

FMJ



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inside

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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 135 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.

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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

Member Spotlight

FM Book Reviews

Nancy Sanquist

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FMJ, the official magazine of IFMA, is written for and by professionals who develop and maintain productive workplaces.

It is the only industry publication that draws on the collective knowledge of IFMA's highly connected global network of FM thought leaders to bring you insights on current and upcoming facility management trends.

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Editor's Note Bobby Vasquez

Who would have thought that the world turning upside down would make facility management a front-of-mind service?

The invisible, accidental profession is now the invincible, intentional and indispensable industry.

Facility managers have not only navigated the seas of change, but anchored their organizations with strategies for resilience, adaptability and growth.

While the job is far from over, we feel this is a good time to celebrate the individuals instead of the industry — what you, as a facility management professional, have accomplished, what you're working on now and the opportunities open to you in the future.

We would also like to invite you to two upcoming events: IFMA's Advocacy Day (held virtually Sept. 14) and IFMA's World Workplace (Sept. 28-30), both of which elevate the tremendous work of FMs on a global and influential scale, and provide you with tools, connections and training that help you build knowledge, skills and networks vital to leading workplace transformation in the new world of work.

The past few years have not been easy; but, they say, nothing worth doing ever is.

Throughout the philosophical, societal and procedural twists and turns, you have powered through, confident in your own knowledge of space, systems, safety and sustainability, as well as the needs (and best interests) of everyone who enters your facilities. You have shown your own resilience, emerging with renewed resolve to face whatever tomorrow brings. You're the rock of your organization.

This issue of your FMJ celebrates you and the work you've put in to maintain your spaces and dedicate yourself to the people you support and welcome into your facilities. This issue highlights the most important piece of the FM puzzle — people.

Communication is the key, not only to share valuable information to tenants and visitors, but also to evangelize the profession (Page 82).

What happens when a valued member of your FM team retires? What happens to their institutional knowledge? Navigating the Great Retirement (Page 26) is not a new challenge, but it is one that is accelerating preparation across the industry.

Networking is one of the most vital components of any profession. Knowledge sharing, thought leadership and mentoring not only keep professionals on the forefront of modern strategy and practice, but also keep the profession alive. By learning and growing within the industry, FMs can position themselves to succeed and lead in their organizations (Page 52).

Your industry is rife with opportunity. The more you proactively speak up at the decision-making table and make your good work known among occupants and teammates, the more visible you become — and the more you'll start hearing, "You rock!"

Cheers!

Interested in writing for FMJ?

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

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From the **Chair**

**LAURIE A.
GILMER**

P.E., CFM, SFP,
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*Chair,
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In August, Don Gilpin and I were invited to speak at Florida Facilities Summit, a three-day learning and networking event organized and hosted by a dedicated group of volunteers from IFMA's four Florida chapters — Greater Orlando, Suncoast, Jacksonville and South Florida — and Florida Big Bend (Florida A&M University) Student Chapter. The agenda featured 40 other speakers representing local and global organizations; and IFMA Associate members across the state supported the event as sponsors.

When we look for solid examples of what it means to be an IFMA member, or what value the association brings to individuals and the industry, this collaborative, statewide endeavor to unite professionals and resources stands out. It reflects our community's commitment to education and desire for connection. It is a testament to how much we can accomplish when we work together, and evidence of how much we gain through shared experiences.

IFMA has fostered a uniquely collaborative and generous professional community. We openly discuss our day-to-day challenges and concerns for the future. We do not hesitate to pose a question to a colleague or forum; and we are always willing to help brainstorm a solution. What we and our association develop in response to current and emerging issues is not exclusionary. We broadly share what we know, what we learn and create to aid and advance our industry, as well as the wider built environment.

As an actively supportive community, we find tremendous value in meeting face to face. Connections made in person help build trust and empathy, leading to strong, lasting relationships not only essential to the human experience, but also to our profession. With engagement and experience rising to importance for business resilience and adaptability, connecting at the local and global levels is what we need to grow our association, our industry and our individual careers.

IFMA membership has seen over a 10 percent increase in a year's time, including a 15 percent increase in new members and a 12 percent increase in overall retention. That is tremendous.

Rather than attributing our growth to a single reason, I believe it is due to a number of factors, including:

- the speed of change counterbalanced by post-pandemic optimism;
- IFMA's focus on providing industry-leading credentials and education;
- our focus on providing both innovative and practical benefits to members and the industry; and
- our dedication to strengthening relationships across our components and partner organizations.

These relationships are essential to our future, underscoring the fact that we are part of something bigger, extending far beyond state or national borders — even outside of our own industry.

Yes, our industry has challenges — maintenance backlogs, aging infrastructure, rapidly emerging technologies, achieving sustainable goals and ensuring a skilled future workforce; we are collectively working out these issues as a community. None of us are walking our professional path alone. We are progressing together on a global scale. While we shoulder increased responsibility, we are anchored by our professional community and inspired and informed by our association.

Connection is core to IFMA's identity, driving all of us to collaborate in advancing the industry and raising our own levels of excellence. From local events such as Florida Facilities Summit to global conferences such as IFMA's World Workplace, I am so encouraged by what I am seeing: the focus, integrity, drive and dedication of people in the facilities industry, working to help one another move forward so that together we can accomplish something bigger, better and boundless.



DON GILPIN

President & CEO
IFMA

From the **President**

Mistakenly believed to be an ancient Chinese curse, the expression, “May you live in interesting times” wishes someone a life of riveting chaos instead of dull serenity.

On many levels, we’ve all about had our fill of “interesting.” Yet, figuring out how to meet it, survive it and transcend it is part of the human experience. Disruption often leads to discovery. Most of the world’s greatest medical, technological, industrial and cultural breakthroughs were inspired by crisis. Why? The urgent need to swiftly, and successfully, solve a problem creates ideal conditions for innovation — “Necessity is the mother of invention.”

Problem-solving is what FMs do best, especially in a crisis. But lately, so many pressing issues requiring quick-witted decision making and immediate action are coming at us all at once. Where do we focus our best efforts? A good place to start would be the people we support who are also experiencing fatigue from the effects of ongoing disruption.

According to Gallup’s *2022 State of the Global Workplace* report, workers do not rate work very highly. The world poll found that 60 percent of employees are emotionally detached at work and 19 percent are miserable. Other recent surveys reveal that 1 in 5 workers who quit their jobs to find greener pastures now regret their decision, with 42 percent saying their new job has not lived up to expectations.

A few months ago, we sent out our annual membership survey, which not only gives us valuable insight into what benefit you derive from IFMA membership, but also sheds light on areas of highest professional concern to you. This helps us develop and enhance resources of the greatest aid and advantage to the industry. In response to the question, “What are the top challenges you anticipate facing in your professional role,” we

received almost 45 pages of write-in answers. “Staffing” and “finding/retaining qualified employees” were listed on every page.

A lack of trained, skilled facility managers is a crisis. Workers worldwide dissatisfied with work is a crisis. Two problems requiring urgent solutions have created the ideal conditions for innovation.

Need qualified staff? The best way for those seeking a promising career path to fully appreciate the value of FM is to hear the excitement and passion in the voice of a practitioner. Using the IFMA Foundation’s FM Career Ambassador Speaker Kit (bit.ly/3vE5Ygc), you can go into any setting — grade school, college/university, community organizations — and light the spark that inspires a new generation to choose FM. Need recruits qualified for your specific organization? Partnering with the Foundation to offer internships and apprenticeships will help you set the ball rolling on staffing your FM team.

Want to reengage your workforce? Research conducted by IFMA reveals that the quality, not just the efficiency, of place has moved into focus: How the facility experience affects occupant behavior. FM plays a crucial role in improving the quality of place. We need to stop focusing on the fact that workers are dissatisfied and start analyzing the factors that make them discontent and ineffective. By applying our insights on building conditions, operations, use, even organizational culture, we can unify the built environment with C-Suite objectives, employee expectations and customer perceptions to deliver a place that works on all levels for all people – a place where “interesting” once again becomes a desirable and positive attribute.

Build your FM training blueprint.

Develop a personalized training plan so you can improve your knowledge while living your life.

Newly released, IFMA's Self-Assessment Tool helps you pinpoint your strengths across the FM body of knowledge so you can build a bespoke learning plan that's unique to you and your team.

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IFMA'S WORLD WORKPLACE® FOCUSES ON POST-PANDEMIC TRENDS AND SKILLS

Climate change. Circular economy. ESG reporting. PropTech. Workplace wellness and employee well-being. IFMA has identified these emerging topics as having a high probability of impacting facility management roles, responsibilities, skills and knowledge requirements. Preparing FMs for these and other evolving trends and mandates that can influence organizational performance, strategy and success is what IFMA's flagship event does best.

Held Sept. 28-30 in Nashville, Tennessee, USA, IFMA's World Workplace® Conference and Expo returns to its origins as a fully in-person learning and networking event for those at the center of turning future-of-work transformations into sound strategic priorities.

EDUCATION: Case studies, panel discussions, PechaKucha presentations, interactive training and expert instruction have been built around three program pillars:

- ▶ human factors
- ▶ operations and maintenance
- ▶ sustainability

New this year is a spotlight on sessions addressing the emerging topics noted above.

HEADLINERS: Change offers new opportunity, but also demands a different approach to performance, impact and growth. Keynote speaker Phill Nosworthy opens World Workplace by closing the five gaps that prevent world-class performance. Plenary speaker Dr. Jessica Green reveals how to design healthy buildings for the post-pandemic era without sacrificing on sustainability.

FACILITY TOURS: The brain processes visuals 60,000 times faster than text. Attendees can learn by looking behind the scenes at LEED Gold certified Music City Center, equipped

with a 4-acre green roof and 845 solar panels; Schneider Electric's Nashville Hub, one of the world's most automated, connected, healthy and energy-efficient office buildings; Asurion – Gulch Hub, a suburban tech campus in urban downtown Nashville; and Vanderbilt University, which officially became coal free in 2014.

EXPERIENCE: From the welcome reception and Expo Grand Opening to IFMA's Awards of Excellence, special activities are designed to stimulate conversation and innovation. In keeping with IFMA's commitment to foster a culture that values and respects the worth of every individual, a conference-wide code of conduct has been established to ensure an inclusive, harassment-free, safe and healthy experience.

"World Workplace is about a supportive community of colleagues coming together to share knowledge and enjoy some 'we-time.' Just as we're seeing in our own workplaces, attendees expect to be welcomed into a safe, hospitable and uplifting environment conducive to learning, connecting and collaborating."

Ann Loayza,
IFMA Director of Conferences and Events

Survey: Gap between DE&I intentions and actions narrowing

Salary.com®'s 2022 DE&I Intentions vs. Actions survey reveals a -5.8 percent gap between what organizations intend to do and what they are actually doing to address diversity, equity and inclusion. This is down from a -7 percent gap in 2021, which shows some progress made; however, pressing economic and pandemic-related issues have likely taken some organizational focus off DE&I initiatives.

Among the 629 U.S.-based HR professionals surveyed, 65 percent have proactive initiatives in place that demonstrate diversity is a strategic mission for their organization. Less than half have someone dedicated to lead organizational DE&I programs — a role seen as a priority in moving the needle on DE&I initiatives. Many said it was important for the diversity leader to be at the executive/senior management level.

Respondents identified the following as areas most in need of improvement in their organizations:

Recruitment/hiring: Diversify candidate pool, with a focus on representation for women and BIPOC (Black, Indigenous, People of Color)

Training/education: Communicate DE&I goals; formalize practices and implement ongoing training made available to all employees, including managers/senior leaders

Data: Establish and track metrics for progress and accountability

Prioritization: Investment of time, resources and budget to DE&I goals/initiatives

Learn more at worldworkplace.ifma.org.

Insight: Why climate issues are not a top threat for U.S. business leaders

Extreme weather events are having a direct impact on nearly every economic sector worldwide, yet U.S. corporate leaders rank climate change low on the list of current crises. Of the 504 professionals surveyed with a job role of manager or higher, only 10 percent cited climate action failure as a top threat; yet 75 percent said their organization's sustainability strategy is critical to overall success.

While the second response appears to be in contradiction of the first, SK Group's ESG Survey Report (bit.ly/3SD9wZj) provides additional insight on respondents' rationale: Sustainability is not viewed as a "crisis." Bottom-line business issues such as supply chain disruptions, lack of skilled labor and keeping the lights on amid rising inflation are taking precedence over environmental, social and governance (ESG) initiatives.

Despite the connection between climate change and economic stability, business leaders still struggle to recognize that sustainability is good for the bottom line. The most commonly cited opposition to implementing sustainability initiatives is resistance to change. Only half of respondents have a clearly defined sustainability strategy. "Ultimately," the report notes, "companies that embrace ESG principles will not only succeed — they may be the only companies that survive."

Understanding the challenges facility professionals are up against in gaining buy-in and turning sustainability goals and ESG promises into action, IFMA's updated Sustainability Facility Professional® (SFP®) credential program dedicates an entire chapter to managing change. Scheduled for release in October 2022, the revised SFP program includes emerging global sustainability goals and regulations, including ESG and the circular economy.

"Facility managers play a critical and growing role in addressing how climate change can impact the facilities they manage. We want to ensure all those who earn their SFP are equipped with the necessary skills to help lead their demand organizations to a sustainable future," said IFMA Senior Director of Professional Development Cathy Pavick.

Learn more about IFMA's SFP: bit.ly/SFPFMJ9

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

Research: What it takes to be future-ready

Results from a survey conducted by *Economist Impact* of 2,000 business leaders across eight industries and 10 countries are summarized in Cognizant's *Ready for Anything: What it Means to be a Modern Business* white paper. Aiming to understand the state of modern business and how leaders are preparing for long-term success in a post-pandemic world, the report identifies three essential interrelated areas that leaders must prioritize to create a resilient, future-ready enterprise:

- ▶ Realizing full value from accelerated technology adoption
- ▶ Overhauling workforce strategies
- ▶ Closing the gap on thought and action in the face of growing ESG challenges

Resilience is the new must-have capability for organizations that expect to thrive amid intensifying competition, accelerating digital technology and unpredictable global events. Vaibhav Sahgal, principal at Economist Impact, noted that many businesses are struggling to prepare for next month, let alone years from now; however, "failure to embrace the volatility that is here to stay, and prioritize business plans and investments accordingly, puts your business at the risk of losing relevance."

SURVEY HIGHLIGHTS:

More than 90 percent of business leaders surveyed said it is a strategic priority to adopt a data-driven approach and create a digital-first business model.

Technology investment is accelerating beyond what has become the standard shopping list of cloud, advanced analytics, IoT, AI and ML — there is a growing appetite for emerging technologies such as quantum computing, blockchain and robotics.

Workforce and talent management strategies need a major overhaul to prepare workers for new ways of work. Nearly half of respondents recognize they lack the skilled talent necessary to make productive use of advanced technologies. Only one-third of respondents are using data to identify and understand training needs and cultivate talent.

Business resilience is at risk for companies that fail to integrate ESG throughout the organization. Only 31 percent have staff and resources dedicated to ESG, and only 35 percent have incorporated ESG into company strategy.

Read more about what it takes to be a future-ready business: cogniz.at/3p69HPT

IFMA'S WORLD WORKPLACE



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100+
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300
EXHIBITORS

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4
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"If there's one place to get a year's worth of education, research and networking done, it's World Workplace. I never leave without growth in all three areas."

– David Stephenson, Director,
Little Diversified, Architectural
Consulting Inc.

Some may imitate, but cannot truly replicate, the FM industry's original, all-encompassing learning and networking event.

"There are FM conferences and then there is IFMA's World Workplace – memorable, relevant, educational and downright fun!"

– Giselle Holder, Director, Acuitas Caribbean FM Co. Ltd.



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Phill Nosworthy

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Skill, Substance and Closing the 5 Gaps that Prevent World-class Performance

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Plenary Session



Dr. Jessica Green

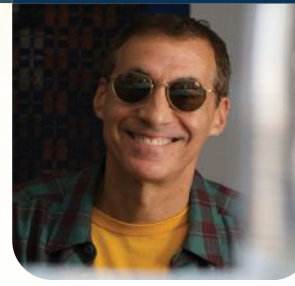
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Out of the Shadows

Illuminating FM's influence

BY CHARLES HAMMERSLA



Nirvana for a facility manager can be described in three simple words: defect-free projects.

Too often, FMs are plagued by projects which are completed, yet remain full of defects, issues, design flaws and other frustrations.

Opening day, the ribbon is cut, celebratory catering is arranged and everyone takes a well-earned break. Not so for the FM. Soon, the queries will start to trickle in: the office is too hot, the customer area too cold, lights too bright, carpet too red and to top it all off, the filing cabinet does not fit the standard folder sizes the office uses.

The sheen and sparkle of the newly opened premises is lost. Not to fear, the FM will listen empathetically to these struggles and will try hard to get the trades to return and fix the problem. If that fails, they will spend money to adjust the air conditioning, dim the lighting and make sure the furniture is fit for purpose.

How counterproductive and frustrating.


Too much time and money can be wasted in accepting projects that have problems. Why put so much effort into refurbishing or building a new site, only to have it experience problems afterwards, disappointing the occupants and taking the focus off the achievement of construction?

It turns out that nirvana is not out of reach and that defect-free projects are possible — with the right mix of process, understanding and engagement, the project can have it all. It just takes some courage to come out of the shadows.



Find the Decision Maker

The first step in the path to nirvana is to seek out the decision maker. Who is responsible for the delivery of projects within the organization? Is it a single person overseeing a team or is it a steering committee? Look for a decision maker who is senior enough to influence change, but not too senior to be removed from the details. If unsure, find out from the project managers who are responsible for delivery.

 **PRO TIP:** The project manager is not the decision maker at this stage of the game. This is not a slight on project managers; however, they are too far into the process to influence change outside of minor tweaks to scope. Typically, project managers will see inquiries by the FM to be more of a nuisance or hindrance to progress, as opposed to it being constructive, as change during the delivery of a project can impact two key factors: time and cost. While there are rare exceptions to this, even project managers with the best intentions have an agenda — delivering the brief on time, on budget and to a good standard of quality.


Once the correct decision maker is found, it is time to present the case. Make sure this is done informally wherever possible ... see if it can be timed with a coffee.

Present Evidence with Empathy

In his classic book, *How to Win Friends and Influence People*, Dale Carnegie wrote, “Any fool can criticize, condemn or complain — and most fools do.” He later writes

that it takes character and self-control to be forgiving; this discipline will pay major dividends in your relationships with people.

FMs must possess a significant level of emotional intelligence, be able to actively listen and be empathetic to others’ needs. These skills must be applied when approaching the decision makers with evidence and will set the scene and foundation for change.

 **PRO TIP:** Illustrating the challenges and demonstrating the business impacts which stem from project defects must be done tactfully and professionally. If this is not done, and a case is presented from a perspective of negativity and complaint, the decision maker will be more likely to clam up, resist the feedback and find a reason to move on with their day.

Displaying a growth mindset, that is, having a belief that improvements can be made through hard work, good strategies and input from others will also help fuel change and will service all endeavors.

Make it clear that by working together toward a mutual goal of defect-free projects, the end customers (i.e., the building occupants and users) will benefit everyone, including the business or client.

The mutual perception within the business will improve, as the overall quality

of projects will increase, building occupants will not have the risk of downtime or inconvenience and the business will be better off financially — as the need to fix things after the project, or have a situation reviewed will be eliminated.

Success after this meeting is defined by having the support of the decision maker to move on to the next step — defining a process and seeing it implemented. Make sure that the decision maker advises who will need to work on this before the meeting is finished. Also, do not rely on the decision maker to make the introductions. Reach out first and without fear.

Define a Process and Implement


Subtly, every organization is different in terms of their project delivery processes. However, a new site can take several years from executing initial agreements through to opening. Refurbishment projects for individual sites take around six months from preplanning and scoping through to relaunch. The FM should be familiar at a high level with this process and the relevant milestones within the planning and delivery phases. Knowledge of these phases will make it easier to determine the right points where some level of interaction is required and where it is more appropriate to step away.

The key to engagement in this process

is balance. Try to influence and provide feedback to encourage change, but not be responsible for delivery or feel the need to be involved end to end — otherwise it will be overwhelming. Typically, there are four key points where an FM can add the most amount of value during a project.

First is the design phase. Does the organization have standards and typical drawings from which architects and consultants draw their instruction? If so, is there a design manager or team responsible for these documents? How do they invite feedback? In some organizations

there is a committee which debates and oversees these. If the set points for the air conditioning are always wrong, the fabric on the chairs wears out in one month or the floor is hard to clean, these bits of feedback help the design team to establish robust standards to be delivered.

 **PRO TIP:** If there is an established process for providing feedback, or ongoing committee meetings for design changes, work within that — otherwise feedback may not be guaranteed to be received.

Second is the stakeholder engagement phase. This phase again depends on the FM having quality relationships. Where a project is being implemented at an existing property, the FM should already have some familiarity of its idiosyncrasies. Having this knowledge provides a natural inroad with the project manager, as it will make their life inherently easier if the FM provides all their intel and insights about the property and its characteristics during planning phases. In return, the project manager should be able to share a detailed scope of their work, how much




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or how little is being done, and how it will affect the property. Providing feedback at this stage to influence an outcome is ideal, as it typically involves little impact to time, quality and cost.


New builds are more complex. Again, depending on the relationship the FM has with the project manager will determine the level of access that they have on the site. Typically, it will be okay not to attend preplanning meetings for new builds if the design phase activity described above has been done well.

 **PRO TIP:** Find out the accepted process for the project manager who is delivering and time feedback and visits with them.


Third is the pre-project completion inspection. This activity is the most important phase of delivering nirvana.

It is critically important to visit the site at least twice before the practical completion of the project — while trade workers are still there. This must be done with the project manager so that feedback can be recorded, decisions made and instructions provided. While it is not the FM's job to critique the project or conduct a detailed

defects inspection, these pre-completion inspections provide an opportunity to see the project's progress and any glaring opportunities that can be corrected or implemented before trades leave site.

 **PRO TIP:** Keep a record of the key items identified during the visit and make sure these are confirmed in writing together with the project manager.


Finally, is the defect inspection and hand-over phase. Now, hopefully if the work has been done to reach this phase, the final defect inspection and hand over with the project manager should be less painful — if not pain free. Defects identified while trades were on site should have been corrected and resolved, with the big-ticket items sorted out. The FM should be able to breathe a sigh of relief with only a handful of minor defects to close out. Hopefully, there are none.

 **PRO TIP:** A central list of defects should be maintained by the project manager. Multiple lists cause confusion for everyone and will only cause more heartache and delays.

