coughed on this surface?” “Is it okay to touch this elevator button?” “This sink looks dirty. What if the bathroom isn’t disinfected?”

The reality is, no one knows when or if COVID-19 will be eradicated, and what impact variants will have on the effectiveness of vaccines and future outbreaks. Therefore, questions like these will be running through peoples’ minds for quite a while. If they do not feel comfortable with the answers, chances are they will want to continue working, learning and shopping remotely.

That is why FMs must focus on making people feel comfortable in their facilities by doing their best not just to ensure the facility is safe but also to influence peoples’ perceptions. FMs must do everything possible to show in a visible way that every risk mitigation measure is being taken.



Compliance is Critical

Many areas have set mandates around COVID-19 disinfection practices. They want to ensure there are standards to which all facilities are adhering, including how often and where disinfection takes place.

Some industries also have their own guidelines. For instance, the cleaning industry’s extensive GBAC STAR™ accreditation for outbreak prevention, response and recovery is recommended for sports and entertainment venues and even required in some cases before these venues can increase attendance at events.

Many FMs have also adopted their own criteria, based on recommended best practices, on everything from FM team wellness checks to air quality controls and disinfection reporting.

The level of scrutiny around compliance and practices like these is unprecedented. It is not only FM executives who are paying the utmost attention to these concerns. It is also every building visitor, employee and tenant. Not only are these people hyperaware of how clean everything is or is not, many also want proof that the facility is making good on their disinfection and compliance promises. They want to see hard evidence.



Technologies and Best Practices

In the past year, several innovations, as well as new applications of existing technologies, have arisen to facilitate compliance and comfort. The following should be on every FM’s list of considerations:

Compliance Wellness Checks

Many companies require FM employees to complete paperwork at the start of every shift to determine whether they are experiencing COVID-19-like symptoms or may have been exposed to the virus — and, therefore, whether they can work that day. This is a cumbersome, time-consuming process and results in piles of paperwork that cannot be easily searched.

However, there are apps now that make monitoring and managing employee wellness much easier. For example, site managers can use a smartphone-based survey that poses questions about symptoms and potential exposure. Employee information is accessed via quick response (QR) codes scanned with a smartphone or a near field communication (NFC) chip embedded within a plastic badge, which the supervisor simply taps with the smartphone. Another strategy is the use of self-check questions on facial recognition clocks. These process improvements are much faster than filling out paperwork and enable data to be captured in electronic reports. Supervisors can access their site report from anywhere with a network or Wi-Fi connection to assist with alert notifications, contact tracing or analyzing safety trends.

Disinfection Tracking

If a tenant, employee or visitor tests positive for COVID-19, the building personnel must trace where the person was and when the spaces they occupied were last disinfected. Instead of filling out paper-based logs to track activity, cleaners can use their smartphone to scan a QR code or tap an NFC chip embedded in their ID badge to verify disinfected areas, like high-touch surfaces, and answer required questions in a dropdown menu, such as where and when work was performed.

Work function, location and employee information are automatically recorded in an electronic database that meets state requirements for disinfection reporting. These digital logs can be securely stored, searched and sorted.

In addition to tracking disinfection, FMs should stay current on the latest protection solutions. Some new products have proven to protect surfaces for up to 90 days. Others enable staff to swab a surface and check immediately whether it falls into an acceptable germ-free range.

Indoor Air Quality

COVID-19 is an airborne virus, which is why air quality testing, monitoring and control are key to mitigating its spread. Sensors attached to walls can play a role by measuring air quality. If required metrics such as CO2 levels, VOCs, airborne pathogen levels and particulate matters of all kinds are not met, the sensor sends a signal to the building automation system to open fresh air dampers and increase fresh air intake.

Occupancy and Foot Traffic

Real-time building occupancy and foot traffic data collected by sensors can help determine how many people are in an area and where they tend to congregate. This informs where, when and how often to clean and disinfect surfaces, refill hand sanitizers, remove trash and enables FMs to ensure occupancy levels do not exceed mandates.



Training

With new technologies and processes being adopted it is critical that FM organizations put a renewed focus on staff training and, where needed, certifications. Everyone needs to be current on best practices, on when and where products can and cannot be employed, on how to use new mobile apps and more.

Comfort

Quality Management Inspections

FMs are adapting their inspection criteria for the post-isolation era. To ensure that every aspect is covered, that cleaning is done on a timely basis and that real-time reporting is available for internal stakeholders, many are relying on FM inspection tools. In addition to keeping up with room turnover cleaning and disinfecting, these apps let staff easily identify and profile deficiencies like dirty toilets, garbage spilling out of trash cans and carpet spills — anything not up to the new, more stringent standards. FMs simply scan QR codes or NFC tags via their smartphones. These readings are automatically fed into the

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appropriate system, where they are processed, addressed and retained for future analysis, if needed.

Self-Service Ticketing

Building occupants need to feel empowered that they have some control over their environment. They also want to know that any concerns they have around cleanliness are taken seriously and readily addressed.

QR code-based applications can enable tenants to capture codes on their smartphones that initiate location-specific work order requests — for instance, that a disinfection station or a bathroom soap dispenser is running low or a lobby has a spill. The app instantly creates a work order, sends verification and notifies the sender when the work order is complete.

Automation and Robotics

To help instill confidence in their COVID-19-related safety measures, organizations are adopting technologies, such as robotic vacuums, scrubbers and sweepers, that enable a more touchless environment. These mechanisms are visible reminders to building occupants that the property management team is continually working to keep spaces clean and people safe. Using these products also enables FMs to reallocate staff to other pressing tasks.

Supply chain management is another area in which touchless, automation technology can be employed. In this case, it may be an automatic paper towel or soap dispenser that notifies the facility supervisor when product needs to be refilled. This way, no one will have to open containers to check levels, decreasing touch points and potential virus spread.

Cleaning Visualization Maps

Cleaning staff can use QR code apps on their smartphones to scan each location and time stamp. This information is instantly fed into a visualization tool, which maps the cleaning status of a particular area using color codes (red, yellow, green) for at-a-glance checks. Displaying this map on monitors throughout the facility helps provide peace of mind to building occupants that the spaces they are in are safe.

Signage

Not everything that offers comfort is high tech. FMs should use signage whenever possible to make occupants aware of safety practices and compliance. This could include a sign outside an elevator noting it is disinfected regularly and has been fitted with a new air filtration system, a door hanger outside a conference room letting occupants know the room has been disinfected, and table signage in break rooms and kitchens reminding employees to practice social distancing. It could also include a pin or tag worn by custodial staff that says they have been certified in proper sanitizing and disinfecting procedures.



All the above technologies should be considered by FM executives, as should any technology used to make environments safer for tenants, such as enhanced filtration, bipolar ionization, ultra-violet filtration and particulate sensors. However, whether and how they are applied will differ based on organization, stakeholder and occupant dynamics. Building owners need to provide tenants with guidance about the practices being implemented. Companies that work with government agencies will have dramatically different compliance requirements than those in entertainment, for instance. Universities will need to over-communicate safety measures to students — and their parents. Public venues must adhere to state guidelines regarding capacity limits.

Consistency: The Key to Success

With so much still unknown about the life cycle and impact of COVID-19, one thing is certain. FMs can only succeed in keeping people safe and earning their trust if they consistently use appropriate technologies, demonstrate compliance and follow best practices.

Perhaps the best advice is not to get complacent and relax risk mitigation and communication tactics. Just when the pandemic seems like it is getting under control, it can spur new challenges. It takes time to re-earn trust. Consistency can help keep safety and trust intact. **FMJ**

 **Jeff Peterson** is senior vice president of strategy and innovation at UG2 and has more than 30 years of management experience. Peterson began his career at Arthur Andersen & Co. in 1981 and held several managerial positions during his 17-year tenure. He later joined UNICCO Service Company in 1998 and advanced in his career to become chief information officer of DTZ. He managed global technology infrastructure and support services as well as the client-facing solutions team.

A photograph of two women sitting at a table in a bright, modern office environment. The woman on the left has dark curly hair and is wearing glasses and a red sweater. The woman on the right has her hair pulled back and is wearing a striped shirt. They are both looking at a laptop on the table. The background is softly blurred, showing office furniture and large windows.

THE HYBRID WORKPLACE

*Reimagining the Future of Work
after the Pandemic*

BY MICHAEL SCHLEY

An excerpt from the IFMA Foundation's new book, Work on the Move 3, Building better workplaces after the pandemic



The idea of the office has been undergoing constant change throughout the past few decades. Driven by technology, the ability to work anytime, from anywhere, has freed the workforce from the traditional constraints that dictated where work was performed.

By late 2019, concepts of agile workspace, hoteling, hot desking, and activity-based working had taken hold and were becoming standard ways of designing and using office space.

Then the pandemic hit. In the early part of 2020, the world collectively decided that COVID-19 represented an immediate health danger. Most countries went into lockdown and everyone whose job did not require in-person contact shifted to working from home.

After vaccines were produced and deployed, at least in developed countries, companies are planning for or in the midst of a return to the office.

Organizations are now thinking about how to move beyond the reactionary, pandemic-driven remote work response and on to a purposeful plan for the future of work. The opportunity, now, is to build on what was learned in 2020 to create a workplace that combines the best aspects of in-person collaborative work with remote work, an approach that has been termed the hybrid workplace. In the U.S., more than 68 percent of workers would prefer a hybrid work model, which keeps the benefits of flexibility and work-life balance they have enjoyed while working from home. Therefore, a purposeful and thoughtful approach to hybrid work is critical for leaders looking to attract and retain diverse talent.

As organizations undertake development of a new strategy for the hybrid workplace, several issues should be considered. These include understanding and appreciating the role of office space for collaboration and organizational culture, changes needed in workplace design, the use of technology in managing the hybrid workplace and the need for new management practices.

THE ROLE OF THE OFFICE IN THE HYBRID WORKPLACE

Is corporate office space even needed at all? With remote working having been more successful than imagined, the idea of completely virtual companies has gained currency. Indeed, during the past 20 years, there have been examples of companies, mostly in technology fields, where all employees work remotely. While some organizations may choose to go completely virtual, for most organizations, the office will continue to serve different but important functions. Here are five reasons why offices will continue to be important.



1 **Robust Collaboration**

Researchers Anne-Laure Fayard, John Weeks and Mahesh Kahn wrote about the limits of virtual communication. “When communication takes place remotely, the connection is severely weakened and nonverbal signals are harder to pick up on, even when people can see each other on a screen. In [face-to-face encounters] people are often energized and more likely to empathize with each other, which supports organizational culture and collaboration.”

While videoconferencing can prove adequate for routine meetings, some activities need the benefit of high-bandwidth interaction that supports the nuances conveyed with body language and facial expressions. Activities such as product design, brainstorming, strategizing, and discussing painful or difficult topics are all done more effectively in live, face-to-face settings.



2

Innovation from Random Encounters

An early research study in environmental psychology by MIT Professor Thomas Allen in the 1970s found that face-to-face communication decreases exponentially as a function of distance. More recently MIT Professor Alex Pentland researched how ideas are exchanged between employees of different departments and found that physical proximity plays a major role in random encounters and innovation driven by the cross-pollination of ideas.

A recent study of Microsoft employees found that departments were becoming more siloed during remote work necessitated by the pandemic and that team interactions and connections were diminishing. According to senior principal researcher at Microsoft, Dr. Nancy Baym, “When you lose connections, you stop innovating. It’s harder for new ideas to get in and groupthink becomes a serious possibility.”

It will be important for organizations with virtual or hybrid workplaces to consciously find other mechanisms where ideas can be exchanged in an unstructured setting.

3

Learning and Mentoring

Most jobs require knowledge that goes beyond what can be learned from a book, video or class. This real-world knowledge is most effectively gained in an informal, unstructured environment. This is easy in live settings, but difficult when working remotely.

Fayard, Weeks and Kahn describe the office as a schoolhouse. “Much knowledge can be codified, efficiently scaled and distributed by knowledge-management systems, but the really critical knowledge in most organizations cannot be made explicit.”

Before the pandemic, some companies adopted a policy requiring that employees work their first year of employment in the office before becoming eligible for remote work. A good variation of this in the new hybrid workplace model would be to require relatively more office workdays for new employees, particularly those just entering the workforce.

4

Company Culture

According to Bradford Bell, professor of strategic human resources at Cornell University, “Company culture is really about the connection that employees have, number one, to a company. Culture is important for signaling what companies’ value. Are we an innovation company? Are we a traditional company? What is the point of this company? How is disagreement handled here? Is seniority more important than innovation? Are rules to be bent, broken, or followed with precision? How are ideas challenged? None of this is handled or transmitted through the employee handbook, it’s transmitted through relationships.”

The challenge of the virtual workplace and the hybrid workplace is to provide other means to impart this informal, but important, information to employees who are not working in proximity.

5

Human Connection

Human beings need social interaction for life satisfaction.

In his recent book, *Together*, U.S. Surgeon General Vivek Murthy wrote, “One of our most important sources of connection is the workplace. Given that most of us today spend more of our waking hours on the job than at home and many of us interact more with our colleagues than with our non-work friends, we need meaningful connection at work to sustain us.”

Although tools such as chat and video conferencing can partially compensate, they do not provide the human connection of face-to-face communication that is provided by an office environment.



DESIGN IMPLICATIONS OF THE HYBRID WORKPLACE

As individual work shifts from office to home workplaces, the office will increasingly be seen as a social hub and place for group collaboration. The shift in balance between “me space” and “we space” will drive changes in space use and office design.

SHARED DESKING

Even before the pandemic, facility and workplace managers observed that fewer than half the workstations in most offices were being used at any given time. Following the pandemic, the increase in working from home will further exacerbate this phenomenon.

This is problematic for two reasons. First, it will be hard to justify the expense of real estate that is not well used. Second, office spaces that are mostly empty lose that “energy” that is important for a positive and productive workplace experience. Of course, too much energy, noise and movement are also problematic, so the key is to find the right balance.

The solution to maintaining real estate cost effectiveness for many organizations will be shared desking. By adopting the practice of unassigned seating, companies will be able to reclaim those workspaces, increase utilization, increase the sense of energy, and provide sufficient workspace while reducing the portion of office space used for individual work.

COLLABORATION SPACE

With the primary function of the new hybrid office being a setting for group work, meeting spaces will have increased importance. Important considerations will include top-quality systems for video conferencing, good acoustics, the ability to easily reserve rooms online, special purpose spaces for ideation and spaces to support social gatherings.

USING TECHNOLOGY TO MANAGE THE DYNAMIC WORKPLACE

Until recently, it has been very difficult to understand how buildings and workspaces were being used on a day-to-day and hour-by-hour basis. With advances in sensors, wireless communication, and machine learning, this has changed. Today workplace planners can collect detailed, hour-by-hour utilization data that can be analyzed to determine usage patterns and peak loads, providing trustworthy, actionable data.

Developments in digital information screens and integration of enterprise systems have also enabled an array of devices that enhance employee workplace experience. Of particular interest are the following:

- Scheduling systems that allow hoteling workspaces, focus rooms and meeting rooms to be booked in advance.
- Meeting room information screens to let people know instantly if a room is available and allow them to book the room on-site.
- Information screen devices for hoteling workspaces to show whether a workspace is available and, if so, allow an employee to book the space for short-term use.
- Wayfinding systems to provide navigation assistance for employees and visitors, helping them locate specific meeting rooms or other locations.

- Visitor systems used to enhance the visitor check-in process.
- Mobile applications providing an easy way for employees to access workplace services and information.

THE IMPACT OF THE HYBRID WORKPLACE ON CORPORATE REAL ESTATE

The dramatic shift to a hybrid workplace will have significant effects on real estate portfolio management. As more work is done from home and organizations move to staggered work schedules, it is likely that organizations will reduce their real estate footprints. More significantly, it is likely that organizations will make changes in the type and configuration of the real estate they use. Changes will include:

- An increase in collaboration space and decrease in personal workspace.
- An increase in co-working to provide flexibility. Co-working is the practice of people from different companies sharing a common workspace.
- A move from large central corporate campuses to hub and spoke models that provide office space closer to employees' homes.
- A reduction in real estate in expensive city centers, particularly in large cities like New York, London, Hong Kong and San Francisco.