Iterate, Improve and Repeat

While this process might seem straightforward, it is anything but. A process can only improve with persistence and patience. Make sure that there is a feedback loop with all completed projects to the design team so that improvements can be made. There is typically a post-implementation review that is completed, so use that process to record feedback.

Do not expect the project manager to provide feedback to the design team or other stakeholders as a matter of course, as they typically focus on their next job immediately after they finish. Also, take the time to compliment the project manager and provide positive feedback to the senior decision maker(s) involved. This will cement the process and make stakeholders even more inclined to heed feedback in the future.

Gradually, the changes made in the process will improve the overall workflow, make the defects disappear, and finally, nirvana can be achieved. 



Charles Hammersla's 20-year career includes several senior roles across property and facility management.

Employed by Cushman & Wakefield as the head of facilities management for NAB, Hammersla leads a large team of facility and project management professionals and is responsible for the delivery of FM services across more than 600 NAB retail, business and commercial properties across Australia. Prior to this, Hammersla was the head of

facilities management for Kmart Group, overseeing a portfolio of more than 500 stores and properties in Australia and New Zealand. He is an IFMA Certified Facility Manager (CFM) and the recent recipient of the Facilities Management Association of Australia (FMA) 2021 Facilities Manager of the Year, which celebrates outstanding personal performance by an individual FM practitioner.

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TURNING THE TIDE

Navigating the Great Retirement

BY STU RICH



In any organization, employees are the most important assets. This is certainly true in facility management. Much of the information about the location, history and condition of buildings is known only to experienced FM professionals and not written down anywhere. This is particularly challenging when critical infrastructure assets are often hidden above ceilings, on roofs or underground.

This fact becomes a liability as those experienced team members look to retire. As reported in the January/February 2019 issue of IFMA's *FMJ*, nearly half of the FM workforce is expected to reach retirement in the next few years. That presents a unique challenge to FMs. How do they capture institutional knowledge about these critical infrastructure assets? Ensure key data points are accessible to the team beyond a colleague's retirement? Facilitate a successful transition plan to the next group of people tasked with managing facilities?

THE CHALLENGE AHEAD

In today's economy, the baby boomer generation (those born between 1946 and 1964) make up 25 percent of the workforce. In facility management, the ratio is higher. In an IFMA survey on this topic, 45 percent of respondents were baby boomers. While this generation has tended to be very loyal — staying in a position for many years or decades — they are collectively approaching retirement age. When these individuals choose to retire, they invariably leave large shoes to fill as the skills, knowledge and

experience they have built up over many years in service are difficult to replace. This is especially true in today's tight labor market.

As an added challenge to FMs, incoming generations in the workforce have different expectations than their predecessors. The Computing Technology Industry Association found that most millennials (those born between 1981 and 1996) consider using technology when evaluating current or future employers — and that over half of them are using online or cloud-based tools for common workflows. Meanwhile, Dell



Technologies found that 80 percent of Gen Z (those born between 1997 and 2012) workers aspire to work with innovative technology. This presents an important opportunity for FM executives.

THE KNOWLEDGE AT STAKE

It may be helpful for teams to take a step back and explore what information is at risk as this large cohort of FM professionals nears retirement. Taking an inventory of what data needs to be documented can help an organization develop a game plan to capture the information necessary to navigate a smooth transition.

If a company's entire FM team retired tomorrow, it would be beneficial to have a central repository of information that includes the following:

- ▶ **Location data.** Thinking beyond the location of the facilities themselves, teams should put in the effort to document the location of individual assets within those facilities. Where are the critical valves and switches? Which assets are located underground or above ceilings? Where are the wastewater cleanouts, sumps, drains and oil traps? What other hidden infrastructure components need to be noted?
- ▶ **Asset relationships.** There are systems of systems inside each facility, from lighting and plumbing to HVAC and electrical. The relationships and connectivity across these systems are valuable information to share with anyone managing a facility. Which valves need to be shut to isolate a specific leak? Which HVAC components impact the first floor, and which affect the third floor? Which circuits are serviced by each electrical panel?
- ▶ **Project history.** Blueprints are typically accurate when a building is first built. However, when that first renovation happens, it is common for documentation to fall out of date. If a team was not part of the construction or renovation project, vital information could be lost in translation. Which systems were updated when the building was remodeled in 2002? Where is all the permit documentation stored? What building systems were impacted by each renovation project? What is the asbestos (or other problematic material) remediation history for this building?

The best FM leaders lead with empathy when undergoing organizational change By encouraging the group to find common ground, they enable smoother transitions and positive outcomes.

- ▶ **Facility conditions.** To fully understand the health of their buildings and guide future spending decisions, organizations need access to up-to-date condition information. This includes evaluating the major systems in a facility, determining their remaining useful life, and planning for repair or replacement activities. What condition are the windows in? When is the HVAC system due to be replaced? What is the remaining useful life of the roof? Which roofs have experience historic moisture, ponding, or other problems? What areas are historically vulnerable to flooding?

THE VALUE OF A DETAILED MAP

Once an organization has identified which datasets need to be documented in the face of the Great Retirement, the fun begins. Capturing data in an accurate and useful way can be a daunting task. There are several best practices a team can deploy to capture institutional knowledge and clearly organize it in a way that is practical and helpful for future team members in any generation.

- ▶ **Create a location-based asset inventory.** Many organizations have at least started the process of creating an asset inventory in GIS. In these cases, teams can work from existing GIS databases: assessing accuracy and filling in the gaps where needed. It is smart to involve experienced team members in populating an asset inventory. These professionals have first-hand knowledge of the subject matter. They know what assets are on which floor and how systems are connected. FM technology has advanced significantly in recent years, and tools are available that are both powerful and user-friendly. When capturing facility operations data, organizations should look for location-centric solutions that allow the user to locate the assets in the context of a floor plan.
- ▶ **Define a clear database hierarchy.** A unique challenge of managing facilities is the vertical nature of the assets. With a location-based hierarchy (site > building > floor > space), an organization can clearly index project files, assessments and inspections. A straightforward database structure is particularly important when managing multiple campuses with multi-purpose facilities. To help future team members quickly access the information they are looking for, FM professionals must take the time to establish a logical hierarchy of data. Some organizations do this by creating standard naming conventions that include

the building's address, along with details about floors, rooms and other relevant data points.

- ▶ **Conduct an interview process.** The best-laid plans are just that: plans. FMs know that things come up and circumstances change. If an organization has the benefit of long-time FM professionals, they benefit from a lot of institutional knowledge about the risk factors in their facilities. Leaders should conduct a detailed interview process with these team members. This interview should include questions about aging infrastructure, the presence of hazardous materials, the location of historic leaks and other details that may be helpful to pass along. It is important to document this information and the locations of these risks as closely as possible.

LEVERAGING TECHNOLOGY TO BRIDGE THE GAP

As organizations prepare for experienced team members and their institutional knowledge to retire, it may be time to invest in more and better technology. FMs can use investments in upgraded technology to simultaneously accomplish several goals.

- ▶ **Update the facility inventory.** Management decisions require current and accurate data. Experienced workers may not have had the time or the inclination to keep facility asset data current. Now would be a great time to address this data gap. By pairing a more experienced worker with a new hire to conduct an asset inventory and facility condition assessment using modern technology, an organization can achieve many objectives in one set of activities:
 - **Improved asset data.** As each asset is located and inspected, the data becomes more complete and more accurate.
 - **Hands-on learning.** New hires will get a hands-on understanding of the location of all the hard-to-find assets that are above ceiling panels, in basements, on roofs or in the landscape. This is important in building their familiarity with the facilities they will be responsible for operating.
 - **Knowledge transfer.** The knowledge from more experienced workers will be captured digitally, which will make it easier to curate and reference going forward.



Cartegraph

Address: 810 Oceanic Way
Capacity: 400
Occupancy: 300
Gross Area: 113,098 ft²
Usable Area: 80,992 ft²
Density: 111 ft²/person

FLOOR	GROSS AREA	USABLE AREA	OCCUPANCY	DENSITY
1	22,981 ft ²	15,265 ft ²	140	28
2	6,744 ft ²	4,502 ft ²	40	40
3	8,210 ft ²	5,502 ft ²	50	102
4	18,013 ft ²	11,085 ft ²	2%	201
5	18,818 ft ²	9,145 ft ²	9%	194
6	18,910 ft ²	9,941 ft ²	5%	194

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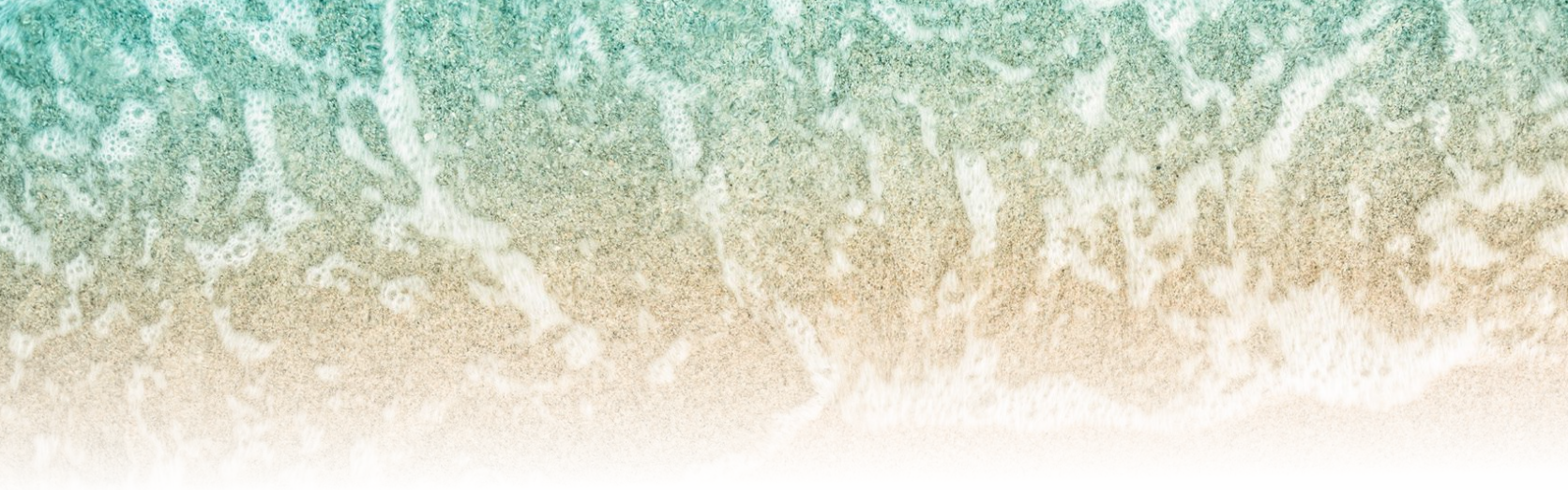
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- **Relationship building.** Older and younger employees will have the opportunity to build mentoring relationships that help the older employees feel respected and appreciated and help the younger employees find the guidance they desire.
- ▶ **Build preventive maintenance plans.** Improving the balance of proactive to reactive maintenance is an objective of any facility management organization. For example, the maintenance cadence of older equipment may only be known to more experienced employees. Pairing an experienced employee with a new hire to document the preventive maintenance plan will help capture that knowledge and build up the new hire's skills as they learn the finer points of maintaining older equipment.
- ▶ **Capture existing data into an enterprise system.** Old-school data management often involved volumes of files stored in complex folder structures on the file system. Many organizations have huge amounts of valuable data squirreled away on a shared drive, with the location known only to those who filed it away in the first place. Ensuring these files are associated properly within a facilities information system will ensure that their value is not lost.

More broadly speaking, technology will help build an organization's capacity to be more resilient and sustainable over the long term. In a recent lesson learned, organizations that had good facility data and systems in place were able to quickly evaluate management alternatives related to COVID-19 response. This will continue to be the case in the future as new management challenges arise.

For some local government and education organizations, there is funding available through the federal infrastructure bill that is directly supportive of technology investments to monitor the performance of organizational improvements.

KEYS TO SUCCESS

- ▶ **Lead with empathy.** The best FM leaders lead with empathy when undergoing organizational change. They take the time to collectively recognize that things are changing and remind their team members to have patience with the process. By encouraging the group to find common ground, they enable smoother transitions and positive outcomes.
- ▶ **Balance strengths.** In times of transition, facility managers have an opportunity to take a step back and identify various

strengths across the team. Perhaps the experienced managers see the value of technology, but struggle to incorporate new tools into workflows they are accustomed to. Meanwhile, newer team members may be quick to pick up a software tool but lack the experience or deep knowledge to understand key nuances of the use case. Pairing these groups together to navigate transitions and solve problems can drive surprisingly effective outcomes.

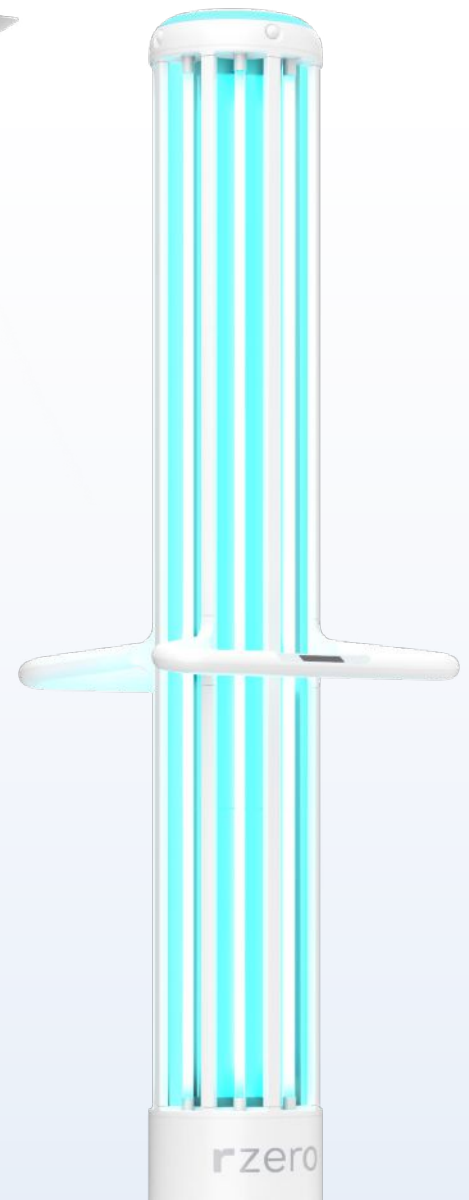
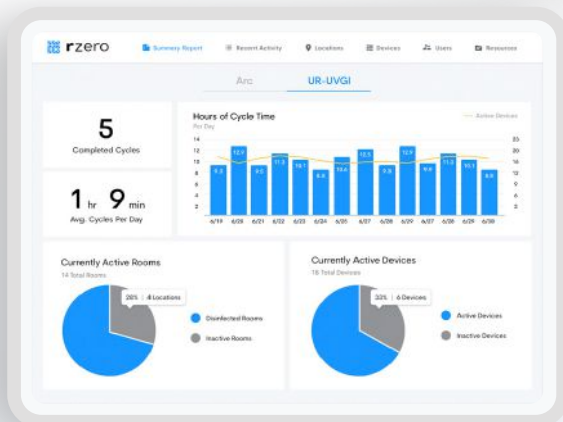
- ▶ **Set clear goals.** Leaders must be clear about the destination to keep an organization moving in the same direction. Many groups find success by starting small, then building bigger. A team can use small wins to drive momentum by breaking a larger goal into smaller achievable steps. As with any major change, leaders should keep the team focused on mutual pain points and a shared desired outcome.

Technology is not a silver-bullet solution to any management challenge and the impending Great Retirement is no exception. However, suppose FMs can be thoughtful with technology investments and combine those investments with best practices to document and organize critical information. In that case, they may be able to navigate this transition smoothly and emerge as stronger stewards of these valuable facilities. FMJ



Stu Rich is an industry lead at Cartegraph where he leverages nearly two decades of experience to help facility management professionals build higher-performing building and infrastructure operations. Previously, Rich served as the CTO of PenBay Solutions. There, he led the team that published the first Buildings Interior Spatial Data Model (BISDM) as an open-source data model project for organizations interested in modeling their buildings in GIS.

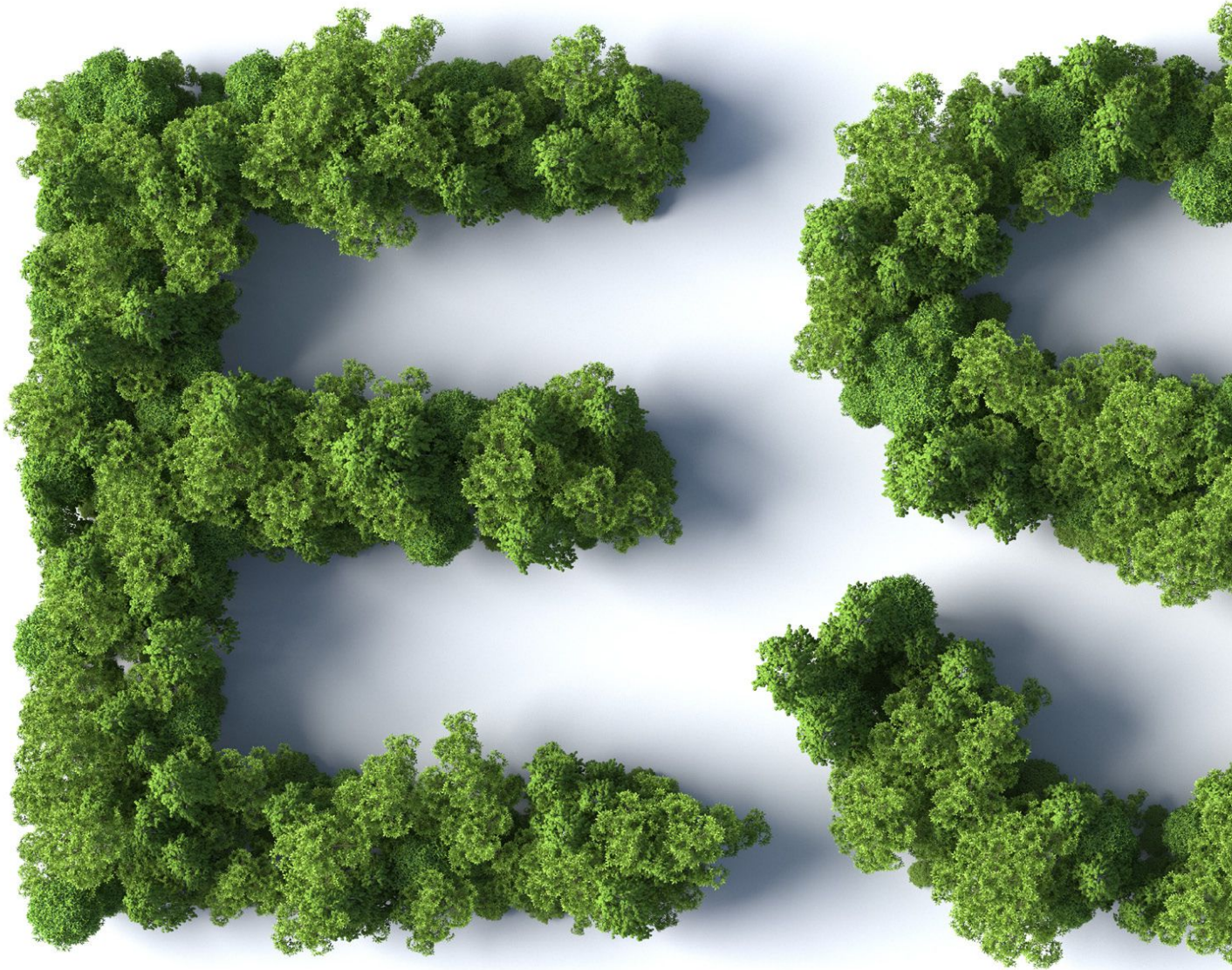
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CHALLENGE FOR FM's

*What to Expect and
How to Prepare*

BY ERIK JASPERS, NATHALIE PERRIER
& DAVID STILLEBROER



Previously known as sustainability, and often denoted as the triple bottom line of people, planet and profit, ESG is the acronym for environment, social and governance. Whereas CSR (corporate social responsibility) is about an organization's sustainability agenda, ESG is about measurable actions and outcomes.

One could state that the concept is far from new, but clearly it has gained significant momentum over time. ESG is no longer profiled as a corporate issue, it has entered the realm of politics and policy making. In the U.S., the state of California published the California Environment Reporting System (CERS) in November 2020. The EU is preparing its Corporate Sustainability Reporting Directive (CSRD) next to the Energy Performance of Buildings Directive (EPBD).

The United Nations' Intergovernmental Panel on Climate Change (IPCC) plays a central role in this. In the context of IPCC, hundreds of leading scientists, technologists and other experts from 195 member states work together to identify aspects and root causes of climate change and describe consequences. In 2022, IPCC published its sixth assessment report.

Tangible ESG approaches for the real estate and facility management industries are still in their infant stages. So, what is looming ahead? What can FMs expect in terms of ESG influences?

»» ESG and Sustainability

ESG and sustainability both address environmental and social aspects; the main difference is that ESG is defining specific compliance rulings. Transitioning from sustainability practices to ESG is expected to drive the evolution of voluntary business approaches to formal performance management, measurement and disclosure.

»» Environment

This dimension focuses on balancing human activity with its influence on the environment. Research has made clear that the emission of greenhouse gasses (GHGs) is the most dominant reason.

The environmental aspect of ESG is much about reducing carbon and other GHG emissions. In this domain, additional regulations and reporting standards are expected to enter the market within the next two years. It is here where the biggest problem has been identified and hence the most attention is given.

Regulations are being developed by multiple governmental, standards and financial bodies. Businesses and organizations themselves are developing policies on corporate level.

The real estate and FM industries are tangibly linked to the environmental ESG aspects such as use of energy, water and materials. Approximately 40 percent of CO₂ emissions stem from buildings. GHG regulations will require action from real estate and facility managers. Next to any desire to improve the eco-footprint of buildings, there will be an obligation to adhere to regulations. ESG is at least partly becoming a case of compliance in the years to come.

»» Social

Social criteria are about addressing societal problems around poverty, inequality and mental health. It profiles important principles

like diversity, equity and inclusion (DE&I). GRESB describes the social dimension as building trust and societal engagement. In its essence, the social dimension of ESG tends to be less firmly defined than the environmental dimension.

But specifically in this dimension, the real estate and FM professions have a unique and concrete role to play. In terms of services and products acquired, fair trade principles are fully in line with ESG objectives. FMs are the provisioners of the working environment. User health and safety, engagement, workplace experience and well-being are pivotal elements in the workplace conversation. Standards such as WELL have user well-being at their core.

Notably, the workplace paradigm is undergoing a fundamental shift toward explicit hybrid models. This development was accelerated by the COVID-19 pandemic's environmental influence. FMs have managed the pandemic's impact on the strong relationship between the environmental and social dimensions of this industry.

»» Governance

This dimension addresses the system of practices, processes and procedures used in the operations of an organization. It is set up to govern organizations and foster compliance to regulations and law. Formal reporting resides in this dimension, aimed at disclosing information to the relevant stakeholders.

Governance is typically a concern of senior management. However, there are tangible contributions for real estate and facility managers to provide: well-structured environmental and social information for corporate level ESG reporting on the aspects of buildings as operated, workplaces and their use as well as FM services rendered.

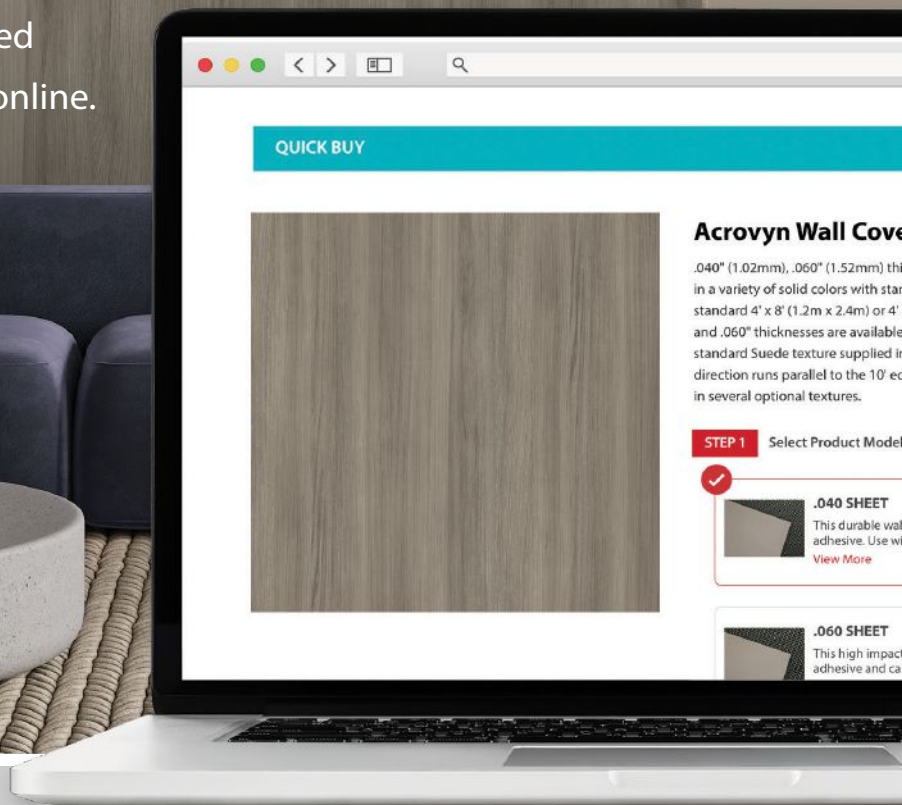
»» ESG: Imperative for Any Organization

In the context of corporate sustainability, organizations have adopted sustainable practices over the past years, but as ESG is taking shape, they will face additional pressure from their stakeholders and regulatory and governmental bodies.

- As investors want to invest in more resilient businesses, organizations that have effective ESG risk management in place will be more attractive to them. Note that the ESG reporting initiative of the SEC clearly indicates the relation between the stock value of companies and their ESG-related policies and achievements. For real estate operations, this implies that the value of buildings will increasingly relate to their risk profile regarding the environment. Asset valuation in view of ESG is the domain on which the TCFD is concentrating, its membership being made up of financial institutions.
- As governments need to achieve their net-zero targets, 192 countries have defined their national determined contributions. To reach their objectives, they must deploy directives and legislations to drive the change in both the public and private sector.

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- More than ever, employees desire purposeful work; thus, organizations that are taking a proactive ESG approach become more attractive. Organizations that have a positive impact on the planet and society might experience increased interest of talent and see lower levels of attrition.
- Customers want and need to buy products/services from companies that demonstrably care for the environment and society. Research shows that consumers are willing to pay up to 5 percent more for environmentally friendly products.



»» Eco-accounting

The relevance of compliance firmly came on the radar in the real estate and FM industries when lease accounting standards were extended. As properties are leased, a dominant part of the building portfolio was subject to new financial reporting standards for which well-structured, correct and traceable data on the building leases had to be provided.

The same type of approach is now ongoing around what can be denoted as eco-accounting. Development of these accounting standards is in progress. The expectation is that they will show similarities with the financial accounting principles. The key currency of eco-accounting will be CO₂E. The fundamental objective of eco-accounting will be the formal disclosure of the organizational footprint in terms of CO₂ emission and the embodied CO₂, the CO₂ “in stock,” so to say. Compare it to capital expenditures during the year next to capital allocated to assets on the balance sheet.

Under ESG, there are three scopes of emission defined:

- **Scope 1:** Direct GHG emissions that occur from sources that are controlled or owned by an organization.

- **Scope 2:** Indirect GHG emissions associated with the purchase of electricity, steam, heat or cooling.
- **Scope 3:** Emissions that are the result of activities from assets not owned or controlled by the reporting organization, but that the organization indirectly impacts its value chain.

Assets consequently will obtain two currencies: the financial currency to acquire and operate them next to the GHG currency on ownership and use. And this will provide for a new perception of asset value itself.

»» Asset Depreciation and Retirement

If an organization acquires a new HVAC, the equipment must be manufactured, and CO₂ emissions related to its manufacturing will be charged by the manufacturer and recorded as embodied in the asset itself. The equipment will have to be transported to the building site, which incurs CO₂ emissions that are charged by the transportation company. Also installing the system incurs CO₂ emissions, charged by the service provider doing the installation.

These types of emission factors are upstream emissions: emissions incurred by doing business with one’s suppliers.

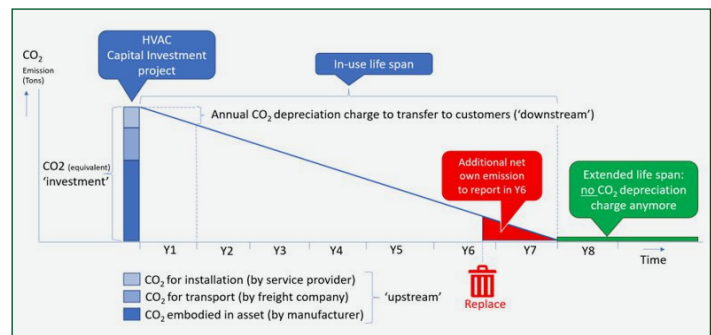


Figure 1: asset depreciation and retirement in view of eco-accounting

In this example, the HVAC system should operate for seven years. During these years, the CO₂ investment can be depreciated (assumed linear), and that depreciation volume is charged to the organization’s customers as part of the downstream emissions. Downstream emissions are the ones that an organization charges to its clients over products and services rendered.

What if there were two potential retirements: one earlier than projected, one later than projected? If the organization retires the asset sooner, the volume of CO₂ not yet depreciated will have to be reported as net emissions. This could come as an additional cost as governments are taxing CO₂ emissions or are planning to do so.

When the asset is in use for a longer time, the situation changes: after seven years, the CO₂ investment is fully depreciated, and the clients are no longer charged for it. The goods and services effectively become less expensive for the organization’s clients.

»» Tracking Net Own Emissions – Eco Journal Entries

As the HVAC in this example is running every day, it will consume energy that will be responsible for direct CO₂ emissions. Buildings contain energy-consuming assets and eco-accounting and ESG reporting requirements around buildings and workplaces will demand for a firm ledger-type of recording.

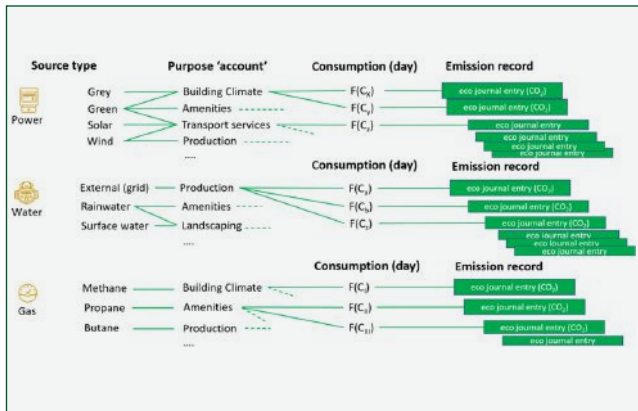


Figure 2: simple depiction of an eco-ledger

Different sources of energy have different levels of CO₂ emission per kWh associated to them. Solar power will have a very small CO₂ footprint per kWh in comparison to grey power (created from gas, coal or oil). In terms of eco-accounting, consumptions for specific purposes that must be reported on must be classified (indoor climate, amenities, internal transport like elevators and escalators, production, etc.).

The actual consumption level from a source for a specific purpose is calculated into a record of effective emission. The eco-journal functions as a basis for disclosure.

The records show the explicit relationship between the use of natural resources and the footprint of the various building functions. Energy sources that carry a high level of CO₂ emissions per kWh will now receive another type of cost associated with them: the emission level. Again, when these emissions are taxed, this might fundamentally change the view on what resource would be most attractive to use.

»» Defining RE & FM ESG Policies

This all may seem elaborate, but keep in mind that the approach on eco-accounting represents a normal operating procedure in the world of finance. In other words: doable, but a real project.

The three dimensions (environment, social, governance) each set forward a set of requirements, objectives or options that will require careful prioritization.

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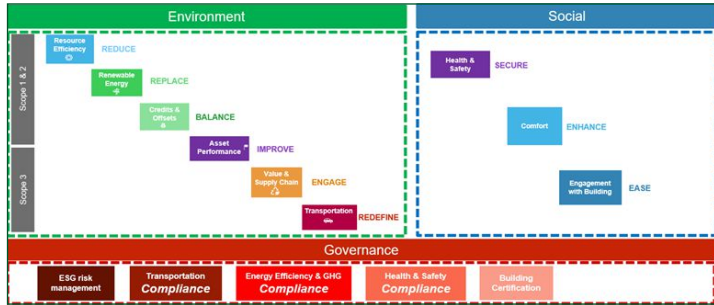



Figure 3: ESG aspects for real estate and facility management

On the environment dimension, the main topics are:

- **Resource efficiency:** Reduce the energy used by rationalizing the building portfolio and conducting operations more efficiently for energy and water.
- **Renewable energy:** Replace carbon-intensive energy with low-carbon sources through on-site production or purchase.
- **Credit & offsets:** On the journey to net zero buildings, start with neutral buildings; and to the level that this is not possible, offset the remaining emissions.
- **Asset performance:** Extend the life cycle of assets and focus on delivering their maximum efficiency performance.
- **Value & supply chain:** Engage with the suppliers around consumables, material and equipment as in-use. Stimulate suppliers to reduce the impact of these goods/services but also improve own waste management (recycling).
- **Transportation:** Redefine the transportation options around buildings to allow greener commuting modes (installing EV chargers on site as an example) and minimize commuting distances.

 **Erik Jaspers**, IFMA Fellow built his over 40-year career in IT, starting in production automation with Philips Electronics. For the last 23 years, he has been working for Planon Software. He has held senior management positions in developing Planon's software solutions, currently working on Planon's product strategy and innovation policies. He is a member of the IFMA EMEA Board and member of the (German) GEFMA Digitization workgroup.

 **Nathalie Perrier** has gained experience in software development, software product management, marketing and product strategy for more than 20 years. She has been working for a variety of technology companies and IT service companies. The last 15 years, she has worked in various leadership roles for Schneider Electric, specializing in building software from design to build and up to operation and maintenance. With the urgency of climate change, Perrier decided to focus on sustainability. She is leading the development of the joint proposition for smart sustainable buildings with Planon Software while helping Planon reshaping their ESG strategy and commitments as a company.

On the social dimension, the main topics are:

- **Health & safety:** Secure the safety of all people on site, improve air quality, have proper cleaning, ensure distancing when called for and enable optimal layout.
- **Comfort:** Enhance the comfort optimizing temperature, humidity, acoustic, lighting.
- **Engagement with the building:** Ease the interactions of the building users with the building and workplace services to deliver its full capabilities with a frictionless experience.

The governance at building level is about ESG risk management, compliance in reporting, certification and disclosure.

»» In the End

In setting up an ESG agenda for real estate and FM departments and organizations, the following approach could work well:

1. Connect with corporate ESG management to identify corporate priorities and policies. This way, the RE and FM functions can align their own priorities.
2. Create a backlog of topics, organized by priority — the most important topics first.
3. Start with profiling (quantification) of the building/workplace portfolio: know what the actual performance is to identify where to invest first.
4. Take an iterative approach to the project: learn from experiences as the project moves on and adjust approaches over time based on what works well and what does not.

Real estate and facility managers will have a lot on their plates with ESG for the coming decades. There are excellent reasons to be proactive. **FMJ**

 **David Stillebroer** has more than 20 years' experience in facility management, real estate and IT and is responsible for solution strategy at Planon. He has a background in hard services and soft services and has been real estate portfolio manager, software implementer and product manager. Stillebroer has also been part-time lecturer in real estate management at Rotterdam University.

RESOURCES

- Enter the Triple Bottom Line by John Elkington
cers.calepa.ca.gov
April 2021: eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:52021PC0189
December 2021: energy.ec.europa.eu/topics/energy-efficiency/energy-efficient-buildings/energy-performance-buildings-directive_en
ipcc.ch
ifrs.org
fsb-tcfd.org
wellcertified.com
Toluna 2019 Sustainability Report
fasb.org
CO2E: CO2 Equivalent: carbon dioxide and all the other gases as well; methane, nitrous oxide and others

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FACILITY MANAGERS

Architects of the Tech-Driven Hybrid Experience

BY JOHN WANG



THOUGH EMPLOYEES HAVE HABITUATED TO REMOTE AND HYBRID WORKING, FOR MANAGEMENT IT HAS BEEN AN ARDUOUS ROAD WHEN COMING TO TERMS WITH THESE NEW DIVERSE WORKING MODELS AND WORKPLACES. THIS ACCEPTANCE MARKS A DONE DEAL AND IT IS TIME FOR FACILITY MANAGERS TO REINVENT THE OFFICE ONCE AGAIN.

During the pandemic, organizations quickly retrofitted their workspaces — adding on bits and pieces here and there — to support hybrid working styles for the short term. FMs must rebuild their workplaces from a hyper-hybrid-working-centric perspective. In these newly reinvented workplaces, employee experience will take priority in ways that champion more human interactions and connections. They will also level the playing field for on-site and remote employees that enables community and culture building.

To achieve this reinvention and avoid becoming overwhelmed there are three essentials factors that ought to be prioritized.

1. Technology must be equitable and inclusive to level the field for remote and on-site employees.

2. Truly delivering on a workplace experience that delivers something the home office cannot and earning the commute of employees.

3. As proven by the pandemic, staying agile is imperative; can the workplace adapt in five years, a year, or even the next six months to meet organizational and business needs?



Balancing the Scales

An equitable and inclusive workplace is one in which all employees can feel valued while acknowledging their differences and their distinctive contributions to the organization. But as hybrid workplaces become the norm, these new environments are increasingly affecting equity and inclusivity.

Workplace equity and inclusive work culture can be achieved even while teams work in a hybrid manner. This can be done through ongoing adoption of technology, tools and applications that help keep people connected. As such, organizations are looking at technology that can give remote employees more of a form of permanence. How can FMs ensure remote employees are not de facto second-class employees?

This can be acutely evident when attending meetings that include both on-site and remote participants. When sharing a presentation for example, remote employees' faces can be shrunk down into tiny thumbnails, losing much of their presence within the space or even forgotten about entirely. They

likely cannot see who is present in the meeting and may be unconsciously excluded from in-room discussion simply because they do not have a physical presence.

Furthermore, technology is just a tool. There is now also growing discussion regarding digital etiquette. Some companies invest as much in defining etiquette as they have spent on the technology itself. Etiquette is an absolute necessity to ensure remote participants are included. It is essential to invest both money and effort into defining and teaching healthy and respectful practices — perhaps more even than the technology itself.

The Employee Experience

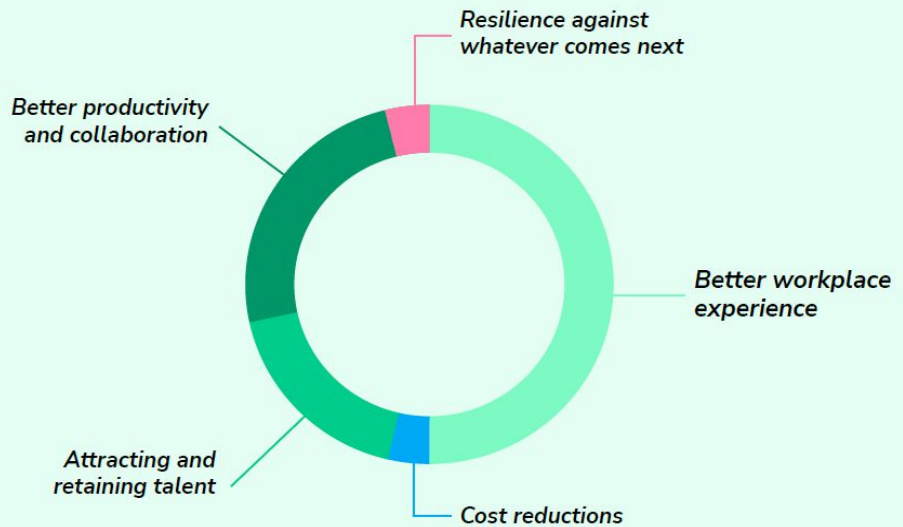
If employers want people back in the office, how do they earn the commute of the employee, and what is the value at the end of that commute? These are timely questions as the costs of fuel and living soar. A vast majority will opt for the home office. However, when there is a genuine reason to go to the office, such as tasks that are

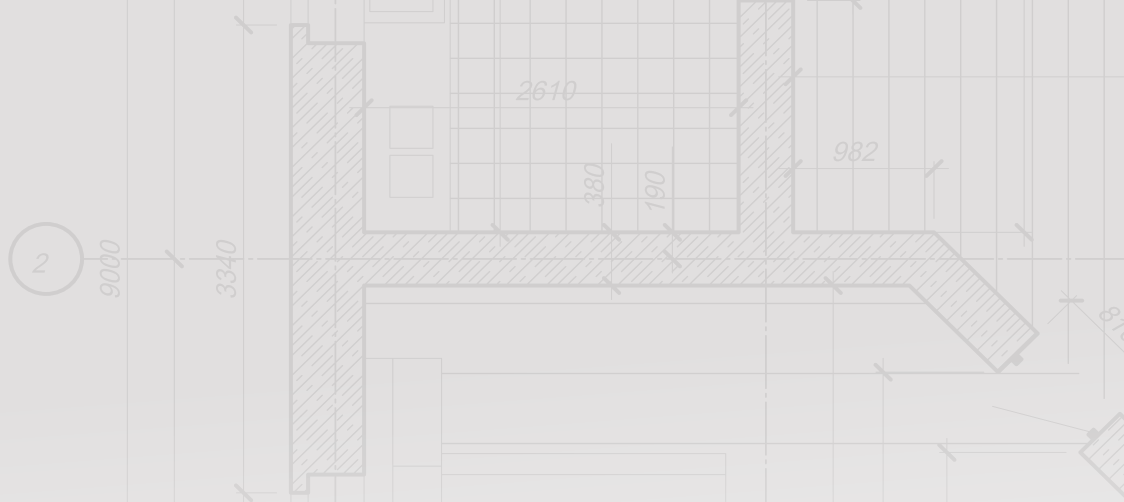
collaboration-centric, people will choose to go in. Employers then must provide the types of services that satisfy the reasons for which employees come in.

There is a real need to uplift technology. On entering a conference room back in 2018 for example, it was expected that something would be under par: a weak Wi-Fi signal, disconnected phones or malfunctioning display equipment. Considering the workplace landscape now, and where it is moving to, if employers want to earn that commute and offer a great workplace experience, broken technology is not going to cut it. Employees have invested this effort to go to the office, and when something does not work, they are going to say, "For the last two years I've worked at home; I worked better there, so I'm just not going to come in again."

In the IT world, the data center has been around for many years. The CIO could look

WHAT IS THE PRIMARY GOAL FOR ADOPTING HYBRID WORK MODELS?





at their data center and know the speed of the fans in a server, how much power is being drawn and other minute details. The workplace ought to be viewed from a similar perspective and down to a greater level of detail. Organizations are aware of just how much it costs per minute when any part of the enterprise network is down. So too should they be aware of the lost revenue and productivity when any other system in the workplace is down, and as something that must be kept operational.

Bringing up the capability of both video and audio technology, as well as digital collaboration capabilities such as digital

white boarding will make or break the decision to come to the office.

Keep On Your Toes

Designing for agility is a must in the workplace or facilities that FMs are trying to reinvent. Six months from now, should employees need to return to total remote work or all return to the office, there must be agility in what has been created so far to enable that.

As such, facilities should be viewed as something fluid and mobile, rather than a static entity. Championing a collaborative experience in the office is priority. But

moving forward, organizational leaders will be asking — given that real estate is the second biggest expense after people and people are changing where and how they work — are there efficiencies that can be gained? Real estate heads are hesitant because it is easier to cut it than it is to get it back. Many err on the side of caution, lacking definitive data to guide decision making and this is operating against organizations that want to be agile.

As a property portfolio grows, so does the aversion to change. When dealing with 50, 100 or even 200 buildings, where does one focus time and investment? Should build-



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WHICH TECHNOLOGIES ARE BEING PRIORITIZED TO SUPPORT HYBRID WORKPLACES?

ings be reinvented one at a time, or across all buildings simultaneously? Working out where to start is the primary challenge. There is much to do in building the office or workplace of the future. Where large organizations start and what they prioritize is of particular importance.

As the global situation continues to be unsettled, over the next couple of years especially, staying agile will grow increasingly important. Agility will be achieved through greater uptake of technology that can supply data for analysis to guide decision making. It will solve immediate challenges, namely getting people productive in the workplace (and even when these needs change due to external factors), and in offering the variety of spaces employees need. It will also solve long-term challenges, such as rightsizing of the organization's footprint to meet evolving business requirements.

There is no single recipe for what is right. But as organizations contend with reinventing themselves with agility in mind, understanding which employees are coming in,

why they choose to do so and what they are doing when they come in, leaders can adjust and tweak the environment, providing more of what employees want and remove what is being underutilized.