CLOSING THOUGHTS

The world is in the midst of a workplace revolution. The pandemic has accelerated this revolution, as people and organizations, through necessity, found new ways of working. Workplace concepts that were experimental a few years ago have become familiar today. Organizations and individuals are more willing to consider new ways of working than ever before. The issue of how to return to work has become the question engaging every business leader and the need for vision and leadership in workplace management has never been greater. **FMJ**



Michael Schley, IFMA Fellow is the founder of FM:Systems, a leader in technology for the digital workplace. He led the company as CEO until his retirement in 2017.

Today he serves on FM:Systems' board of directors and is engaged in guiding company strategy. Shley is recognized globally for his expertise in facility management technology. He served as chair of the IFMA Foundation and organized the Workplace Strategy Summit conference held at Cornell University in 2012 and in Great Britain in 2014.



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SCAN ME

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COMPANY NAME: Kimberly-Clark Professional

EXPERTISE: Janitorial & Safety Products

CSP LEVEL: Gold

CSP SINCE: 2016

WEBSITE: KCProfessional.com



Describe the nature of your organization and the products and solutions that you offer. What differentiates your organization from your competition?

Kimberly-Clark Professional partners with businesses to create exceptional workplaces — helping to make them healthier, safer and more productive through a range of cleaning solutions including hand towels, bath tissue, surface wipers, protective apparel and gloves. Our seasoned team of cross-industry experts in both developed and emerging markets is focused on ingenuity, creativity and a deep understanding of B2B market needs. Our brands, including Kleenex®, Scott®, Cottonelle®, WypAll®, Kimtech™ and KleenGuard™, are known for quality and are trusted to help people around the world work better.

Kimberly-Clark's Professional division has employees in more than 50 countries throughout the world and serves the needs of end users across B2B segments from offices and manufacturing to health care and foodservice. Additionally, the Kimberly-Clark enterprise is a leader in global sustainability, particularly when it comes to forest and fiber preservation, waste reduction and recycling, and energy conservation. Our company was named one of Barron's 100 Most Sustainable Companies in 2021 and is rated with Three Trees on the WWF Timber scorecard, which is their highest level.

What research or product innovations is Kimberly Clark Professional working on that will help facility managers be more successful in their roles?

It's often a simple, yet provocative question, that lead to innovative breakthroughs. This is the story behind Scott 24 Hour Sanitizing Wipes where one of KCP's directors posed an interesting question to a scientist in the hallway. "What if," he asked, "there was a technology that kept killing germs on surfaces past the initial application?" This conversation sparked the formation of an innovation effort into incorporating long lasting antimicrobial coatings in an easy-to-use cleaning product. A team of formulation scientists, microbiologists, chemists, product developers and process

engineers was established to tackle this formidable problem leading to the creation of the Scott 24 Hour Sanitizing Wipes product.

This is the first ever pre-saturated wipe to be registered under EPA's approved residual self-sanitization protocol and make a claim of killing 99.9 percent of bacteria, despite multiple touches.¹ The wipes clean, sanitize and disinfect, all while not requiring any rinsing or the use of gloves. The wipes are truly a ground-breaking innovation and are ideal for easily wiping down and helping to continuously protect high touch surfaces. The breadth of application allows us to support our partners across multiple industries and assist them in redefining the "new normal" of cleaning protocols.

What's on the horizon in your field/industry, and how is your company meeting those challenges and opportunities?

The stakes are higher than ever to keep all of us healthy, safe and productive as our partners cautiously reopen their facilities.

At Kimberly-Clark Professional, it's our job to help create and maintain a higher standard of hygiene for your employees, visitors and customers. KCP offers a complete bundle of branded solutions that gives you total confidence that you're enhancing hygiene, productivity and comfort throughout your facility.

Our hand-hygiene offerings include touch-free dispensing for sanitizer, soap and paper towels to help prevent the spread of germs and provide a positive experience from the restroom and beyond. Our award-winning Scott 24 Hour Sanitizing wipes kill 99.9 percent of bacteria, and they are the first pre-saturated wipes to protect surfaces for 24 hours.¹ We also offer a variety of PPE, to help you keep your people protected and comfortable.

We know many of our customers are anxious about reopening and keeping their facility open. Things are uncertain and there's no playbook. That's where Kimberly-Clark Professional comes in. Our brands like Scott, Kleenex, and WypAll give your tenants, visitors, and patrons confidence in your facility. And with our leading solutions and real-world expertise, we're here to help you reopen your facilities with confidence.

1. When used as directed, this product is effective for 24 hours against Enterobacter aerogenes, Staphylococcus aureus, and community-associated Methicillin-Resistant Staphylococcus Aureus bacteria.

COMPANY NAME: R-Zero Systems
EXPERTISE: Biosafety/disinfection solutions
CSP LEVEL: Silver
CSP SINCE: 2020
WEBSITE: rzero.com



What research or product innovations is your company working on that will help FMs be more successful in their roles?

R-Zero is a company with an ambitious vision: to create a world without sick days.

Founded to help organizations protect the health of people they serve, R-Zero is dedicated to developing the most effective and innovative disinfection technologies, to reducing the spread of all infectious diseases, and to avoiding the use of toxic chemicals. R-Zero's first product, Arc (an IoT-enabled, whole-room UV disinfection device) is enabling a higher level of health and safety for hundreds of thousands of people, across both public and private sector organizations, without the use of chemicals.

R-Zero is committed to empowering facility managers to create safe, pathogen-free spaces for human occupants. R-Zero's portfolio of solutions combines the power of the Arc flagship product and other UV-C devices with an IoT platform to create the world's first continuous, automated disinfection ecosystem that is more efficient and effective than any other solution. This intelligent system shifts how society deals with human health risks and how facility managers can address those risks in the spaces they steward. Through R-Zero's intelligent, IoT-enabled disinfection solutions, FMs can automatically measure and manage their disinfection protocols while also demonstrating the efficacy of their stewardship.

How does R-Zero address sustainability?

R-Zero drives environmental and social responsibility by democratizing, decarbonizing, and de-risking disinfection in pursuit of a new disinfection standard that promotes indoor health. In contrast to traditional chemical disinfection, R-Zero's Arc leverages UV-C light to successfully destroy over 99.99 percent of surface and airborne pathogens in a 1,000 square foot room in just seven minutes - without the use of chemicals. Disinfecting this same space with R-Zero's Arc for one year results in just two kilograms of waste, whereas manual disinfection for the same space during the same time would yield almost 700 kilograms of waste. By the end of 2021, R-Zero's UV technology will have displaced more than 150,000 gallons of hazardous chemicals — and all the associated health, environmental and financial costs.

COMPANY NAME: Waste Harmonics
EXPERTISE: Waste Management
CSP LEVEL: Silver
CSP SINCE: 2021
WEBSITE: wasteharmonics.com



What research or product innovations is Waste Harmonics working on that will help FMs be more successful in their roles?

Waste Harmonics is a national managed waste service provider that acts as a single point of contact, helping FMs and businesses manage their waste and recycling programs. We leverage our proprietary technology, iWaste, to ensure our customers have the most efficient and cost-effective waste and recycling program in place. iWaste contains a suite of products built to continuously monitor waste and recycling equipment, and feeds real-time, transparent data and reporting to the customer.

iWaste was born out of an idea to make waste management smarter and more efficient. We've worked with some of the brightest tech experts and engineers to create a product that leverages the power of data to deliver key analytics and reporting. By analyzing the data at hand, we can continually evaluate opportunities for cost savings or ways to boost program efficiencies, ensuring FMs and businesses are getting the most value out of their waste management programs.

With the power of iWaste, as well as a dedicated account team, FMs are getting a waste management vendor that truly cares. Our goal is to become an extension of our customers' business.

What's on the horizon in your field/industry, and how is Waste Harmonics meeting those challenges and opportunities?

Data and reporting. We are in the midst of a data revolution, and that has the potential to greatly impact and transform traditional waste and recycling programs. iWaste was developed to continuously monitor our customer's waste equipment, and feeds real-time, transparent data to the customer and our dedicated customer service team. With the power of iWaste, as well your dedicated account team, Waste Harmonics can improve operational efficiencies, eliminate headaches and become a trusted, true partner in the management of our customers' waste and recycling programs.

There are other technology companies out there promoting waste monitoring technology, but Waste Harmonics is the only waste management organization that not only has the technology to provide the data, but also a dedicated team that is monitoring and managing the entire waste and recycling program for the customer. Our goal is to create a white-glove, high-touch customer experience, and iWaste helps us do just that. By incorporating and providing accessibility to live, transparent data via a state-of-the-art reporting platform into a waste and recycling management program, our customers can see and feel how their program is truly personalized for their exact needs.

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 New PIG Corporation | www.newpig.com
Office Depot | www.business.officedepot.com
 Qillaq Innovations | www.qillaq.ca
 Renaissance Services SAOG | www.renaissanceservices.com
 SRACO Company | www.sracom.com.sa
 Sodexo | www.sodexousa.com
 Staples | www.staples.com

FM HARDWARE

Idea | www.iadea.com

FM SOFTWARE

Cartegraph | www.cartegraph.com
 Cloudbooking | www.cloudbooking.com
 FM:Systems Inc. | www.fmsystems.com
IBM | www.ibm.com/us-en
 iOFFICE | www.iofficecorp.com 
Planon | www.planonsoftware.com
 SpaceIQ | www.spaceiq.com
 Trimble | www.trimble.com

FURNITURE

CORT | www.cort.com
 Davies Office Inc. | www.daviesoffice.com
 Kimball International | www.kimballoffice.com
 Vari | www.varidesk.com
 Versteel | www.versteel.com

INTEGRATED FACILITIES MANAGEMENT

Amentum | www.amentum.com
 United Facilities Management | www.ufm.com.kw

JANITORIAL SERVICES/CLEANING PRODUCTS

Excel Dryer | www.exceldryer.com
 R-Zero | www.rzero.com
 Tork, an Essity Brand | <https://www.torkglobal.com>

LANDSCAPE/MAINTENANCE/PLANTS/SERVICES/SUPPLIES

Ambius | www.ifma.ambius.com

RESTROOM PRODUCTS

Kimberly-Clark Professional* | www.IFMAandChess.com

SECURITY

Kastle Systems | www.security.kastle.com
 Securitas Security Services USA | www.securitasinc.com

TECHNOLOGY SOFTWARE TOOLS

ARC Technology Solutions | www.e-arc.com
 SCLogic | www.SCLogic.com

WASTE MANAGEMENT

Republic Services | www.republicservices.com
 Waste Harmonics | www.wasteharmonics.com

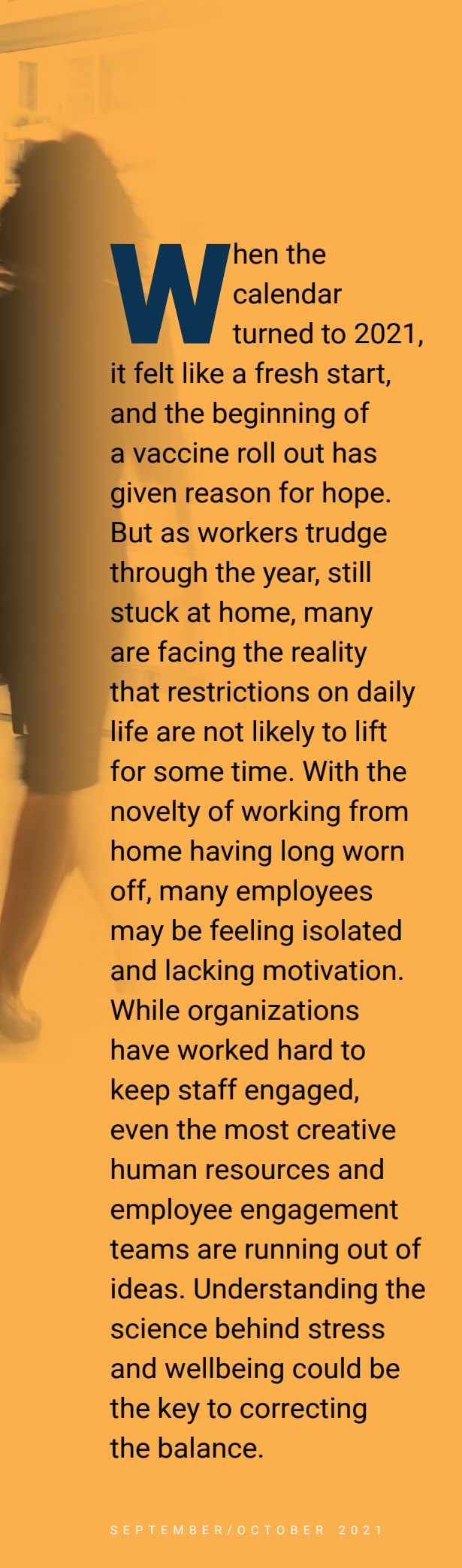




HANGING IN THERE

The Science of a Pandemic Burnout

BY KAREN PLUM



When the calendar turned to 2021, it felt like a fresh start, and the beginning of a vaccine roll out has given reason for hope. But as workers trudge through the year, still stuck at home, many are facing the reality that restrictions on daily life are not likely to lift for some time. With the novelty of working from home having long worn off, many employees may be feeling isolated and lacking motivation. While organizations have worked hard to keep staff engaged, even the most creative human resources and employee engagement teams are running out of ideas. Understanding the science behind stress and wellbeing could be the key to correcting the balance.

STRESS AND THE BRAIN

The pandemic era has been incredibly turbulent, and this helps to explain why many employees are struggling. The human brain requires much more energy to process new experiences because the brain works on a prediction loop. If an experience is familiar, the brain can predict the outcome and people fall into their usual patterns of behavior rather than having to find new approaches. However, as with any animal, humans have evolved to avoid unnecessary risk. In unfamiliar situations the brain will want to weigh all possible approaches to find the best — or least risky — option. Everything takes longer as the brain processes and filters through far more new information. Falling into a routine allows the brain to skip this process so it does not require so much energy to function. After a long period of living and working with so many unknowns, many do not have the energy left to be creative or go the extra mile in their work.

It would be understandable to assume that after about a year of working from home people would have formed a routine that allows them to bypass this mental blockage. But for many, the longer the pandemic goes on the more difficult it feels. At first, many thought these changes would last a few weeks or a couple of months at worst. They went the extra mile and worked longer hours, wanting to show they could work just as effectively from home. But, as time went on, things became less predictable, not more. Fatigue crept in without any sign of the strain letting up. While a vacation, or even a weekend getaway, would have been ideal to refresh, it was no longer possible to physically get away from work or the working environment when everything is done at home.

Good leadership recognizes these challenges and works with them rather than ignoring them. People can fall into maladaptive cycles of behavior. Workers who are finding it difficult to focus or perform can grow increasingly anxious and beat themselves up about it which, in turn, will make it more difficult for them to focus. Employers need to be familiar with these

processes in order to work around them. By understanding the science behind the impact of this ever-changing situation on cognition, they can help employees identify what is causing difficulty and how to overcome it.

DEFINING FACTORS

The research into the field has identified several factors that impact team performance during such times. Wellbeing is at the core of boosting cognition. Lack of sleep and exercise, poor hydration and nutrition all have a negative impact. The environment also plays a role. Too many distractions can be very detrimental. When the brain is already under stress from a global pandemic, it is best to reduce any further stress, be that from lack of sleep or a hectic environment.

However, with so many people working from home, managers cannot control these factors in their team. At best, they can encourage everyone to look after themselves. AWA's research has identified the factors that managers can influence. These are factors that strongly correlate with improved team performance. Social cohesion is one of these. The better team members know and like one another, the more they know each other as people, the more likely they are to share ideas and information and to trust each other and to collaborate effectively. This is the case in both virtual teams and when people are together in person, so it is worth actively building cohesion no matter the circumstances. While this may seem obvious, people do not always do the things they know to be beneficial, because they either forget or they prioritize tasks over relationships.

PUTTING IT INTO PRACTICE

Organizations cannot keep working with the same approach they adopted when they thought the pandemic might last a few weeks. It is not about keeping their head down and surviving; they need to be proactive and actively plan for a different future. Smart employers will use the crisis as an opportunity to find out what works and what does not, and the even smarter

ones will apply that learning to their future work models.