Final Words

It may seem a lot to contend with when reinventing the workspace once again to embody hybrid working at its core. But with such a vibrant range of tools and a potent portfolio of technologies available, it is a golden age for FMs. Never more so has the profession had an opportunity to impact not only the workplace experience of employees, but also performance of organizations in a positive manner. Technology has enabled them to craft an environment that focuses on the well-being of people, allowing them to stay productive by offering them something unique that the home office cannot.

It also extends beyond the walls of the workplace itself, encircling remote employees even if they are not physically present. Through greater digital etiquette

and supporting tools, the workplace can be truly equitable and inclusive. Lastly, this new reinvention is by no means fixed; by incorporating the concept of staying agile, it can be tweaked and reworked to meet business needs of both the now, the tomorrow and well into the future. **FMJ**



John C. Wang is co-founder and CEO of IAdea Corporation.

Passionate about the current and future development of the digital signage industry, Wang co-founded the web-based Signage Business Group at the World Wide Web Consortium. He serves as the vice chairman of the Digital Solutions Multimedia Asia (DSMA), a non-profit industry group comprising of over 200 member companies throughout Asia. He received his master's degree in computer science from the National Taiwan University.



CBRE



IFMATM

Attracting Talent & Accelerating Careers in Asia Pacific

BY ANDREW DAWSON & JAYNE PRYCE

CASE STUDY



Exceptional Facilities Management

DELIVERING WORLD-CLASS WORKPLACES

Two years after launching the Asia-Pacific Facilities Management Certification, CBRE shares how becoming an IFMA education supporter has helped the program reach a wider audience in China, a key growth market, and how the partnership continues to attract talent, accelerate careers and promote excellence in the facility management profession.

With terms like the Great Resignation and war for talent gaining global traction, a key challenge in Asia-Pacific's (APAC) FM market is attracting talent to the industry. As FM leaders, CBRE identifies the need to contribute to the professionalization and advancement of FM, both as a practice and as a career. In 2020, CBRE launched the comprehensive Asia-Pacific Facilities Management Certification Program to attract, develop and retain top talent.

Program Overview

CBRE designed the program with two certification levels: Core Certification and Advanced Certification. The first level, Core Certification, is appropriate for FM staff with less than five years of experience, including those who are new to their role or pursuing a career in the FM industry. Core Certification focuses on building a consistent foundational knowledge across key competencies.

Those with more years of experience or skills pursue the second level, Advanced Certification, in which they can build and enrich their existing knowledge. This approach ensures CBRE's clients receive a consistent level of service and expertise, allowing CBRE to provide an engaging employee value proposition anchored on a clear career development pathway for staff.

For the program to be successful, designing a comprehensive curriculum that resonates with FMs was critical. It had to be robust, credible and relevant, giving participants both formal and informal qualifications and credentials, which could only be accomplished by collaborating with industry experts and professional associations.

The program integrates content and industry best practices including courses from world-class professionals from Harvard ManageMentor, LinkedIn Learning, as well as highly sought-after industry-recognized qualifications from IFMA and the Institution of Occupational Safety and Health (IOSH). In addition, customized content was developed by CBRE subject matter experts covering topics including health safety environment (HSE), workplace strategy, procurement, experience services, along with multiple courses on energy and sustainability to align with CBRE's environmental, social and governance (ESG) strategy. This holistic and collaborative approach not only provides FMs with the knowledge and skills they need in the present, but also gives them professional industry recognition for the future.

The collaboration with IFMA helps CBRE bring world-class professional certification to the APAC region, providing systematic training to employees at scale across the region. This provides a consistent high level of quality in CBRE's professional services and instils professional distinction in employees.

Why a Focus on China?

As the FM industry continues its rapid growth, resourcing and developing people has never been more crucial. This is particularly important in a key market like China where FM is not as established as an industry, or career choice, compared to real estate, banking and finance. The industry also faces the challenge of a declining mature talent pool and a shortage of younger workers, as the concept of FM is relatively new from both a professional and an academic perspective.

Universities and tertiary institutions in China do not have FM majors or programs to support the FM industry. Traditionally, students join CBRE from different majors like business, engineering or electrical.

CBRE creates opportunities to grow the FM industry and reduces the talent shortage of FM personnel. The industry must attract young and diverse talent into the workforce and provide more opportunities for people from varied backgrounds to learn about the industry and available career pathways.

Translating for Growth

CBRE's strategy for the program included prioritizing the translation of more than 90 courses across multiple platforms to Simplified Chinese. CBRE partnered with

IFMA as an education supporter to translate the Essentials of Facility Management and the Facility Management Professional™ (FMP®) credential to Simplified Chinese. This allowed CBRE to broaden its audience without compromising the integrity and comprehensive nature of the program.

Importance of Investing in Career Development of our People

Developing people is critical to attracting and retaining excellent talent. To make a difference, organizations must consider creating a key differentiator to ensure the success of their efforts.

In a recent new hire survey¹, 71 percent of respondents said they joined CBRE for career development. Through targeted marketing and talent acquisition conversations, new hires recognize that the FM industry is growing, offering significant career opportunities. With growth in popular sectors like technology, CBRE can attract and recruit younger talent into the FM industry in China. Key development programs like CBRE's FM Certification can help accelerate their technical knowledge and embed well-trained staff into the FM industry via world-class certifications early in their career.

CBRE's APAC FM Certification offering is unmatched in the market, and the Simplified Chinese version enhances and expands the company's ability to find exceptional new employees. This helps differentiate CBRE as a leader in talent development and emphasizes that people are the most valuable asset.

"The Asia-Pacific FM Certification fills the gaps in facility education and helps young talent understand their career and opportunities quickly."

*Cai Ting Ting, Senior Customer Service Supervisor
China*

Engaging our People through Learning

Since launching the Asia-Pacific FM Certification program, there has been an upward trend in the overall employee engagement score across CBRE's FM workforce. This data reinforces that the organization is focusing on the right people investments, which impacts engagement positively. Research provided by Kincentric² shows that highly engaged employees lead to better organizational outcomes, such as increase in revenue and sales growth, better business performance, improved customer satisfaction and talent retention. Therefore, creating enhanced outcomes not only benefits CBRE, but also its clients.

Celebrating our People's Success

As part of driving engagement and building a strong learning culture, CBRE has a robust process in place to reward and recognize people, which has been an extremely important component of the program. The day-to-day role of an FM is demanding and recognizing and appreciating their efforts is important for personal and professional development. Participants receive pins and a card at each level of completion, which they can wear and display. In addition, they receive recognition emails and certificates for relevant courses and credentials, as well as an overall CBRE Asia-Pacific FM Certification upon successful completion.

Winning Formula for our People and Clients

Integrating CBRE's internal world-class people, programs and technology with highly sought-after external industry recognized qualifications from IFMA and IOSH has been instrumental in the program's success. Participants feel valued and the holistic approach gives them tangible qualifications and professional industry recognition.

The benefit to CBRE's clients is substantial. They will have people with access to world-class learning with high international standards. Clients can be confident that participants who receive the Asia-Pacific FM Certification have completed all the courses across both soft and technical skills and services. If participants do not pass certain qualifications such as IFMA courses, they will not receive their overall FM certification. This assures clients that CBRE is serious about setting high standards for FM professionals and for the industry.

Further Building Environmental Sustainability Capability

In today's dynamic business landscape, many organizations are discovering how professional FM services can enhance employee experiences, help conserve energy and natural resources, as well as contribute to sustainability efforts. One of the key trends in Asia-Pa-

cific is that, in countries such as China (mainland and Hong Kong) and Singapore, governments are setting greenhouse gas emissions targets, as well as policies and incentives to accelerate progress on renewable energy and energy efficiency as part of many corporations' ESG programs.

As the world's largest commercial real estate services provider, CBRE is committed to implementing environmentally sustainable best practices for its own operations, continuing to invest in dedicated talent, resources and technologies around environmental sustainability, while also assisting clients in their efforts to address environmental concerns.

FMs play an integral role in managing and delivering these environmental sustainability initiatives at client sites, and CBRE is committed to educating regional and global teams on sustainability and the technology solutions to support these initiatives. The Asia-Pacific FM Certification is one of the tools used to educate employees. Seven modules were created by CBRE energy and sustainability subject matter experts to upskill the FM teams around fundamentals relating to water, waste and energy conservation, as well as

providing insights on the features and benefits of ISO 50001 Energy Management Systems and the key role an energy manager plays. The relevant modules also met the approved standards of IOSH, which provides additional quality assurance from this leading professional body. This knowledge, along with their existing skillset, provides better recommendations and programs to our clients on how they can achieve their sustainability goals.

What's Next?

Looking forward, CBRE will continue to enhance its business and people strategies to ensure it offers the best work experience and career development opportunities for its people, while also achieving great outcomes for clients' evolving needs. CBRE's Asia-Pacific FM Certification Program will continue adapting to the latest industry trends, innovations and client needs. The collaboration with IFMA and local chapters provides a valuable platform for the FM community to share and discuss the latest trends, strengthening the industry across Asia-Pacific. CBRE leaders are also playing a key role in facilitating discussions from the training to continue embedding and reinforcing best practices. We remain committed to promoting the program and driving uptake and completion to help accelerate careers and attract top talent.

By developing exceptional FMs through the program, CBRE is championing excellence within the profession and creating more visibility for FM as a respected and valued career of choice. **FMJ**

"The Asia-Pacific FM certification course integrates international certifications, and constantly adds best practices from CBRE. It is a unique FM professional training system of CBRE. CBRE's FM experts will provide world-class service experience for CBRE's clients, which enhances their impression that CBRE is a world-class facility management expert, and continuously improves the influence of CBRE as a leader in the facility management market."

*Sean Lu, Associate Director
China*

CORE CERTIFICATION



Mark Waterhouse
Executive Director, GWS Enterprise
APAC, Singapore



Cai Ting Ting
Senior Customer Service Supervisor
China

ADVANCED CERTIFICATION



Kay Teck Lim
Director, Facilities Management,
GWS Enterprise
APAC, Singapore



Sean Lu
Associate Director
China



Eric Wang
Account Operations Director
China



Andrew Dawson is division president GWS Local, leads the APAC Local Accounts business for CBRE Global Workplace Solutions; spanning 13 countries with a team of 6,000 serving over 500 clients across 1,800 sites. Dawson has extensive experience in the facility management and property management industry across the Asia-Pacific region since 2001.



Jayne Pryce is senior vice president, APAC Country Operations, GWS Enterprise at CBRE. She has overall responsibility for leading country offices, overseeing operating platforms and creating community across the 17 countries in the APAC region. In her role, Pryce is responsible for the operational foundations, while continuously driving service excellence, growth and differentiation of CBRE's offerings in the key areas of energy and sustainability, technical services, facility management and security.

Source: CBRE GWS Internal New Hire Survey 2022
Kincentric, a Spencer Stuart Company, provides employee engagement and HR consultancy services.



IFMA™ Credentials



The following people were awarded the Certified Facility Manager® (CFM®) certification in

MAY 2022:

Mohamad Al Balmouni, CFM Hamilton, On, Canada	Parthipan Ranganathan, CFM Al Rayyan, Qatar	Timothy Rivett, CFM United States	Charlie Mondembom, CFM Douala, Cameroon	Timothy Adeyemi, CFM, FMP Abuja, Nigeria
Yee Hang Tong, CFM Hong Kong	Agnieszka Vaqar, CFM Smyrna, Georgia	Doaa Yahia, CFM Cairo, Egypt	Mohammed Sultan Uddin, CFM Doha, Qatar	Pilar Danielle Morais, CFM Hong Kong
Husain Mubarak, CFM Northen, Bahrain	Jesse Lafrenier, CFM Colorado Springs, Colorado	Olanrewaju Akinnuoye, CFM, FMP Victoria Island, Nigeria	Muhammed Hameed, CFM Fujairah, United Arab Emirates	Daniel Smith, CFM Harrowsmith, On, Canada
Michael Schneider II, CFM Detroit, Michigan	Richard Wong, CFM San Francisco, California	Benjamin Goudy, CFM Colorado Springs, Colorado	Joseph Ancona, CFM Schertz, Texas	Fazlin Rahman, CFM Doha, Qatar
Elijah Cole, CFM Olympia, Washington	Ben Abraham, CFM, FMP Templestowe, Australia	Brent Daily, CFM Springfield, Illinois	James King, CFM Albuquerque, New Mexico	
Rich Connaughton, CFM Stoughton, Massachusetts	Matt Murdock, CFM Seattle, Washington	Casey Rector, CFM University Place, Washington	Lekhraj Beniwal, CFM Gurgaon, India	

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

Peter Lee, FMP, SFP Toronto, On, Canada	Benjamin Smith, FMP, SFP Charlotte, North Carolina	Ian Trumbore, FMP, SFP Dumfries, Virginia	Xing Xiaodong, FMP, SFP Beijing, China
Kelly Burrows, FMP, SFP Saskatoon, SK, Canada	ZongYang Soon, CFM, SFP Singapore	Johnny Peoples, FMP, SFP Fayetteville, Arizona	Jerry John, FMP, SFP Abu Dhabi, United Arab Emirates
Albert Kahalehoe II, SFP Lanai, Hawaii	Jason Mahon, FMP, SFP Winnipeg, Mb, Canada	Paul McNally, SFP Anderson, South Carolina	Vijith Menon, FMP, SFP Mumbai, India

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

Scott Engel, FMP Irving, Texas	Pavan Bellamkonda, FMP Bengaluru, India	Thomas Lyons, FMP Ashburn, Virginia	Jean-Pierre Segers, FMP, SFP Pelt, Belgium	Keely Hunt, FMP Austin, Texas	Alaa Abu Mahfouz, FMP Makkah, Saudi Arabia
Ian Sanchez, FMP Redondo Beach, California	Linggir Agas, FMP Kota Samarahan, Malaysia	Sum Tat Meng Christopher, FMP Singapore	Gus Ramirez, FMP Campbell, California	Christopher Bass, FMP Milwaukee, Wisconsin	Rachel Skogerboe, FMP Aurora, Colorado
Kristina Holgate, FMP Long Beach, California	Abdrahman Odeh, FMP Riyadh, Saudi Arabia	Tan Siong Kiat, FMP Singapore	Brian Stevenson, FMP Duluth, Georgia	Ramesh Senthamarai, FMP Chennai, India	Joe Morra, FMP Stouffville, On, Canada
Mikhael Bobert, FMP Richmond Hill, On, Canada	Peng Kiong Wong, FMP Singapore	Anthony Militello, FMP United States	John Meninger, FMP Manchester, Massachusetts	Eric Mercey, FMP Brantford, On, Canada	Nishant Pandey, FMP Schaumburg, Illinois
Jason Strharsky, FMP Forest Park, Illinois	Yazan Elayan, FMP Abu Dhabi, United Arab Emirates	Annemarie Wallwork, FMP Whitby, On, Canada	Karthikeyan Ilankannan, FMP Chennai, India	Dale Chavez, FMP Tumwater, Washington	Sami Aljohani, FMP Yanbu Industrial City, Saudi Arabia
Hugo Cardenas, FMP Lathrup Village, Michigan	Scott Larson, FMP Gaithersburg, Maryland	Mark Lok, FMP Singapore	Gamal Mohamed, FMP Giza, Egypt	Monica Abbas, FMP Markham, On, Canada	Adekunle Ogundepo, FMP Ikoyi, Nigeria
Abbud Al-Radhawi, FMP Ottawa, On, Canada	Rominof Rahmat, FMP Singapore	Rekha Mandal, FMP Bengaluru, India	Rahul Raman Kutty, FMP Bangalore, KAR, India	Aloysius Wei Jun Wong, FMP Singapore	Mohannad Alqurashi, FMP Saudi Arabia
Sarah Murray, FMP Vancouver, BC, Canada	Amitava Kumar, FMP Singapore	Diego Orozco, FMP Zapopan, Mexico	Khalid Al-shehri, FMP Riyadh, Saudi Arabia	Heidi Blake, FMP Arcadia, Virginia	Subrahmanyam Kasi, FMP Chennai, India
Sharon Luong, FMP San Mateo, California	Samer Mohammad, FMP Abu Dhabi, United Arab Emirates	Md Akmal Siddique, FMP Patna, India	Lawrence Ho, FMP Singapore	Ming Wei Lai, FMP Singapore	Sylonn Carr, FMP Sangre Grande, Trinidad and Tobago
Andrew Cook, FMP Peoria, Illinois	Sharlene Battipede, FMP Austin, Texas	John Paul De Jesus, FMP North York, On, Canada	Mohammed Zafeer Hussain, FMP Dubai, United Arab Emirates	Alba Salvidrez, FMP Denver, Colorado	Khalid Alkabbabi, FMP Riyadh, Saudi Arabia
H. Franklyn Ferguson, FMP Nassau, Bahamas	Thomas Brazil, FMP Roselle, Illinois	Khalid Alaqeel, FMP Riyadh, Saudi Arabia	Amira Almainan, FMP Saudi Arabia	Jason Tillerio, FMP Olympia, Washington	Mohammed Sami Uddin Khan, FMP Dubai, Ta, Saudi Arabia
Jason Reimers, FMP Lincoln, Nebraska	Osama Abdelmawgod Makkah, Saudi Arabia	Stephanie Watson, FMP Albuquerque, New Mexico	Sherry Seah, FMP Singapore	Matthew Severino, FMP Bradford, On, Canada	Fatima Ahelali, FMP Dubai, United Arab Emirates
Abhijeet Roy, FMP Mumbai, India	Ashley Brodhead, FMP Florida	Christopher Nichols, FMP Chicago, Illinois	Ahmed Anis, FMP Cairo, Egypt	Nick Chimienti, FMP Woodbridge, On, Canada	Ahmed Bin Khurayyif, FMP Riyadh, Saudi Arabia
Antonios Skarvelis, FMP Pickering, On, Canada	Adam Bellefeuille, FMP Chesapeake, Virginia	Elvin Acevedo, FMP Oak Park, Illinois	Nawaf Alfawzan, FMP Saudi Arabia	Nikhil Chopde, FMP Pune, India	Abdulaziz Alrashidi, FMP Riyadh, Saudi Arabia
Shawn Power, FMP Scarborough, On, Canada	Omer Aldossiry, FMP Riyadh, Saudi Arabia	Daphne Everitt, FMP Canada	Mei Hui Soh, FMP Singapore	Timothy Dyer, FMP Tulsa, Oklahoma	
Felix Irerhime, FMP Effurun, Nigeria	Beth Phaller, FMP Dade City, Florida	Richard Vega, FMP Simi Valley, California	Melanie Nahrwold, FMP Dayton, Ohio	Hassan Amjadi, FMP North York, On, Canada	
Ravi Ranjan Kumar, FMP Lakhisarai, India	Owen Cisco, FMP Fort Lauderdale, Florida	James Glaros, FMP Tampa, Florida			



IFMA™

Credentials



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

JUNE 2022:

Stella Selander, CFM, FMP Aurora, Colorado	Terensfin Ambrose, CFM Doha, Qatar	Adeniyi Owolabi, CFM Kitchener, On, Canada	Adedoyin Pearce, CFM Mushin, Lagos, Nigeria	Joshua Reeves, CFM San Francisco, California	Tamer Khlaif, CFM Abu Dhabi, United Arab Emirates	Mohamed Rafiyudeen, CFM Abu Dhabi, United Arab Emirates
Turki Alotaishan, CFM, FMP Dammam, Saudi Arabia	Chelsea Riffe, CFM Clearwater, Florida	Jared Divett, CFM Albuquerque, New Mexico	Franklin Lebron, CFM Altamonte Springs, Florida	Sabrina Gomez, CFM Houston, Texas	Alla Eldin Elhag, CFM Riyadh, Saudi Arabia	Steve Hunt, CFM Beltsville, Maryland
Kareem Hassan, CFM Cairo, Egypt	Sarah Stroud, CFM Berkeley, California	Kenneth Larkin, CFM Norwalk, Connecticut	Ryan Malone, CFM Denton, Texas	Mohamed Azharuddin Mailabbi, CFM Doha, Qatar	Adesina Fatunwase, CFM Yenagoa, Nigeria	Fred Holder, CFM Atlanta, Georgia
Mirajul Haq, CFM Doha, Qatar	Christopher Nichols, CFM, FMP Chicago, Illinois	Allan Del Degan, CFM, FMP, SFP Ottawa, On, Canada	James Hollenback, CFM Peoria, Illinois	Bhupatbhai Ladumor, CFM Doha, Qatar	Brandi Peasley, CFM Houston, Texas	Bryce Wasiloski, CFM Minneapolis, Minnesota
Mohamed Fazil, CFM Doha, Qatar	Chaviya Udomvaranon, CFM Mountain View, California	Chetan Parkash, CFM Abu Dhabi, United Arab Emirates	Caroline Mulindi, CFM Nairobi, Kenya		Jun Guo, CFM, FMP Jilin Province, China	

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

YAN YEE Lee, CFM, SFP Singapore	Robert Carr, CFM, SFP Tacoma, Washington	Jason Martin, SFP Bridgetown, Barbados	Mark Schofield, FMP, SFP George Town, Cayman Islands	Jeremiah Smith, FMP, SFP Avondale, Arkansas	Carole Holland, FMP, SFP Des Plaines, Illinois
Sharatchandra Rao, CFM, FMP, SFP Navi Mumbai, India	Iwona Herman, FMP, SFP Calgary, Ab, Canada	Kamika Forde, SFP St. James, Barbados	Gary Rivas, FMP, SFP Irvine, California	Jean-Pierre Segers, FMP, SFP Pelt, Belgium	Matthew Smith, CFM, FMP, SFP Phoenix, Arizona

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

Michael Schlosser, FMP San Diego, California	Nicholas Willard, FMP Schenectady, New York	Mohammad Aldera, FMP Dammam, Saudi Arabia	Juaun Bean, FMP United States	Michael Englehaupt, FMP Wilmette, Illinois	Rajesh Raveendran Nair, FMP Calgary, Ab, Canada
Tristan Tanfelix, FMP Pickering, On, Canada	Trevor Harley, FMP United States	Alhareth Alldoor, FMP Riyadh, Saudi Arabia	David Hunt, FMP Billerica, Massachusetts	Hoi Yan Lam, FMP Macau, Macao	Samantha Wong, FMP Singapore
William Drinkard, FMP Vero Beach, Florida	Justin Hanby, FMP Jacksonville, Florida	Ahsen Raza, FMP Pakistan	Maha Alyacoub, FMP Riyadh, Saudi Arabia	Wenjie Han, FMP Shanghai, China	Dwight Maxwell, FMP Cambridge, On, Canada
Chioma Wogu-Ogbonna, FMP Abuja, Nigeria	Khalid Munir, FMP Riyadh, Saudi Arabia	Mayela De La Pena, FMP McAllen, Texas	Kevin Reeves, FMP Franklin, North Carolina	Michael Roselli, FMP Sicklerville, New Jersey	Ahmed Alshehri, FMP Riyadh, Saudi Arabia
Zachary Severson, FMP Saint Robert, Missouri	Noha Abdel Rahman, FMP Egypt	Hunter Howard, FMP Westminster, Texas	Greg Suchora, FMP Edmonton, Al, Canada	Harpreet Randhawa, FMP Red Bluff, California	Sukhdip Kaur, FMP New York, New York
Irene Luong, FMP San Jose, California	Casey Righter, FMP Schwenksville, Pennsylvania	Sean Myers, FMP Spring, Texas	William Jones, FMP Columbus, Ohio	Lindsey Conroy, FMP Corvallis, Oregon	Selvakumar P, FMP Bangalore, KAR, India
Alan (Muhamad) Gewarges, FMP Mount Albert, On, Canada	Geri Leyva, FMP Austin, Texas	Anthony Richetti, FMP Drexel Hill, Pennsylvania	Michael Mitchell, FMP Vicksburg, Mississippi	Catonya Merckens, FMP La Habra, California	David Fraser, FMP Buford, Georgia
Ryan Jaffe, FMP Blue Bell, Pennsylvania	Jacob Rangel, FMP Indianapolis, Indiana	Peter Nguyen, FMP Bellevue, Washington	Brian Robinson, FMP Davidson, Alabama	Zach Mazepa, FMP Schererville, Indiana	Deepti Eric, FMP Gurgaon, India
Yelena Kretova, FMP Lewes, Delaware	Sultan Altobaiishi, FMP Riyadh, Saudi Arabia	Patrick Starr, FMP Nipomo, California	Stetson Handshy, FMP Davidson, Alabama	Demiah Wells, FMP Easton, New Jersey	Muhammad Suhail, FMP Surrey, BC, Canada
Vasyil Karabinyuk Zhytnychuk, FMP Harwood Heights, Illinois	Balasubramani Srinivasan, FMP Toronto, On, Canada	Sandra Strauss Jones, FMP Austin, Texas	Andre Morano, FMP Toronto, On, Canada	Keane Scheffel, FMP Toronto, On, Canada	Angeli Angeles, FMP Singapore
Anton Haugh, FMP Scarborough, On, Canada	Tony Garland, FMP Pawnee, Nebraska	Ricki Sorrell, FMP Ottawa, On, Canada	Dawan Davis-Sawyer, FMP Boston, Massachusetts	Jacob Klotz, FMP Fredericksburg, Texas	Yi Hern Sng, FMP Singapore
Corey Brown, FMP North York, On, Canada	Stephen Mutuku, FMP Nairobi, Kenya	Adriana Martinez, FMP McAllen, Texas	Nadeem Syed, FMP Toronto, On, Canada	Sara Slone Becker, FMP Louisville, Kentucky	Hassan Ahmed, FMP Saudi Arabia
Bekah Waltuch, FMP Pahrump, Nevada	Dinesh Pulivarthi, FMP Hyderabad, India	Franklin Gilfert, FMP Robesonia, Pennsylvania	Scott Johnson, FMP Burlingame, California	Davida Dean, FMP South San Francisco, California	Mohammed Aljohani, FMP Madinah, Saudi Arabia
Erik Lassiter, FMP Toledo, Ohio	Elangovan Mohan, FMP Chennai, India	Oneil Jerrick, FMP Brooklyn, New York	Zachary Kelly, FMP Fords, New Jersey	Julie Laska, FMP United States	Fahad Alanzi, FMP Riyadh, Saudi Arabia
Jeffery Cardinal, FMP Spokane, Washington	Johnnie Jui Chye Whang, FMP Singapore	Shannon Mullins, FMP St. Louis, Missouri	James Kelly, FMP Fords, New Jersey	Rachel Tseng, FMP Vancouver, BC, Canada	Drew Jahr, FMP Lubbock, Texas
Jeff Womack, FMP Schertz, Texas	Jasmine Chen, FMP China	Nathan Williams, FMP Cincinnati, Ohio	Philip Kelley, FMP Fond du Lac, Texas	Adam Burdzel, FMP Mansfield, Massachusetts	Yi Gao, FMP Hangzhou, China
Shuaib Saqui, FMP North York, On, Canada	Neha Gairola, FMP India	Andy Goh, FMP Singapore	Yuriy Krasnozhan, FMP Scarborough, On, Canada	Peter Pedersen, FMP Watertown, Wisconsin	Ayyanar Nagarathinam, FMP Bangalore, KAR, India
Sheriese Coy, FMP Swedesboro, New Jersey	Ludovic Francois, FMP Singapore	Alexandria Plastino, FMP Toronto, On, Canada	Paul Mates, FMP Toronto, On, Canada	Stefan Johnson, FMP Port of Spain, Trinidad and Tobago	Feras Motahar, FMP Makkah, Saudi Arabia
Zuzana Horvathova, FMP Vancouver, BC, Canada	Joseph Agunsoju, FMP Yaba, Nigeria	How Kah Wai, FMP Singapore	Daniel Amendolaro, FMP Woodbridge, Virginia	Monica Wheatley, FMP Chesterfield, Missouri	Trista Murphy, FMP Pickering, On, Canada
	Ibrahim Abdullah AlGhannam, FMP Saudi Arabia	Charles Berglund, FMP Murrieta, California			
		Brandon Robbins, FMP United States			

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



Learn, Grow and Succeed in Facility Management

BY MARY RESSLER

Facility managers need information to succeed — whether they are new to the profession or have been working in the built environment for decades. FMs need to know how to keep occupants safe and healthy, how to sustainably run a facility and who to call for advice when creating a new maintenance schedule. By taking advantage of the industry’s knowledge and expertise, FMs can solve challenges today and prepare for (and hopefully prevent) future issues.

For the past 40 years, FMs have collaborated to build a library of information and a worldwide community of professionals to help bring more value to the industry. FMs can access information and collaboration to expand their knowledge and develop the skills needed for success.

The International Facility Management Association (IFMA) has the career development, training, networking, leadership opportunities and events to help FMs make an impact on the profession and on their organization’s bottom line. IFMA is the only facility management association with four decades of experience supporting FM professionals in more than 100 countries.

IFMA’s mission is to advance collective knowledge, value and growth for FM professionals to perform at the highest level — and IFMA has the information and programs to back it up.

Prove Value

A credential is validation that someone has the skills and knowledge needed to perform a specific job. Facility Management credentials verifies a person’s expertise in the built environment — and IFMA credentials are the gold standard in the profession. An IFMA credential leads to an average 40 percent increase in employee performance and a US\$6,000 salary increase within the first year. By earning an IFMA credential, professionals from all backgrounds can demonstrate their skills and mastery while advancing their careers.

Those new to the profession can build a strong foundation of FM knowledge with the Facility Management Professional™ (FMP®) designation. The FMP is designed for facility professionals looking to strengthen their hard and soft skills in FM.

All professionals can develop expertise in sustainability with the Sustainability Facility Professional® (SFP®) program. Professionals will learn to optimize facilities through efficient and sustainable practices and data-driven decision-making while deepening knowledge and becoming a sustainable facilities leader.

Experienced FMs can prove their understanding across all 11 FM core competencies with the Certified Facility Manager® (CFM®) credential. Earning a CFM is the hallmark of a committed facility professional who has demonstrated skills and mastery of the entire FM body of knowledge.

Continue the Journey

Staying current on trends, learning about new technologies and sharpening skills can help professionals at all levels stay relevant as they continue their career journey. Whether proving worth to a new boss or working towards a promotion, continuing education can help FMs stay relevant.

IFMA has a proven track record of providing training that helps FMs succeed as they continue to grow with the profession. Whether adding skills on budgeting or learning to measure for success, IFMA’s best in class training can provide the solution.

Great professional development is not one-size-fits-all, and IFMA offers customizable education to fit all stages of the FM journey. Those new to FM should start with the Essentials of Facility Management. Experienced facility professionals can achieve success with flexible training that will fill gaps in knowledge. FMs can use IFMA’s Self-Assessment Tool to find their knowledge gaps and take individual courses to become a more well-rounded professional.

IFMA also has connections some of the biggest, most respected thought-leaders across the industry to provide training across disciplines including cleaning operations, data governance, furniture and more.

Gain Insights

In response to the rapidly changing workplace, the facility professionals need more responsibilities and skillsets than ever before. The demands on FMs are increasing as buildings age and companies are expected to responsibly manage resources. It is almost impossible to stay on top of the most recent research and information applicable to the built environment.

IFMA is prepared to help support all facility managers with industry news, research and connections to resources around the world. IFMA delivers the hottest FM news and business trends from credible regional and global news sources in weekly digests.

IFMA is also an information leader for the FM profession, by conducting high-impact research and sharing resources from around the world. From industry surveys to forecasting to benchmarking reports, IFMA’s research draws on the practices and opinions of FM professionals and educators, covering topics vital to the day-to-day operations of facility professionals and the built environment in general. IFMA has a collection of hundreds of valuable articles, benchmarking, case studies and research in the Knowledge Library. Library resources come from experts in the industry and IFMA’s own research initiatives.

IFMA WORLD WORKPLACE

Build Relationships

Connecting with a global network of FMs can help all professionals learn and grow in their careers. Meeting new people and building connections with other FMs can lead to information sharing, career advancement and long-lasting relationships.

IFMA provides opportunities for FMs to connect at the local, national and global levels. With over 140 local chapters, professionals can connect at a local level by attending chapter events and meetings. FMs can also discuss issues and concerns on a global scale. IFMA's 16 industry councils provide networking based on industry sector or facility type — regardless of location. The communities of practice connect professionals with interests in a specific topic.

Professionals can also make connections and grow their professional network at the most exciting facility management events in the world. IFMA events are designed for FMs of every career level. Events provide insights and knowledge from world-renowned speakers and thought leaders along with the opportunity to network and develop personal and professional skills. Attendees can also see the latest FM tools and solutions while receiving top-notch education.

The original all-encompassing learning and networking event on facilities and how to manage them, IFMA's World Workplace Conference and Expo is the gold standard in FM education, knowledge exchange, career development and professional network building. IFMA's Facility Fusion Conference and Expo is the FM leadership event of the year, with a focus on personal leadership skills and career development. IFMA also holds events at the global level — with World Workplace Europe®, World Workplace Asia-Pacific, IFMA Global India and IFMA Global LATAM. Local events, including educational sessions and networking events, take place at the chapter level. No matter an FM's interest or location, IFMA has the right event.

IFMA also connects people online with the largest online community of FM professionals. The Engage discussion forum provides best practices, news and information along with connections with colleagues around the world.

ALL FMS
SHOULD ADVANCE
THEIR CAREERS
BY TAKING
ADVANTAGE
OF THE IFMA
PROGRAMS THAT
FIT THEIR NEEDS.

Make an Impact

Career goals can range from the local — managing a facility better than ever before — to the global — becoming a thought leader for the profession. No matter the goal, the IFMA network of more than 21,000 professionals can offer support that will benefit FMs at the career and industry level.

FMs can start by contributing their thoughts and ideas to IFMA. Starting a thread in Engage can lead to discussions and sharing of best practices that can impact the profession. Contributing to IFMA's Knowledge Library or submit an article to this magazine can influence FMs around the world. Participating in IFMA's research will advance the profession through new reports and benchmarking. FMs can also contribute by presenting at one of IFMA's events, either locally or globally.

FMs can also contribute by participating in IFMA's advocacy efforts. IFMA is committed to working with public and private sector partners to magnify the facility management profession by providing reliable information to government leaders around the world on issues affecting the built environment. IFMA Europe, Middle East, Africa (EMEA) is involved in several initiatives to advance the profession. EMEA is actively involved with the European Green Deal in various capacities. IFMA EMEA is also an official liaison partner with the European Committee for Standardization (CEN) and is instrumental in helping develop and define standards at the European level.

Get Started

IFMA is a membership association, but all professionals in the built environment benefit from IFMA's extensive programming. All FMs should advance their careers by taking advantage of the IFMA programs that fit their needs. Those who decide to join IFMA will receive free opportunities, gain access to Engage and qualify for discounts on training, research reports, events and more. Take advantage of what IFMA offers. Start participating today. [FMJ](#)



Mary Ressler has been with IFMA since 2012 and is the Director of Membership and Components. Ressler began her career in association management 15 years ago after graduating from Auburn University.

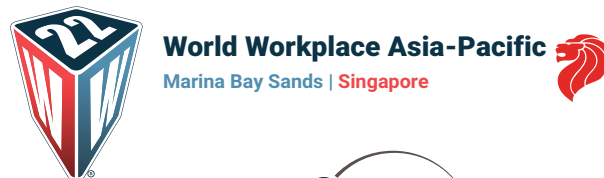


Connect with other facility management professionals at the largest FM events.

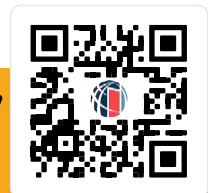
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*why productivity is more
than output per unit*

BY MARK SELF



The pandemic and economic pressures are influencing the way employees work and how they feel about work. Fully understanding the influence and impact these factors have had on the workforce will be elusive, however, some are clear now.

The reasons so many people left their jobs in the current economic environment have been thrust into the spotlight. Workers are frustrated, and in some cases disconnected, and the trend is about more than stagnating wages. They are tired of boring, manual jobs and want to engage more with their roles and their companies. They want to use tools that empower them to be more productive. Supporting employees with the right tools to efficiently manage daily tasks is paramount.

One thing is clear: The Great Resignation shifted some power away from management in favor of workers, particularly edge workers, who typically are a long way from headquarters. These edge workers are generally on the front line, dealing with other employees and customers, and trying to meet their expectations. The tasks they perform are critical to creating value and increasing customer satisfaction. This is especially true in facility management.

understanding productivity's impact

Leaders and managers everywhere should keep productivity top of mind while trying to create a workplace that employees embrace. There are three key pillars of productivity to consider:

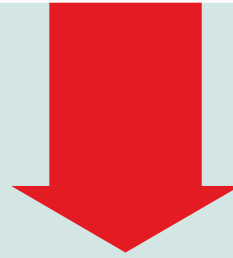
1. ENGAGEMENT

What is the value the business creates? Is it something that employees can relate to? Do they understand how their efforts impact the business? Or are their tasks “just a job?” If so, businesses are fighting productivity headwinds that FM leaders are not even aware of.

An engaging workspace that supports productivity demonstrates that leaders are paying attention to employees. This does not need to be a costly interior design exercise (that helps, obviously), but can be as simple as making sure there are quiet areas, engaging spaces, workplaces that individuals can call their own, versus a cubicle farm that people cannot wait to escape from.

How well communicated are the goals of the company? Does each employee know what they need to do and why they should support those goals? Do they have the right tools in place to perform the various tasks and jobs that support the business? If the answer is “maybe” or “I don’t know,” leaders are not enjoying the benefits of high productivity.

It is crucial to convey the values and output of the business to everyone involved in making it happen so that people are connected to the end goal.



2. FLEXIBILITY AND PERSONAL DEVELOPMENT

Is the whole person employed or only the pay-for-the-time-put-in person? Companies like Starbucks offer tuition reimbursement benefits for a simple reason: it signals that they are invested in the worker, not just paying an hourly wage for time put in. Workers can be evangelists for businesses outside of when they are putting in their time.

Committing energy to the personal development of employees, whether it is in or outside of work, is invaluable. The result will be happier employees who work harder for their employers as leaders working harder for them.

Team empowerment further develops this relationship, such as employees who are offered flexible work hours, overtime or the ability work from home, when possible and feasible.

3. SUPPORT

It is simple: Employees supported by the correct tools to help them with their tasks are going to have higher rates of loyalty and productivity over employees who do not. Are the systems used by workers (edge or otherwise) helpful, easy and support collaboration? Do they power productivity, or do they get in the way?

The quality of the tools provided demonstrates an understanding of ground operations and subtly signals that the organization considers tools that support their workers as critically important to the success of the company. Tools are a way of making otherwise tedious or time-consuming processes easy, fast and reliable, so that teams can focus on adding human and intelligent value to their roles.



empowering the workforce with the right tools

Workers want to be successful in their roles and advance accordingly in their careers. Technology can be used to drive both employee engagement and productivity. While many of their end tasks remain manual, how those tasks are assigned, measured and communicated drives productivity across the company and increases collaboration between teammates.

Workflow management and automation solutions are emerging to help businesses design better repetitive, rote processes. Many of these processes are paper-based and can be automated with digital workflow tools. When combined with Internet of Things (IoT) solutions such as sensors, cameras and other smart devices, these workflow platforms empower both edge workers and leaders to collect and leverage actionable, real-time dynamic data. This data can then be unleashed to inform everyone to make better decisions, which, in turn, drives productivity.

Workflow solutions allow jobs to be scheduled so that workers know exactly what task needs to be done, where that task needs to happen, and at what time. By using IoT sensors in conjunction with these tools, jobs can be automatically scheduled or added ad-hoc to ensure the team is addressing the areas that are most urgent and important.

One example of how technology is changing the FM game is simple but holds a lot of weight with employees and visitors across several industries: restroom cleanliness.

To ensure that a restroom remains in good condition, most companies post a paper-based schedule on the back of the restroom door, indicating the time and date it was last cleaned, and by whom. At the end of the day, that log is placed in a logbook, ensuring that the record is available if needed.

However, there is no checklist on these manual systems. Was the toilet paper checked or replaced in every stall? Were the trash

cans emptied? What if something goes wrong between scheduled cleanings, such as a clogged toilet, an overflowing sink or several stalls without toilet paper? Ad-hoc messes are not on anyone's schedule to clean up, only scheduled ones, and if the assignment is just to clean the restroom, steps may get missed. It may take up to an hour before the problem is resolved, leaving a poor impression for employees and guests. What if someone slips on the wet floor before the issue can be resolved?

By moving from a paper-based system to an automated workflow, tasks like reporting an issue and cleaning the restroom become easier. IoT sensors can measure foot traffic in and out of the bathroom to determine how often it has been used and trigger notification to refill the toilet paper and paper towels after a set number of visitors. Sensors can also detect overflowing toilets and sinks. Once an employee completes the cleaning, they can use their assigned device to record that the task is completed and take time-stamped photos of a clean bathroom. This data can also be used to protect the company against claims of a slippery floor.

Cases like manually tracking restroom cleaning and related ones, such as cleaning up ad-hoc spills quickly, are inefficient and lead to poor customer experiences and unhappy employees. Both outcomes weaken (over time or immediately) customer and employee loyalty in ways that impact the top and bottom line of the business. New solutions empower employees by marrying IoT sensors that track the number of restroom visitors using automated workflows

that ensure each cleansing step is taken in the right order at the right time. This supports both reactive and predictive maintenance, ensuring issues are resolved much faster than before.

Improving productivity in the FM industry is critical to the success of the company and the edge workers that support it. Companies and leaders who pay attention to the three pillars of productivity, as well as the potential of new technology, will reap the benefits. These no longer simply entail factors such as output per minute compared to hourly wage. Instead, they drive higher productivity, and stronger employee engagement and retention. The pandemic and the subsequent Great Resignation have forced businesses to reflect on these factors. Now is the time to create a more productive and positive environment that empowers employees to go the extra mile. FMJ



Mark Self is president and CEO of mpro5 Inc., focused on growing business in North America. He is responsible for creating value for customers in industries including facility management, retail, hospitality, transportation and others. Self holds a master's degree in management from the Kellogg School of Management at Northwestern University, and a bachelor's degree in English literature from the University of California, Davis.

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

WADE: I am the assistant stadium manager for Oriole Park at Camden Yards (OPCY). Most people think of our complex as just the ballpark, but it is three separate buildings: the ballpark, the B&O Warehouse and Camden Station. The Maryland Stadium Authority maintains and operates all three as part of the Camden Yards Sports Complex on behalf of the State of Maryland. It also includes M&T Bank Stadium and all the surrounding parking lots. I have been in FM for almost 20 years, all in sports and entertainment facilities. After graduating from Ohio University with a sports management degree, I was unsure which career track I wanted to follow. As a former college athlete, I always enjoyed seeing and comparing the different types of facilities where we competed. Those experiences made me want to tackle operating a sports facility. During the winter of my senior year, I secured an internship in minor league baseball. I happened to be in the right place at the right time when my boss left for another opportunity and I was promoted to his position as the stadium operations manager. Following five seasons at that stadium, I was fortunate to work as the supervisor and manager at one of the country's top-grossing mid-sized arenas in Atlantic City. Immediately before the Stadium Authority, I was with the Baltimore Convention Center, a 1.2-million-square-foot convention center in the heart of the city's Inner Harbor. While I learned a lot and worked with great people in these multi-purpose facilities, I knew I wanted to land back at a stadium and in a sports environment.

FMJ: What is day-to-day life like at the ballpark?

WADE: Day-to-day life varies so much around Camden Yards, especially during baseball games and other special events, because each event has its own unique challenges. For example,

during the baseball season, game days have varying start times, crowd attendance, suite utilization, and ballpark promotions — there is always something going on and potential problems to anticipate. It is not unusual for us to range from 10,000 all the way to sellout crowds over a seven-game homestand. One of the most challenging situations we face is transitioning from a well-attended night game that could last until after 11 p.m. to being ready again for a 12:35 p.m. start the next day. It takes outstanding coordination between our housekeeping crews, the Orioles, our AV shop, and the rest of the FM team to have everything ready to go like nothing happened a few hours before when the gates open. Additionally, most people do not realize our warehouse is a commercial office property with a wide range of tenants, from the Orioles' front office to law and medical practices. That adds a bit of normalcy to our day, with standard business office hours, in contrast to the somewhat irregular rhythm of the ballpark.

FMJ: Why is OPCY unique and what kind of unique challenges do you face managing OPCY?

WADE: The ballpark is unique from some other ballparks because it is a three-building campus. While other parks may have their team offices inside the stadium, we have the iconic B&O Warehouse. This building is where all the Orioles executive offices are located, along with the Maryland Stadium Authority offices, the MASN (Mid-Atlantic Sports Network) television network offices, law groups, medical space and other companies that utilize the space. It is a combined effort between the Stadium Authority, Orioles, and our service partners to keep up with all the unique demands of a multi-use complex. A few years ago, OPCY and the Warehouse both obtained LEED EB certifications, Warehouse LEED Silver and LEED Golf for Oriole Park, and we continue to work within the guidelines to maintain that certification.