Employees who have been working remotely have had time to recognize the pros and cons of working from home, and many will want to continue to work remotely a few days a week. But not everyone is self-aware, so encouraging people to actively consider what gives them their best day at work is certainly worth doing as a starting point. In the future, if people work in a hybrid model, they will collaborate virtually as well as in-person. If team members are working remotely on different days, they may almost never see one another in the office. When working this way, things can fall through the cracks. Social cohesion can easily be lost, and the regularity and quality of information sharing can suffer. Managers need to be experimenting and building strong systems now, so however people choose to work in the future, these aspects can be protected because they are built on strong foundations that do not rely on one method of operating.

Employers need to ensure their management teams are positioned to plan and support their team. The best way they can do so is by providing effective training. Organizations tend to promote people who are good at their job into management positions, assuming they will know how to manage others. If they are not prepared, new managers will either mirror the behavior of former managers or adjust in the only way they can, which usually involves keeping the team close in a mistaken belief that they will only perform if they are being watched. Keeping the team close is not always an option, and, more importantly, it is not an effective form of developing staff and getting the best from them.

Teams must share trust, align their priorities, and communicate effectively. These things become all the more critical when teams are working apart. Great managers support their team members by providing a safe place where all ideas are welcomed, people's voices are heard, mistakes don't result in a blame culture and the focus is on growth and development. That takes courage, role modelling and experience — and it is difficult when managers are already working under stress and duress away from their teams. Supporting managers to explore these aspects and find ways to deliver them effectively can be transformational. Teams can take on responsibility by being given autonomy and allowed to find their own way to achieve agreed-upon results or targets. Without such an approach, not only will managers continue to try to micromanage (raising everyone's stress levels), but the team's potential will never be realized.

MOVING FORWARD

The pandemic will eventually come to an end. Management and workplace teams should be making changes now with that in mind. For many within the workforce, the past year has been a trigger to re-evaluate things. Priorities have changed, small freedoms are more appreciated, and how people interact in public spaces



is different. The return to the workplace, when it comes, will be both welcome and stressful, and there may be residual effects of the pandemic, such as hygiene anxiety or a difficulty adjusting to working in a noisier, distracting environment, affecting the workforce for a long time to come.

Work practices need to reflect the fact that stress and uncertainty will continue to have a hold through 2021. On the other hand, workers have demonstrated their capacity to work remotely and their dedication through times of high stress. Managers need to actively empower their staff to maintain that engagement and to give people a sense of meaning and control.

Managers can give teams a task or a target and let them find the best way to achieve it. Be supportive of creativity and create room for failure. Failure is the best way to learn and inspire new ideas. Keep communicating throughout the process and be realistic with expectations. Encourage openness and honesty. All of this will bring teams together, inspire them and empower them to build a strong, inclusive and innovative culture. Building and nurturing relationships is more difficult remotely, but it is also more important. While many are still working remotely, leadership has an opportunity for teams to come together despite the adversity, to develop skills and nurture innovation. Doing so now will form the foundation of even more skilled and resilient teams when the pandemic has passed.

Times of high stress can be an incredible trigger for growth and transformation. The skills that workers develop to see them through the challenges will be brought into the workplace. But this potential needs to be effectively directed, and that is where managers have a vital role. As organizations emerge into the post-COVID-19 world, it will become clear which have invested time and resources into their people throughout the pandemic. Those who have taken adversity as a chance to grow will lead the way in building back. **FMJ**



Karen Plum is director of research and development at Advanced Workplace Associates (AWA), a workplace management consultancy that helps businesses spanning all sectors examine and change their approach to work and the workplace. She specializes in understanding how organizations work, helping workplace leaders clarify how they would wish to change things in the future to the benefit of the organization and the individuals that work within it, and helping them to make the changes to reflect that new world.

THIS IS THE MOMENT

Confronting reentry challenges

BY DINESH MALKANI

The COVID-19 pandemic has accelerated workplace initiatives to address a dispersed workforce and boost digital transformation.

Organizations are rethinking traditional work models and reimagining their workplace strategy with a focus on safety and social distancing, operational flexibility, cost reduction and enhanced employee experience as they attempt to balance working from the office and working remotely.

A 2020 survey by CoreNet Global and Cushman & Wakefield indicated that in pre-COVID-19 times, most companies followed an office-first approach and less than a third operated in a hybrid model. In a post-COVID-19 world, remote-first models are predicted to be just as prevalent as office-first models, while hybrid models could more than double. And according to Microsoft's Work Trend Index annual report for 2021, 73 percent of the respondents expressed a desire for flexible remote work options post-pandemic, and 66 percent were contemplating revamping their offices to accommodate hybrid work environments.

With vaccination deployment underway, many organizations are reopening their offices. However, workers in many industries can expect their offices to be radically different from the ones they left in March 2020. Safety will be the bedrock of the post-pandemic workplace, set to be organized around a culture of flexible and hybrid work. Organizations must rise to meet the challenges that come with this transformation.

Post-pandemic Challenges

Employers are obligated to ensure the safety and welfare of their workers. Never has this been more critical as they reopen their offices to a largely unvaccinated workforce. Traditional offices were not built to contain diseases. Therefore, the post-COVID-19 office must be redesigned to guarantee the safety of all its occupants. Before companies reopen their offices, they must implement risk assessment programs to detect and eliminate COVID-19 risks.

Hybrid work models ease COVID-19 safety management, allowing organizations to reduce the risk of overcrowding and make it easier to implement social distancing. However, manually monitoring hygiene and social distancing will be a huge endeavor, especially in large organizations. Many offices are also modifying their real estate portfolios to adapt to hybrid models. In some cases, large offices in the cities are giving way to smaller offices in the suburbs. This comes with the challenge of buying more space per employee. Space requirements must be determined by the number of employees in the office each day.

In addition to their on-site employees, organizations must also ensure the well-being of their remote and hybrid workforce. They would need to assess the potential health risks of remote work. For instance, home workstations are often makeshift arrangements unsuited to long work hours. They may lack the ergonomics to mitigate physical strain.

Also, poorly managed workloads and the absence of regular face-to-face managerial supervision owing to flexible work puts workers at risk of anxiety and depression. Managers will need to carefully



allot the assignments of their workers, provide the required training and equipment and consider safety measures. Clear communication will therefore be critical in the absence of regular personal contact.

Welcoming Employees Back to the Office

According to a 2020 survey by Dimensional Research, 97 percent of employees expected their employers to make changes to their workplace to help them feel safer. Touching shared office devices (such as conference phones and remotes), riding crowded elevators, sharing desks, not knowing when a room was last cleaned and not knowing if a room has reached its capacity for social distancing were among their chief concerns.

A return to business-as-usual right from day one is both unlikely and inadvisable. Employees have legitimate concerns about returning to work and must be reassured before they are confident enough to come back. A phased reopening would be a good way to start. It would help workers ease into the workspace and avoid the risk of infection by potentially contagious employees. Regular cleaning has become more important, and cleaning and sanitization will need to be more frequent. A phased reopening will reduce the burden of work placed on cleaning staff. Occupancy limits can also make it easier for staff to concentrate their efforts specifically in spaces with high usage.

Organizations must place occupancy limits on their floors or buildings once all phases of reopening are complete. It will ensure that employees have enough room to practice safe social distancing and reduce the risk of infection. Employers must modify



employee schedules to ensure occupancy control. This way, different teams can occupy the office at other times, thereby ensuring that occupancy is within safe limits.

Companies must communicate their guidelines clearly to their employees to successfully implement all these measures. It will go a long way in building trust with them and fostering a culture of safety in the workplace. However, they are likely to encounter challenges in executing these measures. For instance, how can employees know when the occupancy limit on a building or floor has been reached? What can organizations do to ensure that social distancing is always maintained? How can cleaning staff know which desks and rooms need sanitization?

Technology provides the necessary tools. The Dimensional Research survey revealed 96 percent of respondents would use intelligent technology to improve the workplace environment and ease the transition back to work. COVID-19 has accelerated digital

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transformation on multiple fronts. Smart technologies have been around for years before the pandemic enhanced their adoption. In organizations with large workforces and high footfall, where traditional means of crowd control and hygiene maintenance are insufficient to curb the spread of infection, technology provides the means to execute these functions seamlessly. Enterprise technology powered by artificial intelligence (AI) and the Internet of Things (IoT) provides the means to effectively meet the safety needs of the post-pandemic workplace.

The Future is Here

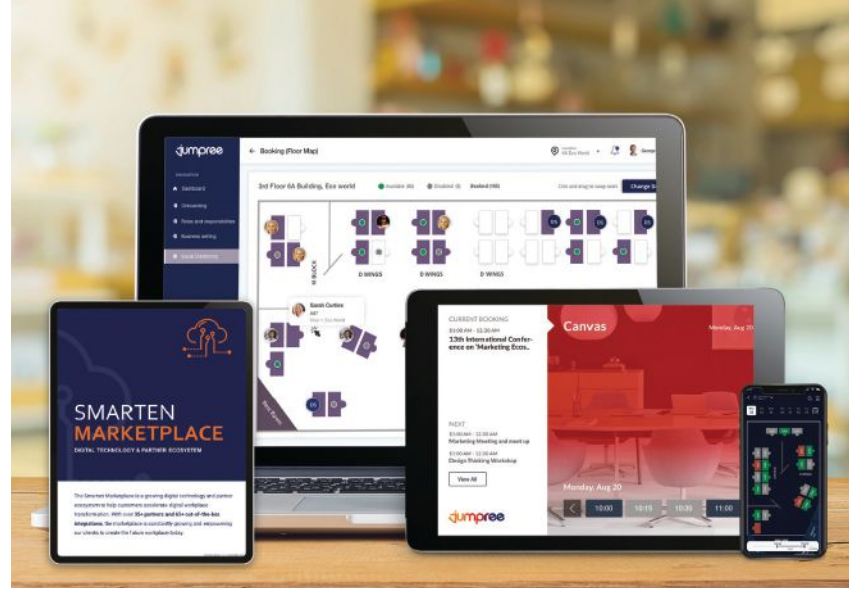
Consider the management of building occupancy limits. IoT sensors can monitor the number of people entering and exiting an office at a given time. They can then feed this data into workplace experience apps that employees can access through their smartphones. This data can alert them when their office occupancy limits are about to be breached. AI can similarly help organizations automate their workforce scheduling to meet occupancy limits.

In addition to managing occupancy, enterprise technology can drive seamless visitor and employee health safety management. Self-service workplace experience apps can enable contactless entry by allowing employees and visitors to sign and submit health declarations digitally before entering the office. Should anyone test positive for COVID-19, contact tracing can allow employees to self-isolate or seek medical help as soon as possible.

Similarly, QR codes on enterprise apps can help employees and visitors navigate the office without using keys and access cards, thereby eliminating physical contact. Such apps also enable contactless parking by allowing employees and visitors to automatically book parking slots and enjoy contactless food delivery through cloud kitchens.

In hybrid environments, employees often do not have their own desks. A single workstation used by multiple workers increases the chances of infection. IoT sensors can identify desks and rooms that need sanitization based on the frequency of their use. Self-service workplace experience apps enable employees to automatically book desks and meeting rooms. By drawing on AI-driven insights, they allow employees to only choose from workstations and meeting rooms that are fully sanitized. AI can also analyze building floor plans and provide organizations with insights to reduce touchpoints, automatically implement social distancing and offload underutilized space and manage their expenses. Videoconferencing technologies can allow teams to collaborate seamlessly with their remote colleagues.

Offices are adapting through technology. Consider one multinational confectionery brand with branches across 160 countries and a workforce of more than 80,000. To keep its offices safe from COVID-19, the company mandated the submission of self-assessed health declarations for employees and visitors before entry. Before long, all its branches were greeted by enormous queues as people had to fill out and submit their declarations manually. It inevitably proved cumbersome. The branches still used keys and access cards to help employees and visitors navigate the workplace. These



contact-intensive practices were unsuitable during the pandemic. Going digital was the logical solution.

The organization then adopted enterprise technology to make its offices contactless. Health declarations had to be filled online and employees and visitors used an enterprise app to book their seats and parking slots. QR codes helped them navigate the workplace, eliminating surface contact. These solutions were adopted across the organization's offices, which had earlier been tackling these challenges piecemeal.

A leading global real estate business leveraged similar solutions. With 350 global tenants, it adopted enterprise technology to protect its clients. Close to 6,000 users downloaded the enterprise app. Paper-based health declaration processes were digitized to reduce long queues. Ninety-thousand health declarations were processed this way. Eighty-thousand visitors have entered its offices since the solutions were installed. Employees and visitors used QR codes to navigate the workplace. Elevators were integrated with smart technology to improve access control. Desks and room booking were completely automated to improve hygiene and provide access. Cloud kitchens enabled contactless meal delivery.

Automation has long been predicted to redefine organizational operations, and the COVID-19 pandemic accelerated this development. A 2020 survey by PwC found that AI adoption increased last year. Around 70 percent of the organizations surveyed had implemented AI in some form, up from 62 percent in 2019. It is a clear sign of what the future holds.

As companies reopen their offices, technology provides the tools to meet the challenges of a post-pandemic workplace, and we can expect to see its increased adoption on this front. History shows that investing in innovation and new technology, particularly in times of recession, helps companies thrive when the tide turns. This is such a moment. **FMJ**



Dinesh Malkani is founder and CEO of Smarten Spaces and has spent more than 25 years in the tech industry holding leadership positions. He is a member of the Forbes Technology Council, chairman of the SaaS council for CII and a former executive council member of Nasscom.



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We appreciate all the financial and time commitments the IFMA community dedicates to our scholarship and talent development programs. These efforts make a difference to students and the future of facility management”

– Bob Dills, IFMA Foundation Chair



IFMA Foundation's Pirate Regatta

At IFMA's World Workplace

October 25, 2021
7:00 pm – 10:00 pm EST
Kissimmee, Florida

Ahoy Ye Buccaneers!

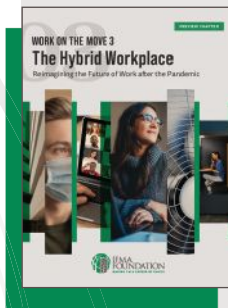
Dress the part of yer favorite swashbuckler for the IFMA Foundation's Pirate Regatta. Blow me down, it will be an evening of games, pirate competitions and fun. Purchase your tickets for two complimentary drinks and light vittles. Landlubber or seadog, it's a pirate's life for everyone! Yo ho ho and a bottle of rum!

Learn more at:

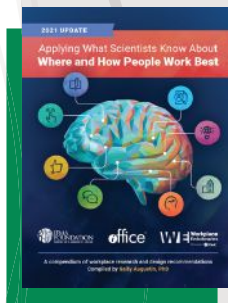
foundation.ifma.org/event/ifma-foundation-pirate-regatta

IFMA Foundation appreciates the support of the IFMA chapters, councils & communities for their sponsorship toward scholarships.

If interested in impacting the life of a future FM leader, **Contact Program Support Specialist Christina Gonzales at christina.gonzales@ifma.org to learn how to become a sponsor.**



Work on the Move 3, the third book of the series, will be published in the summer of 2021. This important publication will be released as the world recovers from the COVID-19 pandemic. The foundation published “Work on the Move” in 2011 and “Work on the Move 2” in 2016. Both books are widely appreciated for helping facility managers around the globe prepare for the future of work. Preview chapter available online: app.etapestry.com/onlineforms/IfmaFoundation/WOTM3PRE.html



Applying What Scientists Know, Update In 2020, in the midst of the pandemic, there was a need to update the scientific research of the previous publication as meaningful data for new forms of building renovations which would be designed to reflect enriched ways of working, and should be based on the largest scientific data. foundation.ifma.org/news/publications



ACCREDITED DEGREE PROGRAMS

SCHOOL NAME: Singapore University of Social Sciences (SUSS), Singapore

FM-RELATED DEGREES OFFERED: Bachelor of Science in Facilities Management

IFMA AFFILIATION: Since 2010

WHY WAS THE PROGRAM INSTITUTED?

The Bachelor of Science in Facilities and Events Management program was conceived to address and support Singapore's first Green Building Masterplan in 2006. This plan encouraged developers to embed sustainability as part of a building's life cycle from the onset while targeting to have at least 80 percent of buildings (by floor area) in Singapore to be green by 2030. In July 2021, the Singapore University of Social Sciences (SUSS) program was restructured into the newly launched Bachelor of Science in Facilities Management with minor to be closely aligned with the SkillsFuture Framework for the Built Environment.