MY FACILITY

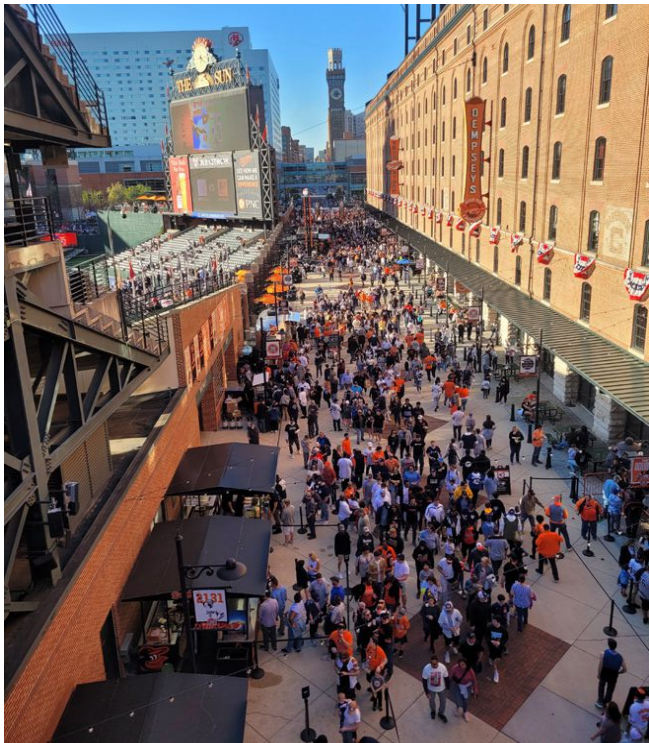
>>>>>>>>>>>>>>>>> **RICK WADE**
 Oriole Park at Camden Yards
 Baltimore, Maryland, USA

FMJ: How much space do you manage and how is it used?

WADE: Camden Yards is a 44,970-seat baseball stadium. Our club level has undergone renovations over the years, so our suite total is around 65. In addition, the club level serves as an event function space on non-game days. The Warehouse is an eight-story brick building with roughly 450,000 square feet of commercial office space, but it also has some banquet and conference spaces on the upper levels. The third property on our complex is the historic Camden Station, an original B&O rail station building now used as contractor offices. It previously housed a local sports and entertainment museum.

FMJ: Thirty years ago, OPCY ushered in a renaissance of modern baseball parks. From an FM perspective, how has the ballpark been able to retain its charm and influence how organizations have redesigned their own home fields?

WADE: Camden Yards has maintained its distinct charm over the years because, on the outside, not much has changed. The brick and steel of the original architecture still set the tone for everything else in the ballpark, from the design of new signage to how upgrades will enhance the fan experience. When it was built in the early 1990s, Oriole Park at Camden Yards ushered in a new way of thinking about how stadiums are designed. It started a wave of construction of single-use stadium facilities, leaving the old multiple-purpose stadiums to be seen as outdated and



eventually becoming almost extinct. Bringing the crowd closer to the field, incorporating public transportation, and integrating into the neighborhood were all new concepts back in the early 1990s but now are integral, mainstream ideas in the design of modern football or baseball stadiums.

FMJ: Tell us about your FM team.

WADE: Our FM team is made up of a diverse set of individuals, with some members who have been with OPCY since it opened in 1992. A handful of staff, including myself, have only been here a little while. For example, I started at the end of February. Our team has seven full-time trade and multi-trade members and five contractual members that report to the supervisor, the assistant stadium manager and the stadium manager. We also rely on a handful of on-call contractors who do more of the heavy lifting regarding repairs and new installations. It is a testament to our team's skill and dedication to how much we accomplished to keep the facility running and looking great after 30 years and thousands of games and events.

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

WADE: With an aging facility there is original infrastructure that is also 30 years old. Making sure we are diligent in keeping our systems operating efficiently without exceeding the budget can be a challenge in a publicly owned building, especially as the Stadium Authority is self-funded through stadium operations. Another significant challenge is working our preventative maintenance program around our baseball and special event schedule. Those games and events make scheduling repairs and responding to failures even harder; if a water line develops a leak during a game, it is virtually impossible to bring out a lift or ladder depending on ceiling height, to find the leak and make the repair while you have 30,000 people in the park. You must be creative and work around things to get the situation under control without affecting the fan experience.



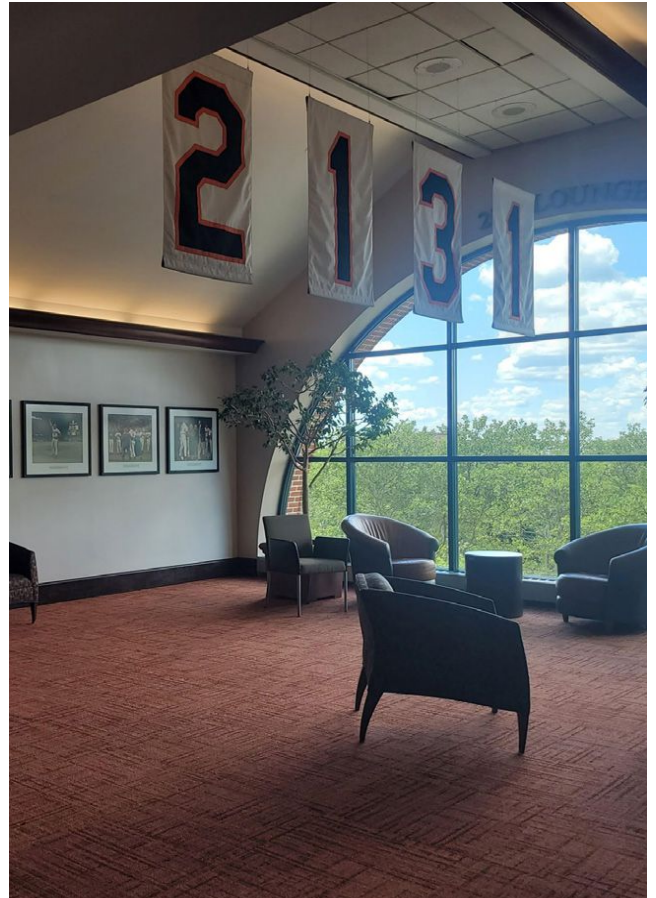


FMJ: What is the future for Oriole Park?

WADE: The future is bright for Oriole Park. The Orioles have been playing well this summer and are a fun group to watch. That means more fans are coming through the turnstiles on a nightly basis, which means good things for everyone involved with the stadium. Although larger crowds also mean more potential challenges from an FM perspective, I am okay with it knowing families and fans are enjoying the ballpark. There are even more exciting things a little further down the road. Over the next few years, we will implement plans for renovations and upgrades to the stadium that will continue to improve the fan experience. I cannot wait to see what the engineers and architects draw up and how it will only enhance the legacy of Oriole Park. On a personal level, this is the first time I have been a part of such an extensive capital improvement project, and I am eager to get started.

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

WADE: The best thing about working in the stadium, arena and convention facilities I have been in is that there is always something different going on. Every day differs from the last, making it exciting to get up and come to work each morning. A close second would be seeing the excitement of the fans who come to our facility and have a great time. **FMJ**



Now Trending

Shaping the future of FM

BY LUKE GOODWIN

Facility management is a profession that has witnessed tremendous flux in recent times. The digital revolution, robotics, changing demographics, the COVID-19 pandemic, the changing nature of work itself – all these trends have had an impact on FM professionals.

FM has become a far more complex and sophisticated industry, requiring professionals that are versatile, flexible and quick to learn.

All the more reason for FM professionals to be proactive about future trends that may shape their industry. Doing so should help to diminish the fear or uncertainty one might have about their chosen industry and, in turn, career.

Trend 1: **Sustainability | Smart Growth**

Sustainable development is no longer the nice-to-have option for businesses. Instead, sustainability, and smart growth, rather than growth for the sake of growth, will grow exponentially as a core business objective and focus.

Deloitte has quoted a study of 12 of the largest multinational manufacturing companies that prioritized sustainability and found they all saved millions of dollars in doing so. One company in the study increased its emphasis on sustainable manufacturing by 40 percent and was able to save US\$7 billion in production costs over a 15-year period.

Allied to sustainability initiatives will be climate change or carbon management, which will mature with greater responsibilities for companies and entities across all sectors. In July 2021, Apple declared that it was committed to attaining 100 percent carbon neutrality for its entire supply chain and product range by 2030.

That came six months after Microsoft had declared its intent to be carbon negative by 2030, as shown in the graph below. Furthermore, Microsoft committed to eradicating all carbon that the company had emitted since it was founded in 1975.

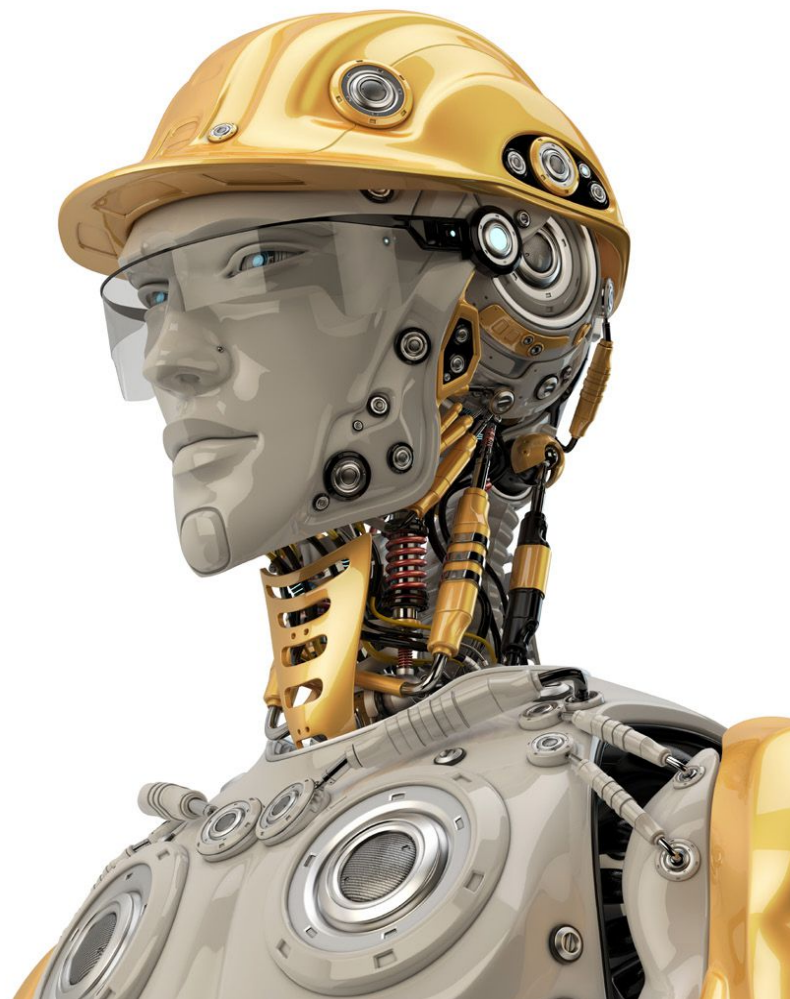
Any efforts by any organization regarding sustainability or, specifically, carbon management and carbon neutrality, will affect FM function. For example, a carbon-related mandate on electricity usage/efficiency in all buildings will need to be planned and overseen with the direct input of FM.

For greater context, PR Newswire projected that the market for smart buildings, which is predominantly sustainability-driven, will reach US\$141.71 billion in the U.S. alone by 2028.

Trend 2: **Big Data | Artificial Intelligence**

Big data and data management will become even more important as FM becomes more data-centric and digitized. Artificial intelligence (AI) is embedded in all the smartest data-related solutions today. Research and consulting firm Frost & Sullivan notes how AI-powered data solutions that include analytics of massive amounts of data are already assisting FM, often with the use of smart sensors or meters.

This technology can provide operational optimization that includes detection of pending power outages or equipment failure, as well as smart building management. This potential will continue to grow, as data systems become significantly smarter by being increasingly based on self-teaching machine learning (ML) networks.



KEY TAKEAWAY:
Sustainable FM will become the norm.



The U.K.'s Institute of Workplace and Facilities Management (IWFM) stresses how the Internet of Things (IoT) will greatly shape FM in the near future. IoT can be defined as the entire network of physical devices and objects that are embedded with digital software, sensors and network connectivity that enable all devices and objects to exchange data and effectively communicate with each other.

IoT will increasingly facilitate a host of FM functions, such as maintenance, asset management, tracking, illumination/lighting, heating, ventilation and air conditioning (HVAC), fire suppression, energy consumption, security, inventory management and equipment monitoring, to name a few.

Emerging technologies of today as the norms of tomorrow

IoT devices will also greatly improve what is referred to by IoT for All as the “holy grail of FM,” namely predictive maintenance. As devices on machinery and equipment can better communicate with each other, they too will be able to raise alerts about potential faults or breakdowns before they happen. This form of automatic fault triggering will ensure that maintenance can become fully integrated and truly predictive.

Augmented reality (AR) FM in the form of app-based 3D visualizations, such as for on-location maintenance, will also increasingly be used in conjunction with IoT devices. For remote maintenance work, the digital twin of a given building, facility or machinery will be possible with AR, allowing for intricate maintenance tasks to be undertaken without the worker having to be physically at a location.



KEY TAKEAWAY:

The emerging technologies of today will be the norms of tomorrow, with resultant influences on FM.

Trend 3: Automation | Robotics

Automation will be another paradigm-changing factor in lockstep with technological advances such as AI, ML and IoT. There will be a host of different types of robots and automation that could be used by facility professionals. One such robot will be the autonomous mobile robot, or AMR, which stands out for its navigational capabilities. These robots, along with automated guided vehicles



or AGVs, are distinct in their ability to do advanced facility mapping, courtesy of their navigation software. Viable, logical routes are based on this mapping and are for now primarily used for tasks related to warehousing and logistics.

Factory of the Future

Looking forward, as with all AI-related and allied smart technology, this type of robotics is an evolving technology. It will shape the so-called factory of the future and what is known as mass customization, whereby mass production will allow for customized products to be manufactured.

No longer will mass production mean that all product lines need to be identical. By being fully autonomous, AMRs and AGVs will continue to revolutionize mass production and mass warehousing, thereby optimizing just-in-time delivery quotas. FMs will have to adapt and implement custom material handling solutions for facilities they manage.

These changes in how work is done on production floors or in warehouses due to increased, evolving automation will mean changes in space planning, asset management and maintenance demands for FM teams. This will be equally true of increasingly automated cleaning systems on a greater and more sophisticated scale. In turn, centralized, “robotic software platforms will allow



FMs to manage multiple, integrated robotic applications throughout a facility, regardless of manufacturer or machinery type.



KEY TAKEAWAY:


Increasingly intelligent, multitask automation will alter traditional aspects of facility management.

Trend 4:
Demographics | Labor

FM's current skills gap will almost certainly continue for the foreseeable future. For one thing, there is an ongoing labor shortage. A 2021 McMorro report found that 72 percent of U.S. FMs cannot find people with the right technical and/or managerial skills for the work needed.

Furthermore, an ARC report found that 40 percent of FM professionals will retire as early as 2026. That will surely exacerbate the skills gap, particularly in terms of management-level expertise.

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Labor shortage problems

The negative news is that younger generations — Millennials (roughly those born between 1982 and 2000) and Generation Z (those born from 2000 to about 2020) — are not entering the industry in encouraging numbers. Bottom line: FM is simply not attractive enough for generations brought up on smartphones, social media and instant gratification.

The better news is that Millennials, for example, many of whom are already close to or at management age, are uniquely poised to be entirely comfortable with the turmoil and fast-evolving nature of emerging technologies, as well as evolutions in work life and the workplace. That was the finding of a CBRE study. These traits should bode well for the greater flexibility and technological agility that will be required of FM professionals.

Greater outsourcing

Another future that is already taking hold will be that of greater outsourcing, which will become increasingly necessary and will allow in-house FM teams to concentrate on core functions. This will result in a diverse range of hybrid outsourcing models and choices, such as bundled or single-service outsourced services.

This will become normative as more companies move away from having in-house teams manage legacy facility functions such as building repairs and maintenance, furniture moves, window cleaning, landscaping, painting, janitorial tasks, electrical maintenance, installation and carpentry.



KEY TAKEAWAY:

Demographic factors and a greater emphasis on core FM functions will shape the industry in different ways.

Trend 5:

Employee Wellness | The Future of Work

There will be an even greater emphasis on wellness and allied resources for employees in the workplaces of the future, a trend that was accelerated with the advent of the COVID-19 pandemic.

Leadership strategist Jeanne Meister quoted a Future Workplace 2021 HR Sentiment survey that found that 68 percent of senior HR leaders believed that employee well-being and mental health would be a top priority in the 2020s. Unsurprisingly, the corporate wellness-related market is forecast to grow to US\$87.4 billion by 2026.

Free online counseling sessions, training leaders on empathic leadership, and meditation apps have become increasingly popular across many sectors, with an emphasis on holistic employee well-being.

Workers will be more demanding

Employees will no doubt be more demanding of soft/personal incentives and packages by companies, as well as feeling safer and more secure in their workplace, an upward trend that will have profound impacts on FM in terms of flexible, hybrid and other forms of alternative work.

These will continue to grow in popularity and stature, meaning FMs must be far more creative and flexible with how spaces are used. Optimal space management will become a key aspect of FM work.

Occupational hygiene factors will also be increasingly important. Workers have become far more demanding of these factors as a result of the pandemic, be it about the cleanliness of contact surfaces and social distancing requirements, to indoor air quality (IAQ) and temperature controls. These will clearly be within the domain of the in-house FM department, or as part of an outsourced function over which in-house oversight is still required.

There will even be a proliferation of Workplace Environment Architects, as named and listed by the World Economic Forum (WEF) in May 2021 as one of its 10 Jobs of the Future. The WEF believes that these workplace architects will be in demand as leaders and corporates realize that the human-centered design of the built environment can impact employee wellness and will be crucial to the future of work.

Add to that other futurist jobs such as work-from-home facilitator and human-machine teaming manager, or fitness commitment counsellor and algorithm bias auditor, and one can begin to grasp just how formidable the paradigm shift will be in the near future regarding the world of work.



KEY TAKEAWAY:

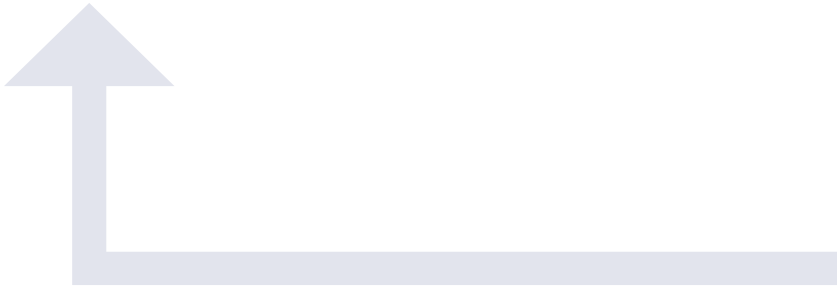
As the world of work and the future of workplaces change dramatically, so will the role of FM professionals.

Wrapping up

A sobering possibility needs to be considered: Rapidly evolving technology and paradigm shifts in how people work, with an allied rise in flexible workplaces and less need for large, fixed premises, could mean the eventual decline or even demise of FM in some sectors. That sounds like an extreme and overly pessimistic notion, but it will certainly be a brave new world for the industry.

As such, flexibility and adaptation by the industry and its professionals will be key for survival and growth. As the saying goes, “forewarned is forearmed.”

Playwright and philosopher George Bernard Shaw said: “The reasonable man adapts himself to the world; the unreasonable



one persists in trying to adapt the world to himself. Therefore, all progress depends on the unreasonable man.” Substitute the word “unreasonable” for the word “brave” or “ambitious” and that quote is tailor-made for the future FM professional. **FMJ**



Luke Goodwin is CMO at FlexQube and an experienced marketing manager with a demonstrated history of working in the logistics and supply chain industry.

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**DIGITAL EXPERIENCES THAT
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BY BROOK POTTER & ANDREW YU

Employees are a company's biggest asset. Deeply engaged, they can deliver 20 percent higher profitability for an organization through greater productivity. But new studies show that just 20 percent of employees are actually engaged in the workplace, a drop from pre-pandemic times.



With hybrid work models looking like a permanent way forward, organizations are working hard and investing aggressively to engage employees — whether they return to offices regularly, infrequently or not at all. They are also leaning hard on facility managers for data to help predict, plan and provision for a more dynamic use of offices to maximize space utilization.

The pandemic-accelerated digital transformation has brought to the forefront PropTech that can help with both scenarios: smart building services and low-code app-building platforms. Bringing the two together can help organizations engage employees, inform space utilization and remain agile as things continue to change.

Companies are having success engaging employees with these types of digital experiences (DEX). Following is a compilation of learnings and examples, and guidance on how to approach the process of delivering a workplace app that unifies the digital experience.

WHAT KIND OF DIGITAL SERVICES HELP ENGAGE EMPLOYEES IN THE WORKPLACE?

Organizations are redefining offices for hybrid work. Instead of making many individual desks available, they may set up huddle rooms, or neighborhoods, which can or must be booked in advance. Or they may organize more special events to bring people into offices, or host them virtually, to bring remote and in-office workers together. For amenity areas like cafeterias, gyms or even conference rooms, enabling smart building data through a company mobile app lets people check occupancy or temperature and apply comfort controls. Here are the broad categories of services organizations build into their digital workplace experiences:

- **Collaboration and socialization** | Technology that helps people see when others are heading to the office, sync schedules and seating, and reserve spaces for drop-by meetups has become a must-have in the hybrid workplace. The desire to make trips to the office “worth it” has also driven workplace technology to include the ability to connect socially, with opt-in personal profiles that enable employees to share their interests with co-workers, join affinity groups and participate in gamified workplace experiences.
- **Comfort and control** | With access to data on daylight, lighting and temperature in different parts of a building, employees can decide to set up meetings in bright, lively areas or quieter spots. And with the ability to control some of those conditions directly, they can accommodate their own preferences — lowering or raising window shades and/or room temperature.
- **Dining services** | If research is reflective of what is happening on a broad scale, the number-one, most-used amenity is anything to do with food —



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ordering meals, checking menus, even alerting colleagues that food leftovers are available and where they can be picked up.

- **Frictionless experiences** | Enterprises now use, on average, a whopping 364 separate apps, with 53 percent of workers noting that they find having to “navigate between apps” more annoying than working on household chores. App platforms that integrate technologies in a way that is seamless to workers is a must-have. This takes the form of a single sign-in to submit service tickets, request PTO, access Office 365 or Jira, check progress-to-goals and other job-related tasks.
- **Well-being services** | Health attestations, notifications to nudge healthy behaviors and support services
- **Amenities** | Gym, yoga, spa services, meditation and more
- **Events** | From all-hands meetings to guest presentations to family days and volunteering outings
- **Training** | Onboarding, compliance training, learning and development
- **Help desk/fix-it** | From reporting a broken laptop to getting a new badge or scheduling a shipment



Frictionless Experiences



HR & Wellbeing Services



Dining Services & Menus



Amenities



Comfort & Controls



Special Events



Onboarding & Training



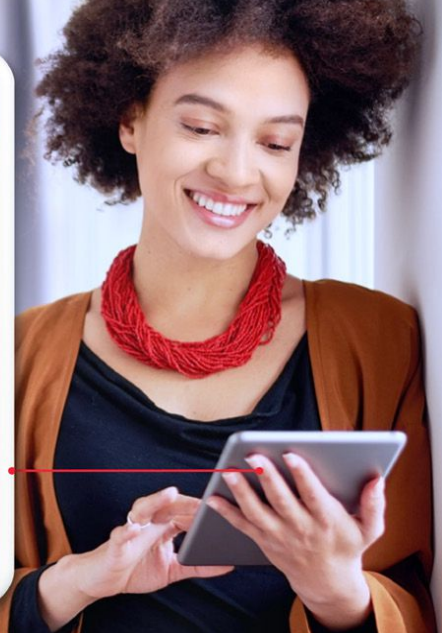
Collaboration & Socialization



Help Desk - Fix it



Data & Insights



Launching a Unified Workplace App: A Roadmap

Here is a guide to creating a unified workplace app that can help keep employees productive and engaged and make the most of an organization’s changing space.

1. Establish stakeholders and teams

The workplace app experience should contribute to missions across the organization; so, the first step will be to identify stakeholders who can help create the vision and priorities for the app experience and play an ongoing role in its evolution. This group typically includes representatives from:

- Workplace Experience/Technology
- Facility Management
- Corporate Real Estate
- Information Technology
- Digital Transformation
- Hybrid Work
- Corporate Communications
- Marketing
- Employee Experience
- Human Resources
- Intranet Manager/Internal Community Manager

2. Conduct discovery

Use focus groups, surveys, observations, interviews and usage data to determine what experiences matter most. Consider day-in-the-life scenarios for in-office and remote work.

3. Map vision & technology enablement

Take what is learned in discovery and prioritize implementation to identify what features the app will have at launch and which ones will be delivered over time. Taking a modular approach helps you get the app up and running quickly and evolve.

4. Lay out the implementation plan

Every organization’s priority and technology enablement capabilities are different. Companies with the most success typically start with an out-of-the-box solution and launch in a limited number of locations, in anywhere from three to eight months. Then they gather feedback and refine the employee experience. They continue to add personas and locations, expand features and integrate other tools and apps, evolving continually in a phased launch approach to enable greater personalization and sophistication — it is all about the art of the possible.

DIGITAL HQ: THE MOBILE WORKPLACE APP

The key technology layer that enables these kinds of engaging experiences is the workplace app. It is the interface by which people interact with smart buildings and other enterprise technologies and tools, whether they are in the office or not. Having people drive their own workplace experiences and connect directly with smart building services through a unified app also helps organizations shift from a facility-centric to a people-centric approach to managing buildings.

App-building platforms now exist that provide sophisticated tools and out-of-the-box integrations presented through a friendly, low-code UI, so organizations can easily deliver a highly customized experience without the pain that has typically come with building or outsourcing it.

USE CASE: SMART BUILDING SERVICES

Smart buildings are those that use technology to enable the efficient use of resources like energy, while also creating a safe, comfortable and fundamentally engaging environment for the occupant. By

using a low-code app-building platform to connect its workforce with smart building services, an organization can engage its workforce in both domestic and international locations while delivering solutions to its clients to help them drive engagement and make their workplaces smarter and more responsive.

By connecting a workplace app to a building management system, employees can use their phones to control temperature, lights or blinds in a space, for example. The app can connect to an access control system to enable digital badging with the phone. Additionally, the app can integrate with smart IoT sensors to show occupancy levels or indoor air quality ratings in spaces.

Through integration with workplace management solutions, such as visitor management, room/desk booking or ticketing systems, the app enables end users to access these often discrete services in one place for additional convenience.

USE CASE: ROLE-BASED APP EXPERIENCE

A multinational bank and financial services company is combining smart build-



ing data within a unified workplace app to create a concierge-like experience for its employees. Using the app platform's low-code approach and native API integrations, they were able to set up role-based personas, which each accessed aggregated smart building data and presented it differently for employees, FMs and floor ambassadors who assist people with the in-office experience. For FMs there is the potential to integrate selected data from the building management system into the app and extend the value of these data to a mobile context.



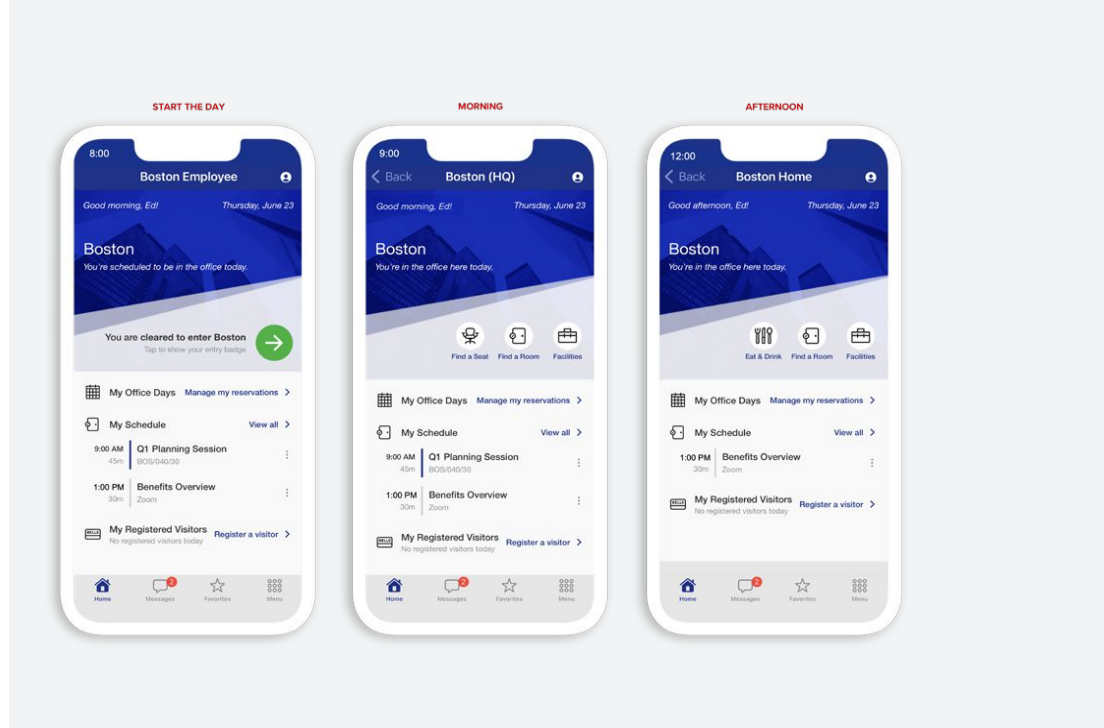
USE CASE: EQUITY AND COLLABORATION

It is possible for a company to launch its workplace app as a central hub of an employee experience that is empowering and equitable, with capabilities focused on building confidence and collaboration in a changed workforce. With this dynamic approach, employees can work from anywhere and still have access to the benefits of being in the office.

Features like interactive maps and video tours of reconfigured office spaces, along with sanitization status and occupancy checks provide transparent tools that inspire confidence, while the ability to quickly see who is working, when and where helps employees align schedules and locations to collaborate. Additional capabilities for social sharing, polls and gamification connect and engage the workforce in a people-centered workplace.

USE CASE: DYNAMIC PERSONALIZATION

A leading global financial services institution engages its employees by hyper-personalizing the app experience based on data users have opted to provide. Depending on where and when the employee logs in, they see different information. Checking the app from home in the morning will show a dashboard with the day's schedule, and knowing that the employee has scheduled to come to the office shows them colleagues who will also be in the office that day to foster collaboration. After they have badged into the office it may show them



lunch options or notifications about on-site office conditions or events. As they prepare to leave for the day it may show them transit schedules.

All of these experiences can be available to employees from a single workplace app. They can be further extended with integrations to the many digital tools and platforms employees are already using day to day.

AN ENGAGING WORKPLACE EXPERIENCE IS NOW TABLE STAKES

While workplace amenities and tools that engage people may seem like a nice-to-have, in the competitive post-pandemic talent market they have moved up in priority to the must-have list. An elevated digital experience is an expectation — companies have to go way beyond a corporate intranet to reflect the kind of hyper-personalized experience people have become used to on their mobile devices and with smart home technology.

The success of organizations, especially people-centric organizations, in the era of

hybrid work is in how they help employees succeed wherever they are. For some that means bringing people back to offices full time. For others it is less frequently, or for certain purposes, so they can continue to be productive, but also get to know one another.

There are incredible tools and solutions in the market today to help facility managers make buildings and workplaces smarter, like building management systems, access control systems and smart sensors. Previously, these solutions and the activities they enable have been driven by site and facility leads. With low-code app-building platforms that can easily integrate other web-based tools and scale securely to thousands of users, they are now able to extend that experience and responsibility to the occupants of those facilities — employees — so they are more aware of what is happening through communication and expression of data and also through actions they can take. **FMJ**



Brook Potter is director of product management, Cloud Services and Platforms at Schneider Electric.



Andrew Yu is CEO and founder of Modo Labs.

RESOURCES

gallup.com/workplace/355082/employee-engagement-strategy-paper.aspx
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THE EMOTIONAL PUNCH LIST

Workplace's
Forgotten
Strategy

BY JOY STEPHAN



Environmental changes affect how people focus, behave and interact. Leaders often lack strategies for managing these shifts. Many real estate advisors and facility managers focus on physical space while overlooking psychological and emotional needs. These strategy gaps leave employees resistant and teams unprepared for backlash. This delays progress, contributes to missed deadlines and influences office use and satisfaction.

Leaders are encouraged to prepare the workforce for change before dramatically shifting gears if they want to avoid push back. Change strategists support the psycho-social and emotional needs employees face when transitioning to new work environments. They also provide fiduciary checks and balances.

Employees respond unconsciously to their environments. These responses can be brought into awareness. When this is widely understood, it leads to more conscious choices and better space utilization.

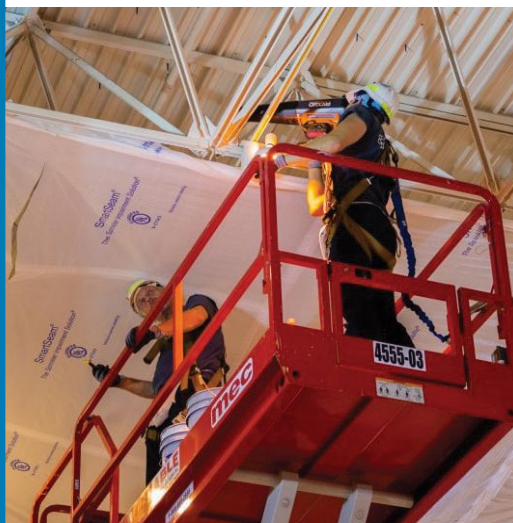
WHAT'S AN EMOTIONAL PUNCH LIST?

Like a traditional punch list, an emotional punch list aligns project teams. It tracks progress and points out where projects are getting stuck. Monitoring emotions during projects helps real estate teams anticipate hurdles and discuss them.

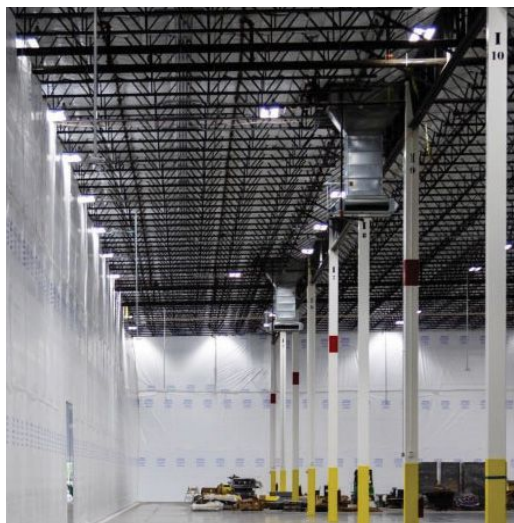
When teams have shared language, emotions are easier to talk about during planning. When progress is held up, it is a tool that can be used to share what is happening. It highlights when a pause is needed and when resistance needs to be managed through. Developing these capacities helps move activity forward with less discomfort.



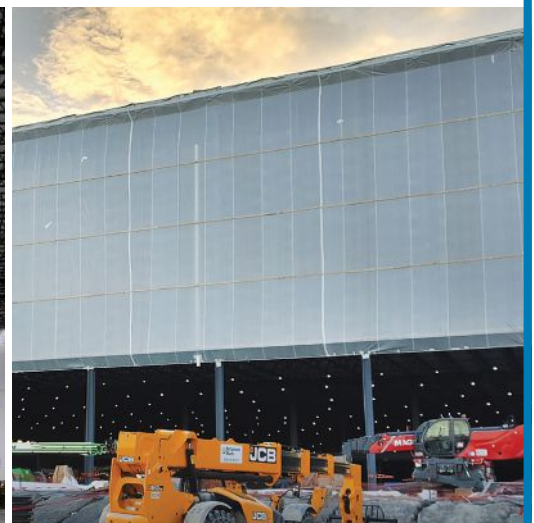
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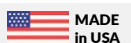


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Experienced change strategists build plans supporting this discovery process end to end. These steps increase capacity, resilience and the likelihood of successful transformation. FM leaders are advised to budget resources to prepare colleagues to work in new environments.

Validate Premises

Guidance from brokers, designers, architects, furniture distributors and company executives are regularly sought. Designing and planning without employee input omits those who use the space most. Employee participation reveals false assumptions vendors and executives can make. It also offers a positive introduction to workplace transformation that prepares the workforce to appreciate the result.

Common concerns around letting employees take part are the time it takes, suggestions it generates and the loss of project control. While it takes time, this can be done in tandem with other scoping projects. When scheduled early on, it saves time and money that could be spent making changes later.

In his 2020 book, *The Practice*, author Seth Godin points out, “We all have a plan on how to make work better, or to change an organization we care about.” Inviting participation does not mean designing to individual specifications. If people expect their exact ideas to be implemented, they will be disappointed. Walking this tightrope is important.

Designing how employees share preferences is critical. Vision boards, Lego Serious Play, journals and TikTok-style videos are a few ways to gather data from a multigenerational, neurodiverse workforce. Sharing perspectives can raise awareness, generate enthusiasm and manage expectations.

A vision is strongest when it is inspired and shared by many people. Invite participation rather than hiding plans behind boardroom doors. Allowing employees to share and imagine new environments helps them adapt and embrace new ways of working.

Expand Awareness

Working in new places can still bring unease, even though remote and activity-based work have been around for decades. The uninitiated assume everyone prefers to work in similar ways. Overwhelmingly, this is not the case.

Seeing varied preferences clarifies how complicated it is to provide inclusive workplaces. It is hard to overlook the wide variety of work styles once they are seen. It has a hidden benefit, as well: it nudges the workforce toward acceptance.

Input is most influential when it is well organized. Cluster analysis is an active technique in data mining. Findings often yield pri-



orities leaders do not expect. Concerns and suggestions surface that real estate advisors and executives might otherwise overlook.

Develop Capacity

Compelling data is a good start, but not enough to overcome emotional hurdles by itself. Environments hold emotional triggers. An emotional punch list helps identify emotions and triggers during change. Facility managers can learn to recognize hurdles and guide others through.

It is particularly tough when the organization's leaders resist modifications. Albert Einstein said, “The world as we have created it is a process of our thinking. It cannot be changed without changing our thinking.” While it is tempting to bypass difficult conversations, there are better ways.

What is important for me to know about... your office door?

Securing buy-in is a change strategists' superpower. They prepare plans to navigate through resistance. Those who specialize in workspaces understand how invisible factors like neurodiversity, environmental psychology (the study of transactions between individuals and their physical settings), and health factors play a role.

While internal change management teams may support some functions, it is difficult for them to remain objective, especially in the beginning. During early stages, they are preoccupied with how they will be affected. Since they already know the “squeaky wheel”



individuals in an organization, they tend to focus on them rather than the bigger picture. As such, they can impede progress rather than move it forward.

Independent change strategists act as fiduciaries. They work without conflicts of interest to guide decision makers end to end through this process. They:

1. are solution agnostic,
2. enable employees to take part,
3. build bridges between stakeholders and decision makers,
4. harmonize perspectives during negotiations, and
5. generate the courage and capacity for change across the organization.

Employees detach and attach to new workspaces more quickly with support before and after. Ideally, a workplace change strategist joins a cross-disciplinary team from the beginning and remains available as the workforce adapts to changes.



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GETTING READY

The best way for FMs to prepare others for change is to experience change themselves. Strong leaders develop personal awareness. See what happens when introducing a new environment to your work routine.

1. Make a list of your most common responsibilities. Experiment with doing these activities in new environments.
2. Observe how well you complete the same types of tasks in different places.
 - a. Is there a difference in how much time it takes?
 - b. The enjoyment you find?
3. Drill down on the specifics:
 - a. How well did the furniture support your posture?
 - b. Were you more/less prone to distraction?
 - c. Did you prefer background noise? Silence?
 - d. What other senses made a difference?

Experimenting with furniture, space and activity is an interactive and productive way to gain self-awareness and develop others.

The Corporate Real Estate Ripple Effect

Relationships between physical environments, social and environmental psychology exist. Taking a holistic approach dramatically impacts how organizations evolve. Better results emerge when interactions between people, places and spaces are considered.

Introducing new environments reshapes how people relate to colleagues and the company. They might interact and relate differently. They develop new behaviors. These shifts are the result of how their environment is interpreted.

Workplace policy and design changes disrupt more than office doors and furniture. In addition to colleague relationships, they impact:

- the talent a company attracts and retains,
- other business relationships,
- community perception,
- investors' returns, and
- the planet.

Finding the Way Forward

FM teams can lead more successful workplace transformation projects by:

1. understanding how people interpret and process environmental changes
2. recognizing emotional milestones that accompany workplace transformation
3. dedicating change management resources to help navigate the emotional and socio-psychological barriers that impede progress

Real estate impacts the environment and social fabric of an organization. How it is governed influences what is expected, tolerated and not tolerated across the organization. Approaching workplace strategy holistically leads to more harmonious workplaces.

Planning for what people need physically, psychologically and emotionally leads to acceptance. Thoughtful change management strategies support individual productivity, team interactions and organizational culture. This improves business relationships with colleagues, customers, investors and communities.

FM teams benefit from working with change strategists and workplace advisory teams. These partnerships:

1. reduce delays caused by indecision and resistance,
2. secure buy-in,
3. support organizational resilience, and
4. lead to greater satisfaction and use.

With the right mindset and change support, leaders are better served by brokerage and FM service providers. They are more influential among the C-suite, middle managers and employees. All this leads to better productivity, cost efficacy and respect in their organizations. **FMJ**



Joy Stephan is a change strategist, working directly with executives, real estate leaders, advisors and others. As founder and CEO of 20Chairs, she delivers strategy and coaching services to leaders preparing for change. Stephan is affiliated with several well-respected networks and consultancies, including IFMA's Workplace Evolutionaries, Outsource USA and TME Consulting Inc. Her work is informed by education in multiple disciplines, including a master's of science degree in organizational change management.

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COMMUNICATION MATTERS

Making connections
in the FM world

BY BILL CONLEY



To those who ascribe to the “six degrees of separation” theory, every facility manager is connected to each other. Six degrees of separation is the idea that all people are six or fewer social connections away from each other. As a result, a chain of friend-of-a-friend statements can be made to connect any two people in the world in a maximum of six steps.

When two professionals communicate with others, those connections can increase exponentially. Communication lies at the heart of all social relationships and great communication begins with a connection. Conversely, connections start communication. FMs should capitalize on the affinity that has developed within the profession. They could start by connecting with other IFMA chapters, councils and communities of interest. They could then branch out to kindred professions.

FMs are good at networking; however, their reach is sometimes limited. They may make only local connections, seeking and giving information with those other FMs close to them. Or it may be strictly geographical: North American centric, or just in parts of Europe or Africa or Asia Pacific. The next step for FMs is to connect with others in the profession beyond their preestablished boundaries.

When FMs espouse the positive aspects

of the profession only among themselves, it sometimes could be seen as preaching to the choir. They talk within their own circles, which is fine for networking, for sharing success stories or best practices, but it is time to expand their horizons.

An estimate of how many people do not understand the FM profession is incalculable. To many, FMs are the unseen forces that miraculously make things happen but are virtually out of sight until needed or services are missed. There is a need for greater visibility of the trade.

As FM communications skills go, combined with their pride in the job, there are other audiences who they should approach to increase awareness of what this profession is all about. Corporate real estate, human resources, green building certification bodies, other trade organizations, upper management, and more importantly, the world at large, all need to hear what FMs do to make this planet a better place. With so many ways to communicate, FMs can spread

messages globally and create discourse. Effective communication opens a two-way street that allows individuals to interact, engage and collaborate, improving organizational efficiency and productivity and an appreciation of each FM’s role in society.

To make communication matter, FMs must create messages appropriate to their target audience. They need to create a strategy that will maximize the impact of the information they are imparting. The goal should be to educate, inform and influence the opinions of the select groups.

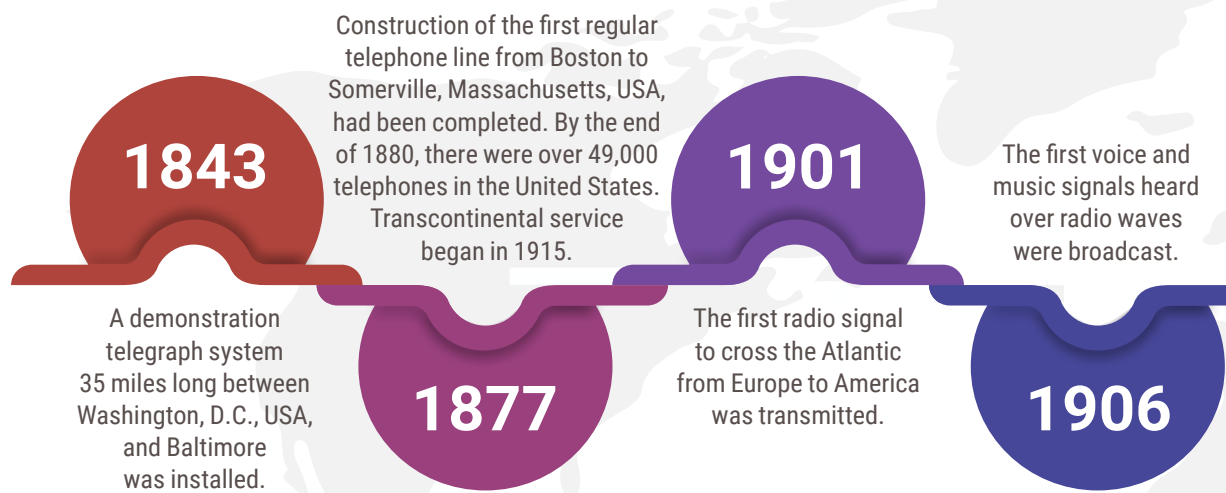
THE WAYS AWAY

The first long-distance communication in recorded history was when the Greeks sent a messenger pigeon to deliver results of the first Olympiad in 776 B.C.