As an integral component of the Construction Industry Transformation Map and the Real Estate Transformation Map (for the facility management sub-sector), the skills framework is a SkillsFuture initiative developed for the Singapore workforce to promote skills mastery and lifelong learning. With the Industry Transformation Maps, the program prepares future-ready graduates who demonstrate knowledge and skills that go beyond traditional FM and can adapt to global trends and new technologies to ensure a well-managed and sustainable built environment.





DOES YOUR DEPARTMENT TEACH ANY OF THE IFMA CREDENTIALS?

Aside from the Skills Framework, the students get to deep-skill themselves in IFMA's 11 core competencies which are covered in the major in BSc Facilities Management.

WHAT TYPES OF PRACTICAL APPLICATIONS DO YOUR STUDENTS LEARN?

The program's hands-on approach allows students to learn the various industry knowledge and skills needed for FM practitioners to stay relevant in managing a complex built environment amidst climate change impacts. Facility tours and site visits conducted by industry partners and capstone projects support the students' practical learning. Some of the practical applications that students learn include:

- Fundamentals of FM
- Operations and Maintenance of Building Services
- Understanding and Managing Sustainable Buildings
- Building Technology
- Energy Management and Audit
- Building Diagnostics and Design for Maintainability
- Real Estate Business
- Township Management
- Fire Safety Management
- Building Information Modelling
- SMART Buildings/ FM

TELL US ABOUT YOUR FORMER STUDENTS AND WHAT THEY HAVE GONE ON TO ACCOMPLISH.

Most of our students have successful careers as facility managers, property managers, asset and portfolio managers in property development and FM-related companies. Some of our students have established their own FM businesses while others pursue postgraduate degrees.

Muhammad Fariz is one of the inaugural students of the BSc Facilities and Management program in 2010. After graduation in 2013, he was promoted to the position of residence manager, then

became a portfolio manager handling 11 properties and is now the senior manager of one of Singapore's high-end development companies.

Fariz gives back to the university by continually serving and contributing to the program's success as one of the FEM/FMT Programme Advisory Committee (PAC) members. Aside from having professional peers who juggle work and studies, learning to apply the program's hands-on approach significantly to his field of work was one of his most memorable university experiences.

Yi Long Chee shared that enrolling in the BSc Facilities & Events Management program at SUSS in 2012 is one of the best decisions he made. He is grateful for the faculty and staff for the support since it was a challenge for him to juggle his community involvement, work and studies during his university days. He said the knowledge he gained from the events management aspect has enabled him to excel in community service efforts, especially in reaching out to the underprivileged and community at large. He holds various positions such as chairmanship at grassroots organizations and town councils. He also said the FM aspect has enabled him to rise in the ranks in multiple organizations, where he is a retail operation manager of a Singaporean-owned property development company, overseeing two retail properties.



WHAT KINDS OF RESEARCH IS YOUR DEPARTMENT CONDUCTING AND WHAT ARE YOU MOST EXCITED ABOUT?


Our research focuses on the sustainability and resilience of the built environment, the role of FMs in creating circular cities, green maintainability of smart buildings, pandemic resilient IAQ guidelines, design for maintainability and design for adaptability and durability strategies, urban regeneration and adaptive reuse and the use of data analytics for predicting built environment trends and issues. One research that we are excited about is the collaborative research editing of the special issue on the Impact of Climate Change on the Facades of Tall Buildings for the *Sustainability* journal which will present research that provides appropriate adaptation and maintenance measures, informs future design decisions, and impacts policies and practices regarding the endurance of façade materials.

WHAT ARE THE ISSUES FACING THE NEXT GENERATION OF FMS AND HOW WILL THEY BE ADDRESSED?

With the issues on the outsourcing model and integrated services of FM, internet of things (IoT) and big data and post COVID-19 issues, the dynamic role of FMs will involve multidisciplinary and transdisciplinary learning to address the complex issues besetting the built environment. The SUSS program has developed a work-study mode that provides a flexible pathway to working professionals in upskilling to the FM degree as well as commissioning course developers and instructors from industry to provide holistic practical applications and continued industry partnership with the Building and Construction Authority (BCA) Academy and EM Services. The program is strengthened by aligning with the Industry Transformation Maps and Skills Future framework through the integration of critical core skills and technical core skills deemed necessary in promoting skills mastery and lifelong learning.

To further prepare the next generation of FMs, a series of graduate programs in the Built Environment for Project Management and Facilities Management will be launched in January 2022. The programs are curated in a stackable and modular way where students can choose to study individual graduate courses which can be accumulated to obtain graduate certificates, progress to graduate diplomas and eventually lead to a full master's degree. This initiative aims to train people from the built environment sector to take up managerial and leadership roles in this transformative era.

WHAT ARE THE ACCOLADES OF YOUR ACADEMIC STAFF?

Our faculty is composed of academics with relevant industry experience and senior industry practitioners as instructors. Most of our instructors are noteworthy professionals with years of experience, while our academics are actively conducting research concerning the sustainability of the built environment and have published in high-ranking journals which are highly cited globally. 



WHAT COURSES ARE OFFERED?

Programme Structure

Students are required to complete a total of 130 credit units (cu) to graduate with a basic degree, inclusive of 10 cu of SUSS Core courses, 10 cu of General Electives, which are courses offered under the General Studies Programme (course pre-requisites apply), and a minor course (40 cu) of your choice. All courses are 5 cu unless stated otherwise. The breakdown of the cu to be completed is:

60 cu of compulsory courses (inclusive of 10 cu of SST Core)

10 cu of elective courses

40 cu of minor courses

10 cu of SUSS Core courses

10 cu of General Electives

SST Core Compulsory Courses (Total 10 cu)

LEVEL 1

- Principles of Project Management
- Human Factors and Systems Design

Compulsory Courses (Total 50 cu)

LEVEL 1

- Building Services
- Fire Safety Management

LEVEL 2

- Building Technology
- Procurement and Contract Management
- Fundamentals of Facilities Management

LEVEL 3

- Operation and Maintenance of Building Services
- Property Law
- Strategic Asset, Property and Facilities Management
- Building Diagnostics
- Building Information Modeling for Facilities Management

Elective Courses (Choose 10 cu)

LEVEL 2

- Financial and Managerial Accounting
- Security Management for the Built Environment

LEVEL 3

- Energy Management and Audit
- Sustainable Buildings
- SMART and Emerging Technologies for Facilities Management
- Township Management
- Industry Project for Facilities Management
- Universal Design
- Customer Relationship Management
- Building & Events Regulations and Compliance

LEVEL 4

- Quality Management Systems
- Indoor Environmental Quality

Minor Courses

If you prefer to complete a major programme in a different discipline but would like to know or have some knowledge and skills in facilities management, you could choose to pair the major of your choice with the minor in Facilities Management.

MINOR IN FACILITIES MANAGEMENT (TOTAL 40CU)

Compulsory Courses (Total 30 cu)

- Building Services
- Building Technology
- Procurement and Contract Management

Elective Courses (Choose 5 cu)

- Financial and Managerial Accounting
- Customer Relationship Management
- Quality Management Systems
- Fire Safety Management
- Security Management for the Built Environment
- Strategic Asset, Property and Facilities Management
- Energy Management and Audit
- Building Diagnostics

General Electives (Choose 5 cu)

- Fundamentals of Facilities Management
- Operation and Maintenance of Building Services
- Property Law
- Building Information Modeling for Facilities Management
- Sustainable Buildings
- SMART and Emerging Technologies for Facilities Management
- Township Management
- Industry Project for Facilities Management
- Indoor Environmental Quality
- Universal Design

For more information on our BSc Facilities Management with Minor, please visit suss.edu.sg/FMT-MAJ



The Road Less Traveled

Unexpected pathways lead to FM success

BY IRENE THOMAS-JOHNSON,

ANTOINETTE FERRIS,

GABRIELA STEPHENSON

& TILEAH SALEEM

There is a growing diversity of individuals entering the workforce, bringing different perspectives to the workplace and dramatically altering how and with whom business gets done. Beyond demographics, diversity is about leveraging strengths and varying ideas, points of view and experiences. Coupled with inclusion — incorporating what makes each person unique to create an environment that engages, welcomes and values diverse characteristics — diversity provides equal opportunities for career development and success, powering the relationships and experiences that will become more valuable in a changing world.

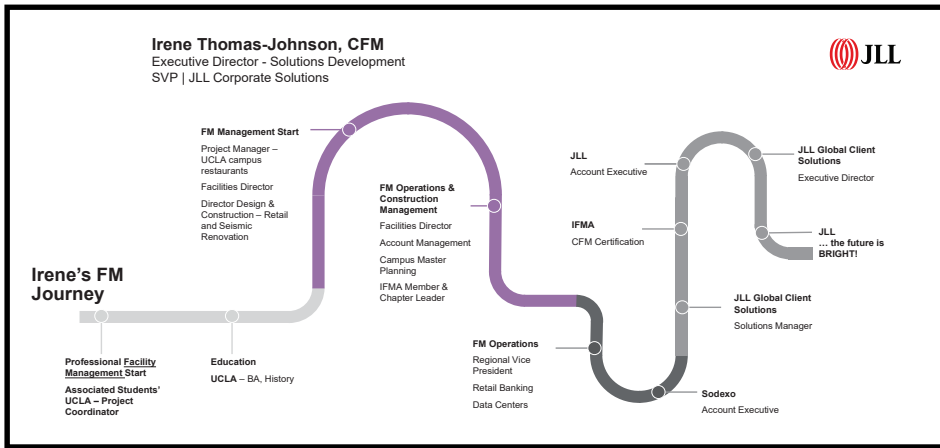
The facility management profession has evolved beyond buildings to touch nearly every aspect of a company, from operations and human resources to finance and technology. FMs work across business functions, making strategic and tactical decisions that impact space, services, costs and risk. Yet FM does not necessarily require an advanced educational degree or years-long training to get started or a prescribed progression from one job title to the next in order to advance. This presents incumbent workers, the unemployed and underemployed, and youth seeking career direction with an opportunity to enter an industry facing a significant labor shortage.

The gap between available FM talent

and job demand is widening. The IFMA Foundation's Global Workforce Initiative (GWI) focuses on attracting diverse talent to FM and supporting their long-term growth through continuous training and education. The GWI program connects with local communities to inform students, parents, teachers, guidance counselors, community organizations, economic development and government agencies about educational and employment opportunities in facility management. GWI partners, such as JLL, support the initiative to ensure the continued sustainability of the FM profession.

What follows are three stories of women with diverse backgrounds who never intended to work in FM; yet, now hold

executive-level positions in the industry. Each discovered that the field not only opened doors beyond what they thought possible, but also fulfilled a deeply held commitment to excellence, instilled by their families. While these professionals typify the "accidental FM" — inadvertently landing in a role that proved perfectly suited to their interests, skills and goals — they are dedicated to finding and mentoring the next generation of FM professionals, helping them take a deliberate path toward a rewarding career. Their career sojourns also presented an opportunity for their company to become a GWI Advisor which gives organizations one of the foremost chances of hiring the best FM talent for their growth in the industry.



Irene Thomas-Johnson's father grew up poor. As a young man, he enlisted in the U.S. Army and was deployed to Germany, where he met her mother, also from meager beginnings. They fell in love, married, had three girls and moved to Kansas in 1962.

It was a difficult time in the U.S. for an interracial couple. Apartment landlords would claim no vacancies once they realized the family was multiracial. Living in a perpetually flooded basement apartment, the family had little money; but her parents worked hard, kept their children safe and taught them important life lessons: take challenges head-on, do a job to the best of your abilities, be honest and always respect others.

Thanks in part to a two-year scholarship and Pell Grants, Thomas-Johnson attended UCLA and she got a part-time job at the UCLA store, working in the payroll department doing special projects. She was good with numbers and started helping in the finance department with statements, budgets and invoices.

When her scholarship expired and the grant money dwindled, she worked full time to cover her tuition and living expenses. She accepted a position as an administrative assistant at UCLA, and it wasn't long before she was promoted to project coordinator, training managers on computers, inventory, budgets, and profit-and-loss statements.

She was promoted to project manager, completing tenant improvement projects for restaurants, the UCLA bookstore and office space allocations, working directly with architects and contractors. She taught herself the AutoCAD program to design floor plans that would help visualize office moves, retail space and conference rooms as the UCLA store and student union were reconfiguring and expanding spaces.

Over time, she became efficient at project management and was asked to take on the facilities and maintenance department. Although she had no idea what "facilities" were, she took the challenge head-on, as her parents advised. After graduating from UCLA, she spent 21 years on the university campus. Now she is a Certified Facility Manager® and the executive director of solutions development for JLL.

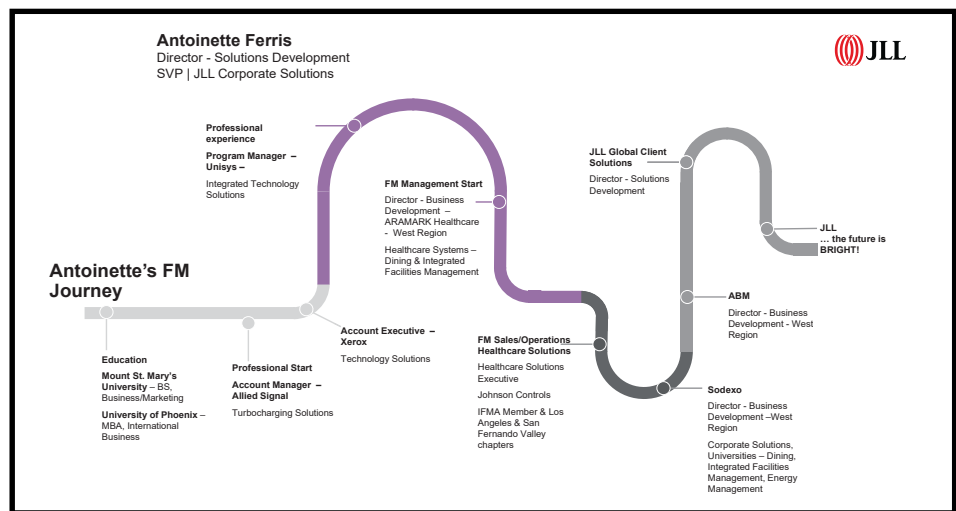
Over the course of her journey, she has grown her breadth of knowledge in facilities. She works tirelessly for diversity and inclusion in the workplace; and through programs like GWI, Thomas-Johnson pays it forward by sharing her experiences with those who can benefit from a nudge toward an industry described as one of the best-kept secrets in the job market.

Born and raised in Los Angeles, California, USA, Antoinette Ferris was the first in her family to graduate with a college degree. Both of her parents had successful careers in engineering and parts management spanning more than 40 years with Rockwell International/Boeing.

During college, Ferris worked as an account manager with Allied Signal, where she managed a large corporate account to deliver semi-tractor-trailer truck parts.

A few years after graduation, she moved to Portland, Oregon, USA, to join Xerox as an account manager for its copier equipment and technology solutions team. Xerox was instrumental in her hands-on education of sales methodologies and technology solutions. The company also afforded her the opportunity to complete an MBA in international business.

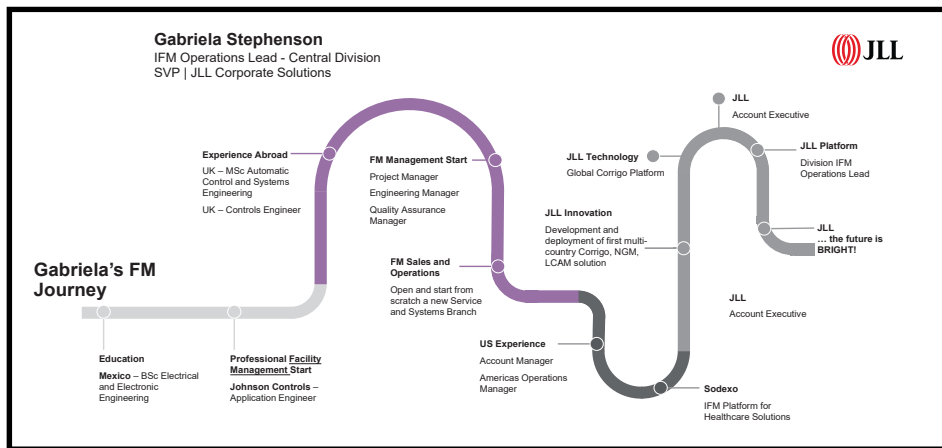
After working for Unisys overseeing large corporate technology managed services contracts, Ferris was recruited by ARAMARK to lead its west region as director



of business development for the IFM sales health care division, officially starting her 16-year career in facility management.

As the director of solutions development for JLL, her diverse professional background helped her prepare for a career in facility management. She has been able to apply her

knowledge in sales, account management, relationship building and corporate acumen to the range of roles an FM must fill. She advises those thinking about entering the field that experience counts — no matter where one starts or what they do along the way, it all contributes to making a person a better FM.



Gabriela Stephenson was born and raised in Mexico City. Following her passion for troubleshooting and electronic devices, she pursued a bachelor's of science degree in electrical and electronic engineering. She was one of only five female engineers in her class. After graduating, she started at Johnson Controls as an application engineer programming controllers and PLCs in chiller central plants.

Receiving a full scholarship to pursue her master's degree, Stephenson traveled to Sheffield, U.K., to pursue her master's of science degree in automatic control and systems engineering. When Johnson Controls International offered her the opportunity to work in Scotland, her career in facility management began, teaching her how to facilitate cross-border collaboration.

Upon her return to Mexico, she immersed herself in FM. Overseeing the launch of a new Johnson Controls branch, she was responsible for sales, operations, service and products, and built a team from scratch. She was recognized for the success of the branch and was transferred to the U.S.

In her role as division IFM operations lead for JLL, Stephenson drives operational excellence and growth. She hopes her story inspires others to remain curious and open to exploring any opportunity, anywhere. Her curiosity took her around the world, led to recognition for her contributions and a prominent position she never would have imagined in her early years.

These stories represent just a handful of the brilliant careers that are possible through FM. While all three women have decades of experience on their side, opportunities abound across the FM spectrum for individuals at every level. **FMJ**



Irene Thomas-Johnson is executive director for solutions development at JLL, where she manages and develops successful collaborative partnerships with clients. She works with clients and prospects on corporate real estate objectives including cost reduction, diverse talent improvement, increased service integration driving client occupant productivity, and the ability to drive consistent real estate delivery locally and globally. She is a long-time IFMA member and serves as second vice chair on the IFMA Foundation's board of trustees, IFMA Foundation executive advisor and chair of Global Workplace Initiative programs, and president of IFMA's San Fernando Valley Chapter. She recently received the GlobeSt. Elite Women of Influence Humanitarian Award.



Antoinette Ferris is a director of solutions development at JLL, where she manages and develops successful collaborative partnerships with clients. She works with clients in the corporate real estate environment on cost reduction, diverse talent utilization, increased service integration driving client occupant productivity, and the ability to drive consistent real estate delivery locally and globally. She is a long-time member of IFMA and serves as secretary of IFMA's San Fernando Valley Chapter.



Gabriela Stephenson is a JLL senior vice president and Six Sigma Green Belt who takes any strategy, goal, opportunity or challenge and successfully executes and delivers. As a true believer in human dignity and giving back, she is an active volunteer at homeless shelters in her area. She particularly enjoys the close community involvement and the ability to create jobs as part of owning a business.



Tileah Saleem is a proposal management professional with more than 10 years of experience. She serves as a knowledge manager for corporate solutions at JLL. Saleem has experience managing, writing, editing and leading sale bids for facility management, financial services, government and merchant acquiring contracts within various industries. She holds a bachelor's of arts degree in government and politics and a master's degree in public administration.

NEW

SCHOOL

The People and Technology Skills Needed to be a Next-Generation Facility Manager

BY THOMAS RAUSCHER

There is a new generation of facility managers that are stepping up and thriving, finding creative solutions to today's problems and leading teams across their facilities in time when building maintenance is under a microscope. Health and safety challenges are higher than they have ever been, and long-tenured FMs are retiring, leaving stacks of paper and poor documentation for successors to muddle through and figure out. All the while, managing and hiring staff is a constant challenge.

HIRING AND RETENTION

It is no secret that it is becoming increasingly difficult to find skilled tradespeople. This problem is particularly challenging when it comes to FM services. An increasing number of employees are aging out, and less new talent is coming in. While this means FM departments need operators who possess higher-level skill sets, it also opens the door to a new generation of digital-savvy employees who may not previously have been interested in FM work. How does a manager hire good people with an open mind and keep them motivated in their day-to-day work while also managing the folks that have been there for decades?

HIRING

"When I'm hiring, I'm looking for someone that wants to learn and has a drive. They're open to training, learning new products and are a team player," said Gordon Miller, director of facilities at Central Valley School District in Ilion, New York, USA.

"I look heavily at core values of potential hires. What are their core values? Hard work, dedication, loyalty, ability to get along with people are all values that I desire from potential employees," said Joe Magliocca, director of facilities at Elmira City School

District, in Elmira, New York, USA. "I believe that you can train just about anyone, and you can provide professional development to enhance their skill set, but you can't change work ethic and reliability. Either they have it or they don't."

FM leaders know that hiring the right person is easier said than done. According to the U.S. Bureau of Labor Statistics, the median pay for building and groundskeeping staff in elementary and secondary schools in the U.S. is around US\$15/hour.¹ The wages are on the low side, the perception of the job is oftentimes poor and the work is physically demanding and under-appreciated. So how can a manager appeal to younger and eager workers?

"If you can grow somebody, they'll usually stay interested. You have to give someone a chance to grow and if you do, they will be a lifer," said Miller.

Showing people a career path, especially those newer to their profession, has tremendous value. Offering training that will help grow a person's own capabilities and hands-on experience with new technologies and tools are extremely important to this new generation of workers.

"I believe that as building systems become more complex, specific training and education are a factor that employers in our industry seek out," said Magliocca. "The candidate pool in facilities management and construction is diminishing, and it gets infinitely harder to find quality people, so candidates that have strong core values are most desirable and if they have industry-specific training it's a bonus."

The next-gen FM is aware that they are not just hiring for existing skills, but for the potential to grow and the hunger to learn. This requires that this person have a more "hands-on" approach to their management

style and that they take the time to invest in training their employees.

RETENTION

The Top Workplaces survey cites from over 20 million employees across all industries, in 14 years' worth of data, that feeling valued at work motivates more than pay.² Without knowing this statistic, the next-gen FMs echoed this sentiment.

"Management (style) as a whole has changed. You have to be on a closer level with people. You have to coach them, build them up. Everyone has a fulfillment and want, people need to feel like there's a bigger purpose," said Miller.

Being available to the staff, even though a manager is balancing 100 things at once, is a skill that goes a long way for next-gen FMs. Lack of input solicited from the staff is a surefire way to kill morale and make the team feel like they are not valued.

"I try really hard to have good, positive relationships with staff and work hard at earning their trust. I try to keep communication open, and always have an open-door policy. I work hard at helping people obtain their own goals, whether it be personal or professional, whenever possible," said Magliocca. "And of course, recognize those for the hard work that they do. A pat on the back sometimes is all a person needs to be motivated to continue to do a good job."

Miller said he makes a concerted effort to be out in front of his staff. "I have five buildings. I make it to each building once a week. Most people lose touch with boots on the ground. I can't do my job without them. Old school facility directors would sit in their office. Today's employees want you to be more in touch with them. They want to know you can walk the walk, not just talk the talk," he said.

Traits of a Next-Gen Facility Manager



FORWARD LOOKING

Whether it's succession planning or building your capital budget for the next 5 years, a next-gen facility manager is strategic and looking at the big picture.



HANDS ON

A next-gen facility manager works closely with their staff, is available when conflicts arise and still isn't



CREATIVE

A next-gen facility manager knows problems will always arise, obstacles will always get in their way. But these are viewed as challenges and opportunities that take creative thinking to make the most of any situation that arises.



VALUE DRIVEN

Building a positive culture with their staff starts with values and a next-gen facility manager follows a code of values. Whether it's hard work, honesty or the hunger to learn, they put priority on people that carry these values, especially when it comes time to hire the next team member or reinforce a job well done.



GUTS TO DRIVE CHANGE

It's easy to keep things the way they've always been, but it takes guts from a next-gen facility manager to drive the change needed to turn outdated facilities and systems into new and better versions for the future.



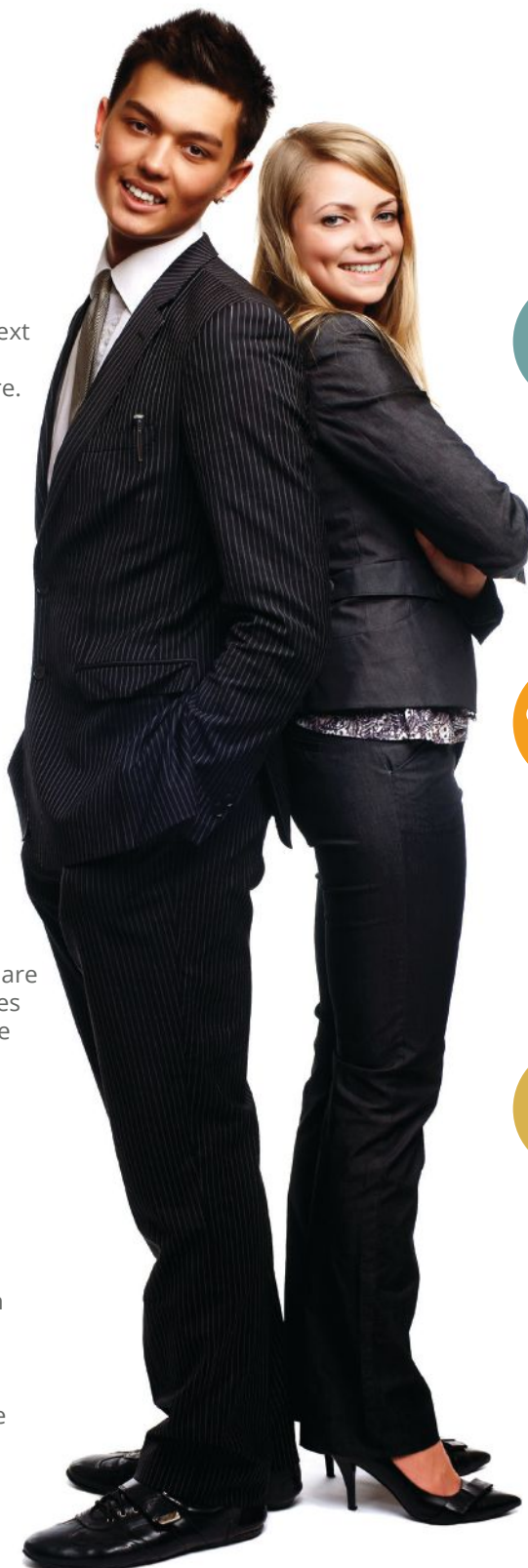
PREPARED & PROACTIVE

Next-gen facility managers know a healthy building is a building that benefits everyone from teachers to students to staff. They look for new ways to keep their facilities clean, safe and operating at peak performance.



TECHNOLOGY DRIVEN

A next-gen facility manager embraces technology and is always looking for new ways to create efficiencies and insights. Staying on top of the latest technology and trends is a must.



It is also important to pay attention to the details. Having standardized procedures, equipment and even cleaning supplies goes a long way to reinforce that everything the staff does is important. Having equipment well-maintained and clean is important. Providing training resources and building training plans or skills goals with the staff is another way to keep the team motivated and engaged.

SUCCESSION PLANNING

The loss of FM knowledge when team members retire or move on to new positions is a huge obstacle. They take with them a tremendous amount of knowledge on the buildings and assets they worked on. Consider this: When a sink faucet needs to be repaired, would a future FM staff member know where a critical valve is located or what brand the faucets are?

Succession planning, or lack thereof, is a common theme when speaking to next-gen FMs as a reason why they want to change the way “old school” FMs run things.

“I’ve been in that situation before,” said Miller, “when I got my first director’s job, I was running around crawl spaces and roofs, figuring things out.”

Leaving a school district, hospital, or other large building campus without documentation and organization puts the next person up in a tough situation. A key tenet to the next-gen FM is documentation. Having a place to manage facility records, drawings, warranties, notes, history of maintenance is a critical component to being future facing and putting the facilities first. There’s also the people component. Bringing up staff to grow into more responsibility and continue the work when a manager leaves their position is critical. And it’s an area that every next-gen FM brings up as a priority.

“Succession planning is extremely important,” said Magliocca. “A great manager always works to develop the skills of employees to foster personal and career growth.”

MANAGING CHANGE

Leadership author John C. Maxwell once wrote, “Change is inevitable, growth is optional.”

These words ring true as next-gen FMs try to implement new systems and methods of operation onto staff that are resistant to change. The process of managing through change at work is a tall task, but necessary

to transform an FM approach. Next-gen FMs believe the first step is to get the team to buy into the manager before any changes are made.

“Working side-by-side with employees, they see that I have the skills and that’s how I earn their respect. I’m not afraid to still turn a wrench,” said Miller.

Working with staff in the trenches in the beginning is valuable. It helps garner respect and will give FM leaders a more acute idea of the issues and problems facing their buildings. This will lead to better decision making on what to change and what is a priority. Chances are, those ideas will be more aligned with the staff, and it will increase the chances of successfully changing things with less pushback. It is also important to set aside specific time to learn the new technology with the team and start to use data to measure success.

“There are always learning curves, and I dedicate time, when possible, to working one on one with staff when it comes to new technology. I think for the most part, people are open to technology because they recognize the benefit and how it’s actually less work for them,” said Magliocca. “I share key performance indicators (data) that technology helps produce and help them realize the value of an integrated workplace. I think for the most part, if I can get people to try it, the results are usually positive.”

Some other tips for change management include:

- **Communicate regularly** — Talking to the team about priorities and the reasons behind it is critical. When everyone knows the big picture, they will buy into the process faster.
- **Start small** — Start in a single area or building and test. Follow through with the plan, but show flexibility if the outcomes are different than expected.
- **Engage often** — Solicit feedback often. Do not be afraid to invite employees into the problem-solving process. And celebrate success but keep looking forward.

EMBRACING TECHNOLOGY

Very rarely is new technology by itself the answer to a problem. Managing people, processes and strategies to use technology is the key to success. Technology allows teams to do more with less, be more strategic and protect existing equipment longer.

Magliocca has a similar take on the value of technology in FM’s day-to-day world.

“I think technology helps support the work I do every day, and simplifies certain tasks in order to make quick decisions. For obvious reasons, I think technology helps with communication (email, capital project coordination, etc.), workflow (work orders), facility documentation (electronic facility records, record keeping, etc.), time management (calendars, work orders, etc.) and building automation (HVAC, access control) to name a few. I think that the sky’s the limit in the future, as we continue the use of these systems,” he said.

The other benefit of technology is the data that starts to become available on buildings that was never available before. This data helps next-gen FMs make better, more informed decisions, especially on their budgets and capital planning for the future.

“Making sound business decisions requires a thorough review of key performance indicators and historical data. As analytics become more and more common, the data collected from building systems will help us become better at what we do,” said Magliocca. “Now, instead of replacing a mechanical unit or piece of equipment just because it’s reached a certain age, we can use data and KPIs to make decisions about system replacements. The mentality of doing more with less requires us to be more strategic in our planning efforts, and technology allows us the opportunity to do this.”

By positioning new technology in a strategic view to a team and then getting hands on with them to learn it, a next-gen FM is putting in practice the skills necessary to move their buildings and people forward. **FMJ**



Thomas Rauscher, FCSI, is president of Archi-Technology and MasterLibrary. He has more than 30 years of experience related to the services and software required to strategically and proactively design, build and manage technology and other facility systems and the associated infrastructure into modern buildings.

1. bls.gov/ooh/building-and-grounds-cleaning/janitors-and-building-cleaners.htm#tab-5
2. jsonline.com/story/money/business/top-workplaces/2020/07/24/employees-say-they-value-appreciation-over-pay/3205797001/

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MANAGING EXPECTATIONS

FM & the gig economy

BY MIKE POPADAK

The COVID-19 pandemic turned the world upside down. Facility managers quickly reacted and pivoted according to rapidly changing health and safety protocols as well as customer and tenant behavior. Then, as always, speed was critical, and speed was measured by how fast FM's could execute requests and deliver on expectations as normal activity resumed. It is a tall order, but it is manageable with technology and the gig economy.

In the gig economy, employers contract freelancers to complete temporary jobs as opposed to utilizing internal resources or hiring full-time employees. According to Statista.com, more than one-third of United States workers participate in this labor market. It is no surprise that IT, retail, health care and media heavily rely on gig workers. However, gig workers have a growing presence in the FM industry and FM is among the top eight industries poised for disruption by on-demand workers according to WorkMarket, Inc.

Here's how FMs are leveraging the gig economy:

To Change the Game

Those who work in FM are accustomed to adapting to change. Using technology powered by the gig economy provides quicker and more efficient methods to gather data and makes it easier to adapt. Especially as FMs race to prepare facilities for safe re-opening or oversee facilities that are open and perhaps busier than ever.

So how does it work? Similar to how Uber or DoorDash operates, but instead of giving a ride or delivering food, crowdsourcing technology is used to connect companies with professional talent and trade workers looking for short-term positions or local consumers searching for on-demand assignments within the facilities management industry.

To Rescue Resources

Even before the pandemic, FMs often felt the burden of being spread thin on available resources as well as the skyrocketing cost required to send teams out in the field. But to be effective, FMs need multiple productive teams who are readily available at a moment's notice. Hiring gig talent helps fill the gap and frees internal resources for other tasks. Not only do gig workers provide help when it is needed, but they also come with a fresh perspective. Oftentimes, a different outlook can help ownership and FMs become more adept at delivering advice, insights, and new services — especially concerning health priorities — to improve customer experience and the bottom line. Also, hiring gig workers instead of utilizing internal employees also saves employment-related expenses such as payroll tax, health/insurance premiums and other overhead.

To Improve Operations

At one time or another, most FMs have hired extra workers to meet intermittent high demand in areas such as cleaning or security. However, now, whether a temporary issue caused by pandemic relief or otherwise, many industries are suffering from a shortage of skilled labor. Fortunately, there is no shortage of gig workers. And, with dedicated freelancing platforms, it has become easier to procure highly specialized talent. Some gig talent websites can source virtual assistants to manage tenant relations or field emergency calls, perform data entry or accounting tasks; temporary labor to enhance sanitation practices or otherwise augment the team; or project managers to coordinate jobs and help free up frontline internal resources. There is no doubt a wide range of gig talent is available to improve day-to-day operations. But the gig economy can also help FMs increase response time and make data-driven decisions.

To Increase Response Time

FMs often hear from their organizations: “I need it now.” Leveraging the gig economy to satisfy speed requirements puts control back into the FM's hands to create real-time impact.

Augmented reality (AR) is an emerging technology that is gaining momentum post pandemic. Imagine a facility has experienced some sort of control failure on an HVAC system that affects indoor air quality. A master technician located halfway across the country can slip on AR glasses to inspect the system and troubleshoot the problem without ever having to step foot on site. Sounds incredible, but it is possible with the right setup.

Consider this scenario — a tenant calls to complain about a leak at a property four states away. Gig workers, along with visual verification technology, can show the location of the leak and the extent of the damage — all from a smartphone or other device. This enables FM teams to respond more rapidly and mitigate risk. But that's not all.

This technology and gig economy enables monitoring quality control, contract compliance, service verification and more from anywhere in the world. Regardless of whether FMs need eyes on one site or an entire portfolio, it is possible to see virtually every property within minutes of a request. Using third-party workers to collect the data eliminates the chance for biased data.

To Improve Efficiencies

Here are a few ways facility managers can leverage visual verification technology and the gig economy to improve efficiencies.

- **Track progress** | Monitor project/vendor progress of any service on one or multiple sites
- **Monthly audits** | Request survey data to proactively address repair and maintenance issues
- **Proof-of-presence** | Request photos to satisfy proof-of-presence requirements and verify workmanship
- **Risk mitigation** | Request photos of areas that have resulted in liabilities for speedy resolution and future prevention
- **Rollouts** | Monitor milestones with photos and video of a variety of trades
- **Prioritization** | Rank repairs based on location and severity of defect with photos that are time- and location-stamped
- **Budgeting** | Make well-informed decisions based on what is seen

Ultimately, gigs are not just for ridesharing or e-commerce delivery — FMs have a growing need and demand for the gig economy. Whether to help navigate continual changes or to collect data for informed decision-making, the technology and the workers make it possible. With the right people in the right places, FMs can respond rapidly, with accuracy, and deliver on ever-shifting expectations in a post-pandemic world. **FMJ**



Mike Popadak is the active CEO and co-founder of iVueit.

Previously, Popadak worked in exterior services (landscape and snow removal), managing large client relationships with national retailers across the country. He has nearly 20 years of experience in interior brand execution and exterior property maintenance.

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Ask the Experts

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.

CONTRIBUTED BY



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."

**Why IFMA
Designation
and Credentials?**

**Employers and employees
often question the value
of credentials, accreditations
and designations —
and which ones add value
to the organization.**

**There is an investment of
time and money for both.**

**So, what is the return on
this investment? There are
lots of credentials out there,
so why take them with IFMA?**

A The facility management profession is a complex and challenging field. The demands are many with the common thread of “never enough time.” As a facility manager, you lead various teams whether in projects or operations. You establish and report on budgets and service contracts. You are involved in procuring supplies, equipment and services particular to operating and maintaining facilities which demands knowledgeable expertise in drafting technical specifications. You practice collaboration daily with colleagues throughout the organization in order to ensure the workplace is safe and operational. You need to be a master of many skill sets as the world of FM is multi-faceted.

There are strong, compelling reasons to pursue professional certification and designations for both the employer and employee.

Earned designations are a third-party endorsement of an individual’s professional knowledge and experience. These improve and confirm qualification for a current job, supporting the skills that you need to excel at your job. Roughly 84 percent of employers felt that an IFMA designation increases job confidence. It identifies to an employer that you have the skills that this profession requires which will benefit the organization. This represents a consistent level of skill for an employer when they hire someone with certification.

Designations also gain qualifications for a future job. For an individual, they may want to advance to a more challenging position in the future. For an employer, they may be preparing an employee to take on a larger role through succession planning. This is a valuable way to retain an existing knowledgeable employee.

Designations are portable. They go with you and are recognized around the globe. As an individual, the effort to gain the skills and knowledge stays with you, no matter where you are around the world. For the employer, many organizations are global and require skills that are transportable. All employers want leading global facility management skills applied locally.

Designations earn recognition amongst your peers. They also provide credibility to your facility management organization. Organisations have indicated that there was 74 percent increase in overall reputation of the FM team by having employees earn an IFMA designation. This assists with opening the door to senior management and provides them with the insight and confidence of the FM decisions.

Designated skills assist with ensuring the best job is done.

This creates job satisfaction for the individual and raises the level of service from the FM organization and increases the collective knowledge of the organization.

Facility management is service leadership. Designations stimulate strategic thinking, which is an asset to the individual and the FM organization. Strategic thinking benefits all and has assisted in the ability of facility managers to pivot and master the challenges that arise.

As an investment, there are benefits for both the individual and the FM organization. The individual averages a return on investment of IFMA learning programs of 15:1. On average, the credential holder increases their salary US\$6,000 within the first year. Beyond the increase in credibility and knowledge within the FM organization, the support of learning is often a benefit to recruiting new employees.

The commitment to take a designation reflects the level of commitment of the employee to the profession. This commitment often ensures that the employee will contribute back to the FM organization in a meaningful way and is committed to the FM work.

Why choose IFMA?

IFMA is a recognized industry leader globally. There are more than 16,000 active IFMA designation holders in 102 countries. IFMA sets the standard for knowledge and competency of practicing FMs. They perform the Global Job Task Analysis (GJTA) every 5–7 years, which is a landmark initiative to thoroughly define the practice of FM. The GJTA identifies and validates FM job responsibilities as found globally and provides the basis for the profession's body of knowledge meaning the knowledge is relevant globally as well as specific to your work locally.

The quality of the IFMA designations (FMP®, SFP®) and certification (CFM®) is broad and encompassing, and it is a reflection of the work that we do and the skills that are needed for your organization.

Accreditation is the formal recognition by an authoritative body of the competence demonstrated by IFMA to work to specified standards (ISO/IEC 17024). The scope of accreditation is the Certified Facility Manager® (CFM®).

IFMA Certificate Commission is also accredited by under ANSI/ANAB under ANSI/ASTM E2659-18 Standard Practice for Certificate Programs. The scope of this accreditation is the Facility Management Professional™ (FMP®) and the Sustainability Facility Professional® (SFP®) certificate programs. Achieving the FMP®/SFP® will “signify that the certificate holder has completed a prescribed course of study designed specifically to meet predefined industry requirements — and that [IFMA] has met, and continues to meet, standards for quality improvement.”

Why is accreditation important? It ensures both the employer and employee as to the competency achieved for the person who earns this certification and designation.


Accreditation provides assurance to customers that IFMA operates according to internationally accepted criteria. Because ANSI/ISO accreditation is internationally recognized as a mark of quality, it offers FMs and their employers elevated assurance that IFMA's designations and credential meet the highest industry standards. It takes the FM to a whole new level in validating professional excellence.

We all have different learning styles and life demands that require flexibility to learning. IFMA offers a wide range of learning options, providing access around the globe. Courses are available online or in-person. There is a range of leading books available through the IFMA bookstore — reference materials that can still be used 20 years after purchase. The online option of materials and courses offers flexibility to learn as your schedule permits. The course materials include study cards, quizzes and self-assessments — all learning techniques that support your learning.

As a professional body, the education complements accredited academic degree programs. Alternatively, this education specific to facility management complements those that may have a degree in another discipline related to the industry or are working in the industry and require the opportunity for education that IFMA offers.

As with all professionals, continuous learning is part of professional growth and ensures that you stay relevant in the industry. With IFMA, there is learning from experts around the world. This professional learning ensures that organizations benefit from the most current innovations globally.

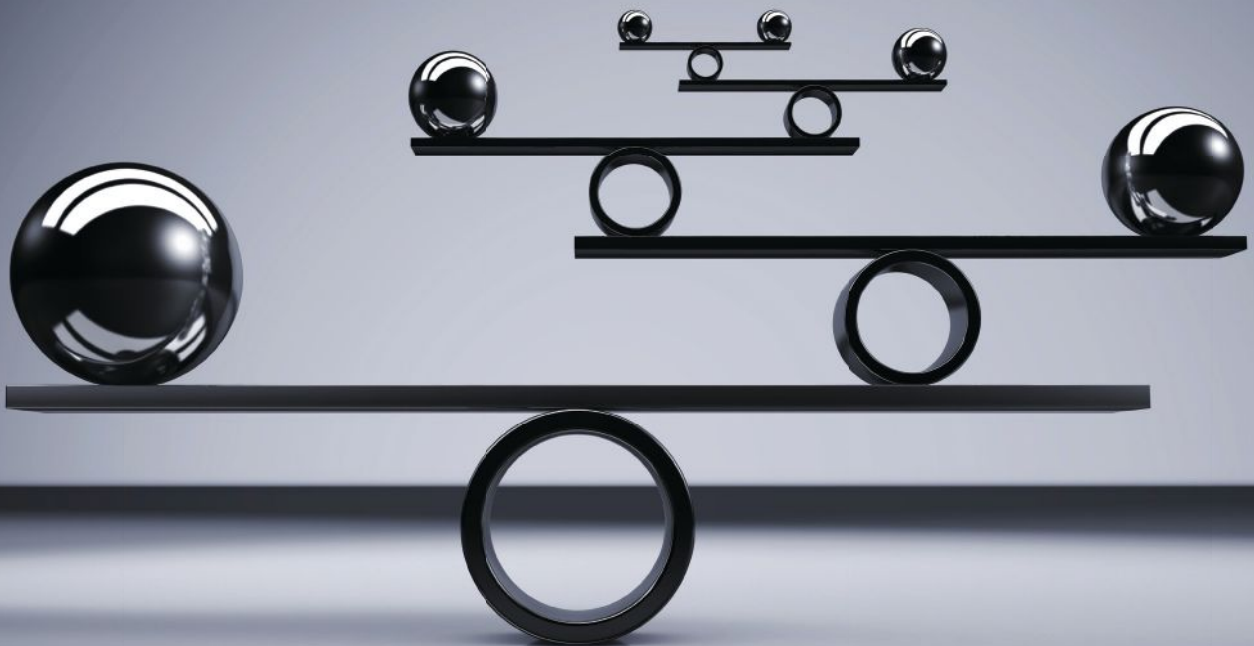
IFMA is a leader in research and benchmarking. With credentials, a facility manager and their FM organization are able to participate — to keep abreast of the latest industry trends as well as influence those trends.

There are multiple reasons and benefits to both the individual and your FM organization to support and pursue designations and credential through IFMA. In such a complex industry, I have pursued multiple designations and credentials — all of which have contributed to providing FM service. As an FM professional, credentials and designations earned from IFMA are some of the most valuable investments I have made. 

Trudy Blight, CFM®, FMP®, SFP®.

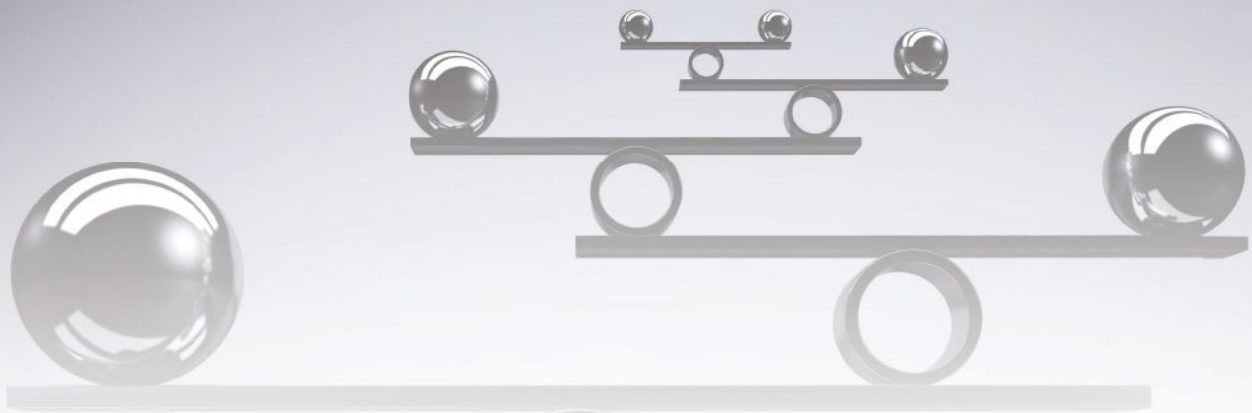
IFMA member since 1994 BID, NCIDQ, PMP

THE BALANCED SCORECARD



*Repurposing a time-tested strategic framework
for the New Model of Work*

BY JENN SHELTON



For more than a year, facility management has been a key focus of executive discussions. The COVID-19 pandemic and its aftermath has placed increased demands on the profession and called into question the future of corporate real estate. Practitioners now face crucial decisions in strategic leadership and managing competing interests as many organizations transition to hybrid working models. The traditional corporate workplace is undergoing a paradigm shift, and the balanced scorecard can help to navigate the route to the new model of work.

In the time since COVID-19 was declared a public health emergency, the global pandemic has forced corporate office shutdowns and reopenings, layoffs and rehiring. FMs found themselves on the frontline of managing pandemic containment and mitigation — the critical work of protecting essential staff, tenants and visitors from the deadly virus.

As vaccination rates begin to approach herd immunity, however, the future of CRE has become uncertain. Some organizations are eschewing offices entirely and going fully remote. Others are insisting upon a return to the pre-pandemic onsite working model. According to Deloitte’s survey of 275 executives in April 2021, 68 percent plan to implement some kind of hybrid model, 21 percent plan to return to physical workspaces, 10 percent are still undecided, and 1 percent plan to remain remote. Furthermore, EY’s 2021 Work Reimagined Employee Survey reports that 54 percent of employees “would consider leaving their job post-COVID-19 pandemic if they are not afforded some form of flexibility in where and when they work.” For its part, the Society for Human Resource Management (SHRM) anticipates that the hybrid work model will be the new norm.

ISO 41011 defines FM as an “organizational function which integrates people, place and process within the built environment with the purpose of improving the quality of life of people and the productivity of the core business.” What, then, does the new hybrid model mean for the FM profession?

FM is at an inflection point

With change comes opportunity. As hybrid working increases the demands on FMs, it also offers the chance for FM leaders to have a more strategic impact on organizations they serve. In their book *Playing to Win: How Strategy Really Works*, A.G. Lafley and Roger Martin describe strategy as an integrated cascade of choices:



In this model, it becomes clear that in Workplace 2.0, FM has moved upstream from being a support system for strategy to being part of the set of capabilities in the strategic arsenal, and — depending upon the nature of the business — potentially being a key part of an organization’s winning value proposition and competitive advantage. FM’s challenge is to build a tool, a framework to get started — one that will balance the competing demands of customers, finance, operations, human resources, and innovation, and tie them to the vision, values and strategy of the organization. That tool is the balanced scorecard.

What is a Balanced Scorecard?

The balanced scorecard is a strategic framework that emerged in the early 1990s and was most famously popularized by Robert Kaplan and David Norton in their 1992 Harvard Business Review article, “The Balanced Scorecard — Measures That Drive Performance.” In 1996, the authors expanded their ideas into a bestselling business book, *The Balanced Scorecard: Translating Strategy into Action*. At one point, the framework was in use at half of Fortune 1000 companies, and it was hailed by the Harvard Business Review as one of the 75 most influential ideas of the 20th century.

Kaplan and Norton argued that the Information Age had obsoleted performance management assumptions from Industrial Age. They asserted that the use of financial control systems and metrics alone could no longer accurately guide investment or lead to sustainable competitive advantage. Instead, Kaplan and Norton maintained that the Information Age required new capabilities beyond capital and technological investment — organizations needed to mobilize and exploit their intangible assets as well, which would enable them to:

- Develop customer relationships;
- Introduce innovative products and services;
- Produce customized high-quality products and services;
- Mobilize employee skills and motivation; and
- Deploy information technology, databases and systems.

The balanced scorecard was therefore a synthesis of the legacy historical-cost financial accounting model and modern assessments of long-range competitive capabilities. In other words, it included both financial metrics and the elements that propel this performance.

The right tool for a hybrid workplace transformation

Today’s FMs find themselves at a similar crossroads. Information technology has made great strides in digitizing the real estate industry, and PropTech companies are attracting increasing attention and investment from VCs. Verdantix predicts that the smart buildings market (which includes property management, IWMS, CAFM, CMMS as well as energy management, real estate investment and space utilization solutions) will grow from US\$6.4B in 2021 to \$8.5B in 2025. Moreover, the hybrid workplace model is forecast to accelerate the pace of this digital transformation, obsolescing systems and metrics predicated entirely on an on-site working model. As employees gain more choices in where, how, and when they work, not only will corporate real estate supply outstrip demand, but that demand is likely to become increasingly sophisticated and specialized.

Multiple reports indicate that executive leadership teams are already reassessing their real estate investments. In a survey of 248 U.S. chief operating officers, McKinsey found that fully one third of respondents plan to let their leases expire. Consequently, competitive pressure will increase on CRE professionals to demonstrate a clear workplace experience value proposition for their occupants. Managing properties entirely by control systems and operational metrics will no longer be a sufficient measure of success. A balanced scorecard will help FMs monitor this data in addition to leading indicators of performance and competitive advantage, thus providing a framework to enhance occupant relationships, introduce innovative services, be agile and cost-competitive, and optimize staff and resource utilization.

A dashboard for cross-functional focus and alignment

A hybrid workplace transformation necessarily involves collaboration among different departments, including FM. Efforts must be coordinated with human resources, operations, IT and project management. Interaction may also be required with legal and risk management SMEs. It is therefore reasonable to assume that building a balanced scorecard for the hybrid workplace will require FMs to orchestrate a harmonized strategy with these groups. The balanced scorecard will provide a strategic management framework to clarify, communicate, plan and review key initiatives involved in the new model of work — ones which will drive the organization forward to sustainable competitive advantage.



ADAPTED FROM KAPLAN, ROBERT S., AND DAVID NORTON. "USING THE BALANCED SCORECARD AS A STRATEGIC MANAGEMENT SYSTEM." HARVARD BUSINESS REVIEW 74, NO. 1 (JANUARY-FEBRUARY 1996): 76-85. (REPRINT #96107.)

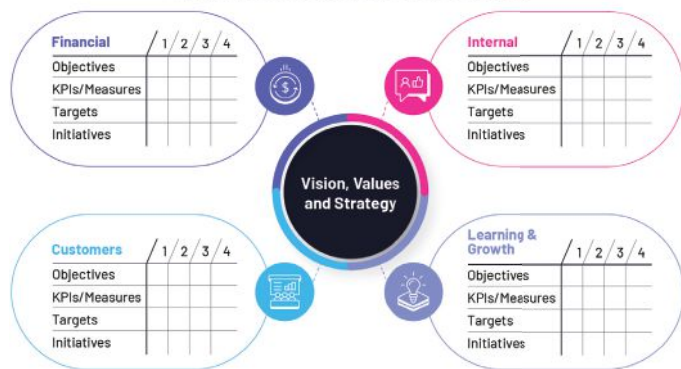
As shown in the figure below, the balanced scorecard examines an organization from four perspectives: financial, customers, internal processes, and learning and growth. Consider it a strategic dashboard for the journey to the hybrid working model. Its central compass is the organization’s vision, values and strategy, and the four quadrants provide instrumentation to navigate and monitor progress on the journey to hybrid transformation. It can be used to communicate goals, set priorities, align daily operations with strategy and monitor progress towards these strategic milestones.



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The balanced scorecard provides a platform for shared understanding, not only horizontally across disciplines, but also vertically from business units, to teams, to individuals. “Cascading” a balanced scorecard means disaggregating its objectives, measures, targets and initiatives down through the organizational hierarchy, with each departmental and team scorecard focusing on the objectives and measures that drive high-level strategic goals. This enables all levels of the organization to understand the consequences of decisions, the drivers of long-term success and the balance between objective and subjective measures. It also provides a rationale to allocate resources and link rewards to performance measures.

Balanced Scorecard Drilldown



ADAPTED FROM KAPLAN, ROBERT S., AND DAVID NORTON, "USING THE BALANCED SCORECARD AS A STRATEGIC MANAGEMENT SYSTEM," HARVARD BUSINESS REVIEW 74, NO. 1 (JANUARY-FEBRUARY 1996): 76-86. (REPRINT #06107.)

Building the Balanced Scorecard

Here is a brief overview of the parts of the balanced scorecard and how these might be employed in a hybrid workplace transformation:

VISION, VALUES AND STRATEGY

Corporate FMs are likely to be well-versed in the strategy framework outlined in ISO 41014:2020, however, this is not the kind of strategy to which the balanced scorecard refers. Rather, it denotes an overarching corporate strategic imperative, one which the hybrid transformation strategy must support. In Lafley & Martin's *Playing to Win*, it is a statement that encapsulates the answers to the following questions:

- What is your winning aspiration? The purpose of the enterprise, its motivating aspiration.
- Where will you play? A playing field where this aspiration can be achieved.
- How will you win? What it takes to win on the chosen playing field.

This strategy must be supported by a set of values, ethics or principles that underpin decision-making, and which will inform the new model of work.

FINANCIAL

“To succeed financially, how should we appear to our shareholders?”

As the name implies, the financial section of the balanced scorecard examines an organization’s monetary performance and the use of its financial resources. It measures whether actions already taken have contributed to bottom-line improvement by raising revenues, lowering costs and improving asset utilization. Examples of important goals in a hybrid workplace context might include:

- Generating revenues from new hybrid workplace services such as subleasing;
- Taking advantage of demand-based resource allocation to reduce costs such as labor, rent, property taxes, furniture, equipment, supplies, insurance and other expenses;
- Increasing space utilization; and
- Shifting spending from capital expenditures to operating expenditures.

CUSTOMERS

“To achieve our vision, how should we appear to our customers?”

This section of the balanced scorecard views performance from the perspective of the customer or key stakeholders the organization is designed to serve. From an FM lens, these could be building tenants, occupants or their customers. FMs would benefit from working with the business to determine how the new model of work could help to drive the following customer or stakeholder goals:

- Increasing customer/stakeholder acquisition, satisfaction, retention and profitability;
- Improving quality/efficiency of the services and solutions delivered;
- Growing market and account share; and
- Increasing brand equity via workplace experience.

INTERNAL

“To satisfy our stakeholders, in which business processes must we excel?”

The internal process section of the balanced scorecard evaluates the quality and efficiency of an organization’s performance related to the product, services, or other key business processes at which it must excel. It will necessarily be specific to a given industry and organization. When considering how the hybrid workplace trans-

formation affects internal operations, FMs should align with business partners on the strategic goals for:

- Improving operational excellence via process innovations such as just-in-time workspace provisioning, cleaning, and maintenance;
- Enhancing environmental, social and governance (ESG) capabilities such as
- Reducing waste, as well as energy and water consumption,
- Ensuring equity in labor practices for remote and onsite staff,
- Providing accountability and transparency in hybrid working practices; and
- Reducing operational risks from hybrid work and staying compliant with changing local guidelines and increasing onsite and virtual health, safety and security measures.

Learning & Growth

“To achieve our mission, how will we sustain our ability to change and improve?”

The Learning and Growth section of the balanced scorecard reflects organizational capacity and consists of human capital, infrastructure, technology, culture and other elements that contribute to breakthrough performance. It requires practitioners to develop a hypothesis about the future of the organization and how to get there. For example, from an FM perspective, the hybrid work model changes the definition of “the workplace” and may therefore change the mandate of the role. Practitioners should anticipate the need for strategies that involve:

- Creating a vision for employee experience (EX) in a hybrid work environment that will be a blend of the real and virtual workplace;
- Improving customer satisfaction and success via a strong and unified online and onsite customer experience (CX) that leverages, enhances and extends the organization’s brand equity;
- Introducing new core competencies and skills development strategies that are location and time-zone agnostic; and
- Investing in information systems that accelerate and support all the initiatives on the balanced scorecard (e.g. digital twin, IWMS, IoT, etc.).

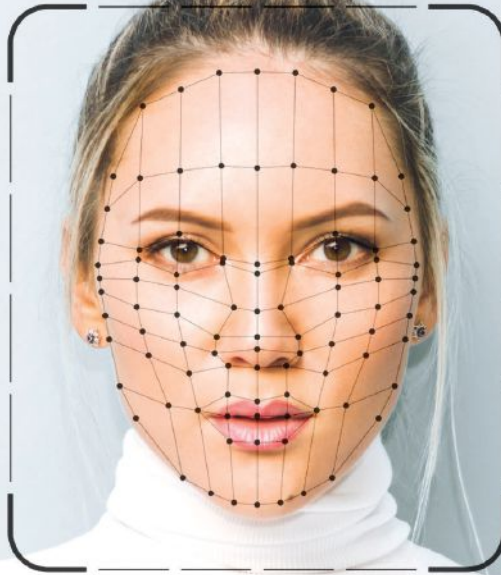
The balanced scorecard is one of the most recognized strategic frameworks of the past 25 years, and it is well-suited to the challenge of a hybrid workplace transformation. It has been used successfully as a performance management tool in a wide variety of organizations that face the challenge of addressing competing perspectives during times of flux. It offers a clear reporting dashboard that gives structure to the tangible and intangible elements involved, and it provides a platform for discussion and alignment among the key stakeholders who are creating the new model of work. In addition, the balanced scorecard drills down from vision to activity, thus linking individual goals to the overall transformation objectives. Finally, it provides a context for these efforts.

Nevertheless, the task of building a balanced scorecard can seem overwhelming at first. There are no shortcuts or templates. Each organization’s scorecard is unique to its situation — its industry, market, segment and strategy. There may be voluminous data to collect, as each dimension has multiple objectives and key results (OKRs) to measure and evaluate. It may also require significant cultural change to get started. Fortunately, there are mitigating steps which FMs can take to ensure successful adoption of the balanced scorecard. The first is to find an executive champion who can sponsor the change efforts, encourage buy-in and help the project gain momentum. The second is to start small, iterate in an agile manner, and be responsive to feedback as the implementation progresses.

The balanced scorecard’s success has been attributed to its flexibility and suppleness, which has allowed it to evolve and stay relevant over decades. It connects support systems and the capabilities they enable to the winning aspirations of organizations. By taking this strategic approach, FMs can demonstrate their value, act as trusted advisors and contribute to the success of their organizations during this unprecedented time of change. FMJ



Jenn Shelton is Product Manager, Innovation, at IBI Group, a technology-led architecture, engineering, and design firm. Shelton is a certified scrum master and holds an MBA and a masters of education in workplace learning and change from the University of Toronto.



CLOCKED IN

Leveraging the evolution in contactless time tracking

BY ADAM DAY



Under the strain of COVID-19, new technologies that employ contactless solutions are quickly advancing in the time and attendance (T&A) space. These contactless solutions, mostly in the form of facial recognition and proxy applications, are rapidly changing the way companies keep track of time and attendance among their workforce.

From advancements in Artificial Intelligence (AI) products to completely new T&A processes, these paradigm shifts change not just how employees get into buildings but also human capital management needs and data collection practices.

But despite these changes appearing simple, they demand companies understand a whole new way of how identity is recognized and processed. Here is how companies can keep up with the dramatic evolution of contactless time tracking.

From punch cards to contactless tech

Going back to the industrial revolution, traditional time tracking has long been

card-based. An employee punches in their start time and exit time on a sheet of paper, which is used by management during payroll.

In the 1990s, T&A became largely software-based, and in the last 10 years this software has dramatically improved. In 2010, this software became cloud-based, resulting in even more ease of access.

Today, T&A technology is expanding rapidly. Using current technology such as calendar and payroll integration, automated time tracking, and Wi-Fi-enabled time clocks, employers can easily supervise their employees while storing their data in a secure location. Who is and is not at work can be viewed in an instant, with a

multitude of other data available with the click of a mouse.

The pandemic resulted in even more innovation as the traditional workforce was forced to change. As with many types of technology, T&A technology follows trends demanded by society. Because COVID has forced people into as little contact as possible, current T&A tech is geared towards providing contactless solutions in the office setting.

Biometric technology

Over the last few years, biometric time and attendance technology has seen a major rise in usage. Now, more than ever, organizations are experiencing an increase in facial recognition software being used to keep track of employee work time.

Biometric technology is expansive, but the clear leader in the space is facial recognition software. Because rival biometric technology such as iris recognition, palm vein scan and fingerprint readers require physical contact, facial recognition technology has the advantage — even after the current crisis is over.

Using facial recognition technology, employees can scan their faces when they

pass a door or gate, allowing for a contactless means to keep track of when employees come and go. This is good for employers because it reduces the likelihood of time theft in the workplace, improves accuracy and heightens security. In the post-COVID-19 era, this technology could allow workplaces to remain contactless.

However, facial recognition technology has its flaws. There have been a few cases where it struggled when attempting to identify Black and Asian faces, as exemplified in a recent story from the New York Times. But, as with all technology, it is rapidly improving. According to a report from the National Institute of Standards and Technology (NIST), facial recognition technology's success rate in identifying a person's photo improved from 95 to 99.8 percent since 2010.

What to expect

Proximity solutions are the other major innovative technology in the T&A space. Alongside biometric technology, it has the highest potential for growth in a post-COVID-19 world.

Modern proximity T&A contactless solutions include proxy cards and mobile apps that allow for easy identity authentication. Proxy cards are the classic solution, where employees can identify themselves by scanning a card. However, these cards are easily lost or misplaced, and different solutions would be more beneficial.

As a result, proximity solutions that integrate mobile applications will likely gain traction in the industry. Because almost everyone carries a smartphone with them wherever they go, mobile phones allow for proximity solutions to become widespread throughout the business world. This even includes web clock time punching, where employees are able to simply tap in and out on their phones, to verify when they clock in and out of their workday.

Going forward, future proximity solutions will become even more contactless as they make use of voice and facial recognition technology. Using facial recognition, employees can punch in and out hands-free. One example of this technology is a facial recognition time clock kiosk application where employees can punch in and out, check their time-cards, ask for time off and more.

Best practices

As with any new technology, it can be a challenge to fully integrate new T&A tech within you're an organization's workforce and utilize its full potential. With that being said, here are a few simple tips that will help ease the transition.

First, get employees on board. This is easier said than done. Change — especially when old ways are so ingrained — can be a shock for anyone. Make sure to emphasize the importance of the new technology to the workforce so they know what the benefits will

be once they fully understand and accept the product.

Next, make sure the new processes are explained in as simple a manner as possible. Make the transition as easy as possible so employees do not waste too much time learning a new process. With offices largely empty at this point, take advantage and make sure the new technology is integrated as much as possible when you're the workforce returns.


COVID-19 has changed the entire business landscape — T&A technology is no exception. As businesses in these trying times, it is an organization's and facility manager's duty to tap into this technology to provide a T&A solution that is safe, secure and efficient. **FMJ**



Adam Day brings more than 20 years of product and services marketing expertise to clients, partners and investors. Day has led highly successful marketing efforts and demonstrated results as a proven leader and provides vast knowledge as a subject matter expertise in CRM, PRM, payroll, HR and workforce management.



Securing Stimulus Success Through Strategic Asset Management



BY ASHAY PRABHU

As society and public spaces reopen, facility management finds itself at a crossroad. Most facilities still need maintenance and fine-tuning to prepare for a full return to normal activity, while others require more serious upgrades to become functional and pandemic resilient.

Where FM professionals go from here depends on their personal grasp of existing assets and, ultimately, how the public sector decides to appropriate capital. Governments use a variety of funding techniques to construct, maintain and improve local facilities and systems. In the U.S., local and state governments may soon have access to federal funds through a federal infrastructure package which carves out billions of dollars for upgrades to school buildings and other public spaces.



Although the backdrop of infrastructure proposal is the coronavirus pandemic, this stimulus would provide organizations the capital to address future problems. Institutions must first secure the funding, then apply strategic foresight to implement facility treatments that address the remediation and prevent future virus risks through updates, including ventilation upgrades in classrooms, more window penetrations in public blocks like passageways, functionally adaptable room layouts that enable social distancing, state-of-the-art air conditioning that is dual mode, roof cavities that circulate air, structures and floor coverings that do not trap moisture and facility designs that allow for Internet of Things (IoT)-enabled education delivery.

A long-term financial plan that aligns these FM needs with the stimulus plan would most likely ensure additional funding, as it has for a number of cities and schools.

ALLOCATION APPROACHES

Traditionally, funding is allocated according to set formulas. For example, schools in the U.S. are eligible for funding based on the federal Title I formula, where districts are assessed according to four areas with a concentration on poverty — a key factor, as funds are allocated to ensure at-risk groups are not disadvantaged.

Various technological, legislative and social shifts have seen a cementation of the trend toward evidence-based funding applications for the infrastructure package. The ability to attract these infrastructure reserves requires a solid data story to demonstrate where these funds will be spent and what the impact will be 10 years from now. This is a proven technique where those with the best use of funds or, more bluntly, those that can substantiate the long-term benefits, as opposed to short-term splurge, will be the ones that see the stimulus windfalls.

When technology and policy are pointed in the same direction, it allows for a futuristic approach centered around governance and accountability, a true demonstration of where funds will be spent for inter-generational benefit. In other words, do not spend the funds without doing the homework; consider spending a portion of resources to get the metaphorical house in order before embarking on any facility improvements. There are agencies doing this today — presenting needs-based budgeting backed by evidence — and financiers are awarding them more than the slated stimulus amounts due to diligent, efficient planning.

BALANCING THE BUDGETS

Strategic asset management (SAM) is the proven methodology that gives ambassadors of infrastructure the ability to stretch limited capital budgets further, extend asset lifecycles and provide acceptable service to their communities without added spending.

SAM can help FMs optimize their spending. Rather than presenting applications that effectively say, “Grant me stimulus money so I can keep fixing failed assets,” SAM empowers FMs to say, “Strengthen me with stimulus money so I can stop more assets from failing.”

Once an asset — be that a building, a road or a pipe — reaches a certain point in its lifecycle, the cost to maintain or repair it increases and its service to users decreases. In the language of the quadrennial American Society of

Civil Engineers (ASCE) Report Card, when assets reach the D grade or lower, things get dire, particularly when a bulk of assets reach this point at the same time. While in 2021, ASCE awarded a marginal improvement to C+ for the first time, there is still much work to do.

Assets do not exist for their own sake; they exist purely to provide the required service to users. When FMs understand the state of their assets and the service the community needs from them, they can make better decisions about which asset to treat, in what way, at what time. Every precious dollar is spent wisely, mindful of how today’s decisions affect these assets into the 20-year horizon. In short, SAM helps FM professionals get stimulus ready with data-driven stories while ensuring stimulus spend makes the biggest impact possible.

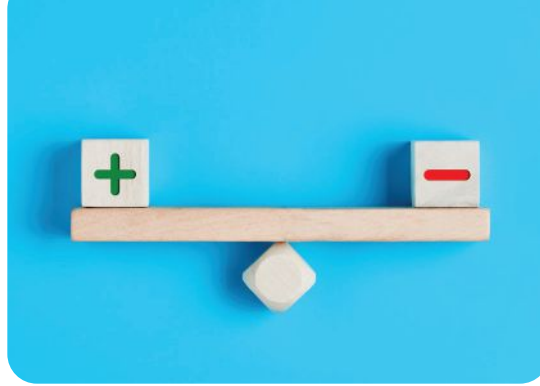
EXPLAINING NEED

The past year and a half moved the goalposts for FM professionals, as schools adapt to ever-changing distancing requirements, road operators grapple with massive reductions in commuter traffic and municipalities support countless small businesses to operate in a COVID-19-safe manner. It is likely that longer-term changes in community behavior (like more people working from home) will have an impact on asset income for years to come. Stimulus funding or no stimulus funding, it is essential for FMs and organizations to stretch the dollar further, reducing their long-term funding requirement.

Infrastructure projects are incredibly impactful when there is the need to reemploy, rebuild and reinspire. Stimulus funding must not just address degraded assets, but also forecast tomorrow’s complex needs. These decisions have never been more complicated or more important. More and more governments are demanding proof that the funds will deliver what communities so desperately require from them. SAM provides the story needed to convince those who control spending and investments that one facilities portfolio deserves stimulus funding over another.

This data-driven, forward-thinking burden of proof around asset management runs counter to the “fix when failing” mindset. FM professionals can learn a thing or two from the international community’s response to aging infrastructure. In Australia, for example, a paradigm has already emerged where organizations are expected to submit 25-year plans of asset performance and maturity, giving public decision-makers the data necessary to make informed investments.

The department of education in the Australian state of Tasmania faced a classic asset management challenge in recent years. Specifically, the FM team needed to maintain and preserve their portfolio of essential community facilities in a manner that ensured future risks to service delivery were managed, evaluated and mitigated. The department’s project was tested in 2020 when it was asked to



submit a COVID-19 stimulus funding request. The process the department went through mirrors the journey others will take in the coming years.

At the outset, the department wanted better data quality to objectively identify at-risk assets, as executive decision-makers started to demand data-driven strategies to inform investment decisions about the assets under their authority. To improve its visibility into the AUS\$3 billion worth of assets, the department deployed a platform that enabled a targeted and efficient approach to asset management. With a new SAM platform, the department assessed all teaching spaces in granular detail, while administrative spaces were scored at a simple one through five overall score per space, given the department's policy on prioritizing teaching spaces. This focused approach was further applied to the management of restrooms, specifically to ensure safety to students. Restrooms were assessed for anti-bullying, given that these areas are vulnerable to bullying-related incidents. These extra layers of assessment were essential in presenting a compelling, evidence-based story to the government when the department submitted its stimulus request. Altogether, the department introduced an evidence-based plan spanning 25 years and received additional funding of AUS\$16 million in 2020 over four years for the work.

In 2021, the department was able to supply balanced budget scenarios to the state treasurer and premier, including COVID-19-resilient, functional upgrades that weaved into their future model. The department was able to demonstrate the impact of AUS\$106 million in funding versus the formula based AUS\$43 million funding. The result for the department was an additional AUS\$100 million in funding to address the backdrop of the stimulus needs.

This stimulus package gave the FM team the opportunity to improve clarity, consistency and confidence in processes and ultimately advance asset management maturity. As a result, the department now has a clear picture of the assets they are responsible for, and how their decisions impact the community into the future. Going forward, the department can now provide decision-makers with accurate, evidence-based plans, removing political bias from project selection processes. Lastly, lifecycle scenarios now enable the department to optimize investments in education facilities based on current service provision and future utilization and occupancy.

PLATFORM PREDICTORS

SAM is a journey. Mature organizations are well into this journey and closer to stimulus-ready, but regardless of where an FM portfolio is at with its strategic asset management roadmap, this is a journey that can start today.

Smaller institutions can draw on condition data at system level from a computerized maintenance management system (CMMS) systems to start, or simply a desktop exercise based on age and subject matter knowledge to present a best-known current case, to lay the foundation for funding that spurs maturation to modern levels. More mature agencies can begin modeling at component-level with a subsection of available data, get results into the hands of stake-

holders, use these outputs to inform a strategic data improvement process and iterate from there. The goal is to have confidence that the data is painting a true picture, and that the information is powerful enough to show

decision-makers where the money is best invested through a visual display of outcomes.

Now is the time to start. Before stimulus availability is snapped up, partner with experienced organizations with the platforms and knowledge to leapfrog this journey. These purpose-built platforms can cost a fraction of a portfolio's value, increasing funding allocation and saving millions in inefficient asset repair.

The road to recovery after COVID-19 will likely be long and difficult, even with the federal infrastructure stimulus program. The pandemic fundamentally shifted the concept of place. But with this challenge comes the opportunity to create a more resilient and efficient future and define the globe's infrastructure for the next generation. Governments do not merely want to return to normal. They want to reimagine what built environments look and feel like.

Before assets and infrastructure give way to decay, FM professionals have the chance to extend the window of optimization. They must first demonstrate long-term requirements and subsequent gaps as opposed to cataloging immediate needs and asset requests. **FMJ**



Ashay Prabhu is the vice president of strategic asset management at Dude Solutions and co-founder of Assetic. With more than 20 years' experience in strategic asset management, he has led the development of condition algorithms, asset valuation methods, lifecycle prediction analytics and is passionate about applying this science to close the global infrastructure renewal gap. Ashay has a Directorship at the Asia Pacific Institute of Asset Management, is an adjunct professor of strategic asset management at Bond University, a Bachelor of Engineering (Hons), and is a chartered professional member of the Institution of Engineers Australia.

Streamlined

Simplifying processes across portfolios

BY LIRAN EDELIST

Corporate pressure is rising, and the COVID-19 pandemic has further aggravated the situation.

According to a recent BARC study 89 percent of companies — regardless of size, region or industry — agree that markets and competition are constantly becoming more dynamic, which requires adjustments to corporate management, including planning and forecasting, to meet growing requirements. This results in growing competitive pressure driven by innovation, complexity and changing social and political conditions.

Those surveyed identified a variety of driving forces for organizational adaptation. Over half (59 percent) surveyed claimed it was due to technological progress and digitalization, while 53 percent stated heightened and individual customer preferences were the drivers. 46 percent said it was due to environmental responsibility while 45 percent pointed to global competition was the main driving force.

Regardless of the reasons, the need for agility has risen across all industries. Decision-makers can no longer look to the past to determine future outcomes. The secret to effective facility management lies in predictive analysis based on forecasting and budgeting toward the future.

Despite the need for smart financial technology to streamline processes, only 41 percent of companies update their forecasts and projections at least once a month to account for changed market

signals for corporate management. Without sound software support, this high frequency cannot be handled efficiently and quickly enough to derive insights for decision-makers. Increasing dynamics lead to declining value derived from classical annual planning and budgeting. Therefore, a high degree of automation is needed to update forecasts quickly and efficiently.

Spreadsheet Suffocation

Drowning in over a thousand Excel files annually, one FM group sought to streamline its reporting processes. The company has 17,000 employees, oversees operations for 31 companies in 26 countries using 13 different currencies operates worldwide. The driving force behind the company's adaptation was a clear need to consolidate their financial data into one easy-to-use platform.

Previously, management accounting created reports for the group entirely in Excel. With up to five reports per company each month, that meant controlling, evaluating and processing up to 1,300 Excel files each year. Suffocating in a sea of spreadsheets, the company realized its manual tasks and lack of central database were too error-prone and time-consuming. One of the key drivers of digitalization meant the time had come to replace Excel with a modern BI solution for standardized, efficient reporting.

Management accounting evaluated various solutions and found a powerful enterprise performance management (EPM) solution to offer the most flexibility. The software fulfilled all requirements for international reporting as well as enterprise planning and other applications planned in the future. They built a web platform for financial and sales reporting based on the solution. With the support of a consultant, it implemented the system quickly and conducted the international rollout on their own. The intensive product training, particularly in ETL and other technical matters, was very helpful. The department can now manage the data and, therefore, the entire application internally.

The Benefits of Streamlining

The software supports automated currency conversions and transfers local accounting standards into common P&L structures. These features save the team a great deal of time and ensure reliable results. Another advantage is the automatic generation of follow-up reports.

Previously, management accounting spent an entire day preparing the report data. Today, they can compile and export this data in the required XML format with just a click. Some power users also work with an Excel add-in as an analytic front end. Business users value the comfortable

web access, analytic capabilities and functions to drill through to individual orders. Management now has a current overview of incoming orders and the current order status. Sales can access current regional business development reports on demand. Previously, it took two weeks just to gather the data from the individual countries. Now it takes minutes.

To the Finnish Line

Finnish government enterprise Senaatti needed a new financial planning solution that would replace its previous error-prone spreadsheet-based processes, to enable scenario modelling and integration with its data warehouse to create a single version of the truth across the organization. As the Finnish government's enterprise responsible for the management of the state's extensive portfolio of real estate assets across the country, the organization manages some 9,000 buildings, including government ministries, research facilities and cultural institutions, defense and security sites, as well as a diverse mix of office buildings – collectively representing around €4.2 billion of real estate assets. In addition to providing a streamlined property asset management service, Senaatti aims to provide a governmental working environment that not only helps to improve employee performance, but also supports the government's strategic goal of saving over €100m a year in office costs by 2022.

Increased budgeting, forecasting and planning complexity was placing intense pressure on its financial budgeting systems. To deliver the performance and agility required by the organization's evolving business needs, Senaatti deployed an EPM solution to address those needs.

Key business challenges

Senaatti provides its property users with a comprehensive range of office management support services, helping them to make better use of their working environment and save space costs. The organization faced key challenges. Its evolving work environment was placing considerable pressure on its financial management team and systems. A range of different Excel-based spreadsheet templates were being used to support their budgeting and planning needs. However, these proved time-consuming to operate, were error-prone, and couldn't be integrated across the business.

Key factors behind the decision were the solution's ease-of-use, removing the risks involved in using error-prone spreadsheets and saving administrative time; its tight integration with the agency's data warehouse and its ability to join different planning processes together to provide a single version of the truth across the organization.


The Solution

Senaatti immediately began budgeting and planning with its new integrated planning solution, and the system is now supporting some 120 users across Finland, including real estate managers, regional managers, financial business controllers, heads of internal units and customer managers.

Implementing a new solution helped the organization achieve a range of efficiency improvements, including:

- optimized financial planning by replacing its previous time-consuming spreadsheet-based planning processes to cut the time taken to produce plans and forecasts by half.

- simplified reporting and consistent information by automatically integrating with its data warehouse to enable more productive and seamless reporting workflows across the organization.
- created effective budgeting across the business through the solution's ease-of-use and user-accessibility across the business
- removed complexity to create budgets via the web interface.

The last year has seen trends in the EPM space that address the drivers calling for change. Effective digital transformation in FM has only just begun. Companies without integrated data will be sorely left behind. Luckily, there are solutions available to make life a lot easier despite the conditions the world is currently facing. 



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Vendor Profiles

The following product and service providers offer solutions for your everyday and specialized facility management needs.

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CONSTRUCTION/DESIGN

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Skudo is a manufacturer of premium temporary surface protection systems. Skudo's mission is to develop solutions for the construction, flooring, and facility management industries to protect all manner of damage sensitive surfaces during the construction process. Their existing range extends from patented adhering products to heavy duty loose lay products, providing protection solutions for a wide variety of surface types.

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DISASTER RECOVERY/
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ELEVATORS/ESCALATORS



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Heraeus

Heraeus Noblelight

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