Other early methods of long-distance communication made use of such media as smoke, fire, drums and the reflected rays of the sun. Human messengers on foot or horseback became common in Egypt and China with messenger relay stations built. Other times, fire messages were sent from relay station to station.

Visual signals given by flags and torches were used for short-range communication, which led to the two-flag semaphore system still used well into the 20th century.

Then technology started to influence communication.



Selection of the appropriate delivery method is extremely important in connecting with others. Messages must be sent so that they will be received and understood. In this respect, the medium for communication must be right for the groups that FMs want to reach. The medium and the content are intertwined. The central message or effect of something is not only in the content it carries, but in the way it is presented.

MOMENTUM AFTER PANDEMIC

One of the first things FMs can tout is their performance throughout the COVID-19 pandemic. The old saying, “how quickly they forget,” is never more applicable than when dealing with facilities. Unless FMs continually remind employees of the efforts that were taken in maintaining and delivering a clean, healthy workplace, business as usual will continue and memories will fade. FMs must consistently reaffirm they have taken care of the facility during mandated vacancies as well as normal working conditions.

Connecting with facility stakeholders is integral to sustaining a positive image for the FM team. Periodic newsletters, bulletin board material, having a page on the company website or periodically sending emails will reinforce the benefits FMs provide.

REACHING A NEW CADRE OF FMS

Younger generations are searching for a relevant profession that supports their stance on world events and must be convinced that they can make a difference. Exposing them to the FM profession and its positive impact can help engage them. They need to be shown that FM is a proactive profession focused on enhancing quality of life and sustaining natural resources. Young people need to understand that climate change is real and they

can make a difference as FMs. Connections must be made between FM practitioners and those looking for a relevant field in which they can make a positive impact. They should be shown that in a unified and focused approach through the FM discipline, workable solutions on environmental issues can be globally implemented. With the prevalent use of social media, there are no boundaries on where these messages can go.

GOVERNMENT CONNECTIONS

Making a visit to elected officials will go a long way in establishing FM's relevance. Each discussion has an impact. Voters and constituents catch the attention of legislators and create awareness of issues that must be captured and addressed, whether it be positive or negative. It is a great opportunity for FMs to discuss the profession and the benefits they provide. The talks could center around topics like sustainability, education needs, infrastructure, job creation or just the fact that FMs are a valuable resource for advice and guidance when the built environment is involved.

It is important that FMs help shape public policy and participate in the process of decision making. Reaching out to elected officials in all capacities can make a difference; face-to-face meetings are great, and letters and emails can also be effective. Legislators need help understanding the importance of the built environment and the unique perspective FMs have on related best practices. They must feel comfortable with the fact that FMs can help ensure the decisions they make will be well informed. In any office, advocacy through simple visits or communications can result in multiple benefits for FMs, the profession and the communities that legislators serve.

MEDIA AVENUES

Reaching out to local media is another way for FMs to connect with the outside world. There are steps that do need to be taken. Creating relationships with media outlets is an integral part of utilizing this vehicle.

Every story needs a hook. Sustainability is a great attention-getter and is not just a human interest piece, although it deals with the health, welfare and future of all humans. It goes deeper than that. Scientists talk about the threats and dangers of climate change, but FMs have the solutions. Presented correctly, that could gather attention. If it makes the local news, it could go national; then international. World FM Day is a case in point. In 2022, some of the best and brightest in the facility profession presented sessions on sustainability. Media coverage of this annual event would elevate exposure beyond expectations. All it would take is making the right connections ahead of World FM Day 2023.

TALKING IT UP

The biggest problem in communication is the illusion that it has taken place. FMs are so familiar with what benefits they provide, sometimes it is assumed that everyone else sees things the same way. FMs must be cognizant that most of those not in the profession are not fully aware of what the job entails. It is incumbent on FMs to expand their vision, or at least provide a light to guide the way. FMs should want the message to reverberate throughout the world: What has FM done for you lately? Let them count the ways.

There are opportunities extant in the FM profession to successfully communicate and connect, and these circles are expanding with the increases in available technol-

1920s

Television began to take shape.

A public demonstration of a television system occurred in London; two years later, the first television stations launched.

1970s

Interconnected, networked computers emerged. What became the internet hit the general public in the 1990s.

Approximately 4.5 billion people, more than half the world's population, have access to the internet.

1926

2020

ogy. Connections make the world go around. The call is for FMs to broaden their horizons, while continuously making their mark, going outward and upward. There are no limits to how far the word can be spread. **FMJ**



Bill Conley, CFM, SFP, FMP, LEED AP, IFMA Fellow, is a facility manager at Yamaha Motor Corp. in Cypress, California, USA. He previously 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 almost 100 FMJ articles.



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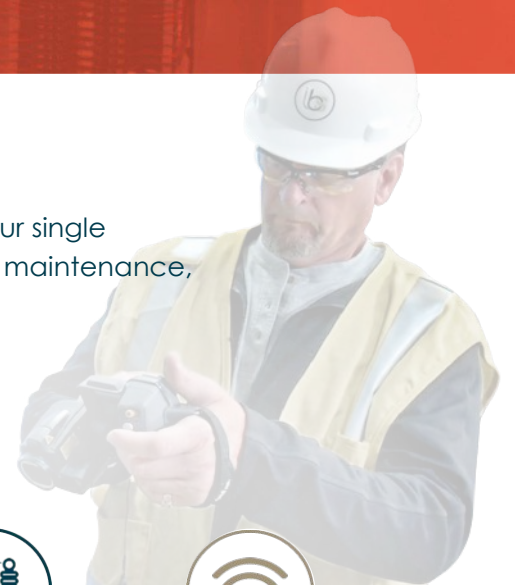
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BY KATHY MIMBERG & JASMINE WASHINGTON-PRICE

School districts are challenged with staff shortages and retention, but one district has found success building a diverse administration, leading to a more diverse organization. Recruiting and retaining a workforce that reflects the demographics of the school division adds another layer of complexity. Alexandria (Virginia, USA) City Public Schools (ACPS)

answered this challenge with innovative strategies to attract a diverse candidate pool to serve its medium, highly diverse school division with a strategic road map that is guiding leadership in addressing racial inequities in education beyond teacher recruitment. Initiatives have led to more a more professional support administration and staff, including facility management.



ACPS Bus driver stands with new electric bus fleet

Given that ACPS serves more than 15,400 students who hail from more than 100 countries, speaking 121 languages, the emphasis on staff recruitment and retention is paramount to ensure that the division's teaching and learning is delivered by highly qualified candidates who students can relate to and who look like them.

What is so interesting about this surge in diversity in the city of Alexandria is the contrast it represents to the city's painful legacy of racism that permeates the school division and has been highlighted in recent years. While much work remains for the school division's staff to truly reflect the broad diversity of its students, ACPS is on a journey that includes a commitment to diversity in staff and leadership as well as in its mission, vision and core values. The school division's 2025 Equity for All Strategic Plan places racial equity at the center of all decisions and serves as

a road map for its vision to empower all students to thrive in a diverse and ever-changing world.

Implementation of the plan has included an equity dashboard measuring progress for all students, an annual equity climate survey and partnerships with cultural organizations to strengthen diversity in hiring staff.

ACPS has 18 schools, including the internationally recognized Alexandria City High School, which, at more than 4,400 students, is the largest high school in the Commonwealth of Virginia.

The ACPS student body is 38 percent Hispanic, 27 percent White, 26 percent Black and 6 percent Asian, with the remaining students identifying as multiracial or Native American/Hawaiian/Native Pacific Islander. The majority of ACPS students (60 percent) are eligible for free and reduced school meals and a third qualify for English learner services.

Diverse Team Leading Facility Management and Operations

It is not typical for FM teams to have a diverse team of women in key leadership positions, as most senior facility professionals tend to be male. In an article published by Zippia, only 23.1 percent of U.S. FM professionals are women. ACPS' commitment to diversity is reflected in the female-led, racially diverse team for FM, maintenance, capital planning and nutrition operations, which includes Department of Facilities and Operations Chief Dr. Alicia Hart, Director of Maintenance and Custodial Services Amanda Ou, Director of Capital Programs, Planning and Design Erika Gulick and Director of Student Nutrition Services Cynthia Hormel.

The women leading the planning, management and maintenance of ACPS school facilities, as well as the school nutrition program, recognize that they serve as role models for girls and young women



ACPS is building a new facility for Douglas MacArthur Elementary School

who have an interest in STEM (science, technology, engineering and math) or hospitality fields. They see that their perspective makes a difference in schools, as they communicate with teachers and administrators on the needs of young children in planning and managing facilities and providing nutritious meal offerings for students. They feel optimistic that the facilities management field and nutrition operations will draw more female professionals in the future.

“STEM careers are becoming more popular with female students today. We work closely with our human resources team at ACPS to strengthen their outreach to young women, to include women of color, who are starting their careers and bring in a diverse pool of candidates when we have openings in our department,” said Dr. Hart.

Recruiting and retaining a diverse workforce takes time, effort and a strategic approach to build the relationships and showcase the existing diversity that can help a range of job candidates envision themselves joining an organization’s workforce. It is a worthwhile endeavor. According to a Harvard Business Review study of the male-dominated financial industry, the success rate of business impact proved higher for diverse groups when compared to groups of individuals who shared various similarities. “The success rate was lower, on average, for investments by partners with

shared school backgrounds than for those by partners from different schools. The effect of shared ethnicity was even stronger, reducing an investment’s comparative success rate by 26.4 percent to 32.2 percent.” (Gompers & Kovvali, 2018).

Diversity of employee and leadership teams increases innovation and creativity and can make a difference in project success. This was the case for ACPS on a recently approved capital improvement program (CIP) initiative led by Dr. Hart and her team. For this CIP project, the FM team collaborated with stakeholders and colleagues within ACPS and the City of Alexandria to purchase a former office building that will be modified for use as a swing space while other school facili-

“The success rate was lower, on average, for investments by partners with shared school backgrounds than for those by partners from different schools. The effect of shared ethnicity was even stronger, reducing an investment’s comparative success rate by 26.4 percent to 32.2 percent.”

(Gompers & Kovvali, 2018)

ties are rebuilt and eventually as a new 600-seat school. Purchasing this building meant that the planning logistics became more complicated than would have been the case in building a new school; however, it allowed ACPS to support instructional success with its facilities while saving US\$39.2 million.

“Collaboration and stakeholder engagement are vital in facility management and support operations. Having the opportunity to work with people from various racial, gender and professional backgrounds helps in understanding how to provide superior services that address the needs of all in the community,” said Dr. Hart. “We all bring unique experiences and perspectives to the table, and this allows us



ACPS students go through the cafeteria line



ACPS is building a new facility for Douglas MacArthur Elementary School

to contribute creatively, build on each other's ideas and work through problems to produce the best outcomes for our students.”

Recruitment and Retention Efforts

While ACPS is still working to strengthen staff diversity throughout its schools and offices, the division has built a good foundation by increasing recruitment efforts overall and developing more targeted recruitment campaigns. Under the leadership of new Chief of Human Resources Dr. Melanie Kay-Wyatt, ACPS has held 40 percent more staff recruitment fairs than in the past and targeted outreach to hispanic candidates and graduates from historically Black colleges and universities (HBCUs). This has strengthened partnerships with universities, resulting in more internship placements and a pipeline for educator applicants and student teachers. ACPS is going into the 2022-23 school year having hired 60 percent more applicants as of July 2022 when compared with the number hired the previous year, and con-

tinues to recruit throughout the summer, for critical positions such as teachers, bus drivers and substitute staff.

Director of Recruitment and Retention Margaret Browne points to the many groups with whom the human resources team has built relationships and shares job opportunities and encourages applicants to consider ACPS. Browne's team prioritizes outreach and partnerships with diverse and diversity-focused universities and colleges, professional organizations and media outlets, as well as advertisements in their communication channels, aligning ACPS' recruitment strategy with its focus on equity. Human resources staff attend recruitment events at HBCUs and collaborate with local organizations whose members may be interested in careers at ACPS, including the City of Alexandria Workforce Development Center, the Ethiopian Community Development Council which supports refugee and immigrant communities, LATCareers, and groups that serve former military members.

“We all bring unique experiences and perspectives to the table, and this allows us to contribute creatively, build on each other's ideas and work through problems to produce the best outcomes for our students.”

Alicia Hart, Director of Maintenance

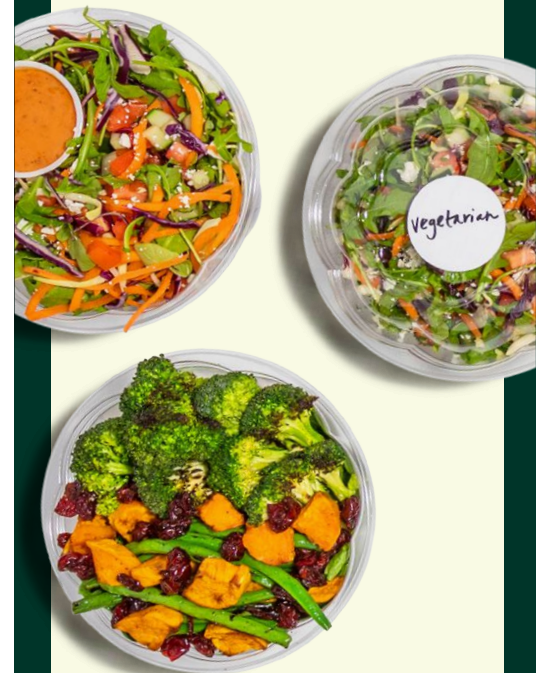
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ACPS celebrates the opening of the Early Childhood Center

“Creating a diverse workforce requires deliberate and strategic planning, so we have shifted from our more generalized recruitment efforts to a more targeted process,” said Browne. “With an incredibly diverse student population in race, ethnicity, country of origin and home language, it is paramount that we seek and hire talented and diverse educators and support staff. As a result of our efforts, we expect to see a continual rise in the diversity of our applicant pool including our high-needs content areas.”

In addition to niche-focused recruitment efforts, ACPS recognizes the importance of retaining staff once they have been hired. The human resources team developed new onboarding procedures for full-time employees and substitute staff and revitalized an employee wellness program. They also launched a new high-profile, nationally recognized Vision, Integrity, and Passion (VIP) awards employee recognition program, which honors

staff who stand out in their contributions to students in the categories of nutrition services, transportation, building engineers, licensed specialists, support staff and leadership. The VIP program received an award of excellence in July 2022 from the National School Public Relations Association.

“Understanding what employees value and creating regular methods of acknowledging their dedication to the organization leads to higher morale between colleagues as well as higher employee retention rates,” explained Dr. Kay-Wyatt. “The previous award program worked well to highlight our outstanding teacher, principal and support person but did not provide the opportunity to recognize the valuable contributions at all levels of staff and the many ways they support the school division and our students.”

Alexandria City Public Schools is fortunate to serve students and staff from a variety of cultures and backgrounds. While

“Understanding what employees value and creating regular methods of acknowledging their dedication to the organization leads to higher morale between colleagues as well as higher employee retention rates.”

**Dr. Melanie Kay-Wyatt,
Chief of Human Resources**

there is still much work to be done, the school division continues to bring in diverse talent, retain good staff and encourage new perspectives and innovative ideas within its workforce. ACPS leadership believes that a conscious effort to address diversity disparities will lead to a workforce that reflects the diversity found in its student body.

“The varied cultures, backgrounds and views in our school division’s workforce help us meet the needs of our diverse students and families. I am proud of our facilities management team — they are among the many superheroes who are vital to the successful operations of our schools,” said Dr. Hutchings. “It is so important for our leadership and staff to reflect the diversity of our students, and we are doing the work necessary to continue to hire employees who bring diverse backgrounds and perspectives to our school community for the benefit of our students.” **FMJ**



Kathy Mimberg is the executive director of communications and **Jasmine Washington-Price** is the internal communications specialist at Alexandria City Public Schools. Mimberg has primarily worked in the civil rights and

public education sectors, and Washington-Price comes from a background serving both federal and municipal government agencies, where she executed strategic plans with a primary focus on engagement.

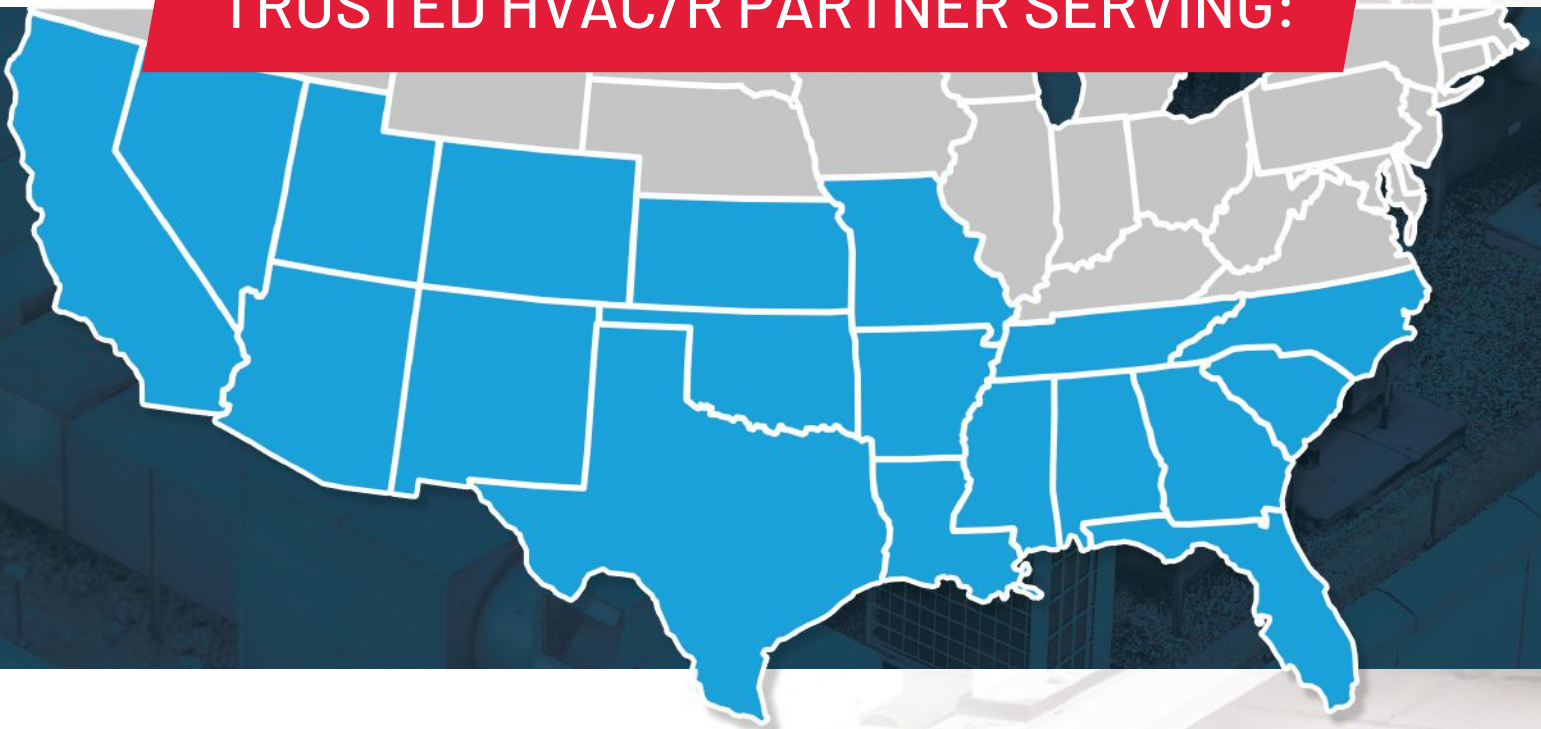


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THE PRESSURE VALVE FOR FMS

BY JAMES LAVERY





Like the rest of the world, the people in charge of managing and maintaining properties have faced unforeseen pressures since the start of the COVID-19 pandemic, whether on the residential or commercial side of real estate. But the global health crisis is far from the first challenge property and facility managers have faced.

Managing properties has always had its challenges, with both tenants and owners looking to property and facility management professionals to deal with a multitude of issues. These encompass everything from a quick and efficient response to maintenance and repairs, adjusting to new rules and regulations, keeping residents and occupants satisfied with the service they receive, maximizing resources, to ensuring premises are COVID-19-safe yet still accessible, while handling the requirements of a full hybrid working environment.

These challenges are placing a strain on FM teams. As a result, managers are increasingly looking for ways to boost efficiency and alleviate the stress of heavy workloads, adopting new property technologies to streamline their operations and ease pressures on them. At the same time, a new generation of FMs is coming in with its own views on how to tackle a changing industry and work environment.

MRI Software this year commissioned its U.K. Voice of the Property Manager Report 2022, looking at key property management trends, challenges, satisfaction levels and how technology is being leveraged to address these issues. The report is based on a survey of almost 300 managers, and examines the issues they face today, how their ranks are changing and the technologies they are adapting to address rapidly evolving circumstances.

THE WORKLOAD AND MENTAL PRESSURES FMs FACE TODAY

The FM's role is becoming increasingly complex — and the pandemic only accelerated the pace. Cost pressures due to competition and the need to do more in the face of changing conditions post-pandemic — both in homes and workplaces — are pressuring FMs teams to achieve more than ever, often with very limited resources. The upshot is a high-intensity environment.

Overwork emerges in the research as a critical challenge. The survey reveals that a third of U.K. property managers work more than 50 hours a week, and 19 percent are individually responsible

for more than 250 properties. Over half (51 percent) see their workload as heavy, with 25 percent admitting to struggling with workload and mental health issues.

Eight percent of the managers surveyed said their single biggest challenge was mental health and the inability to switch off after hours. Even with this issue emerging as a concern, it is interesting to note that only 11.5 percent have recently received mental health or wellness training. This is an issue that the industry must watch going forward — if businesses fail to respond

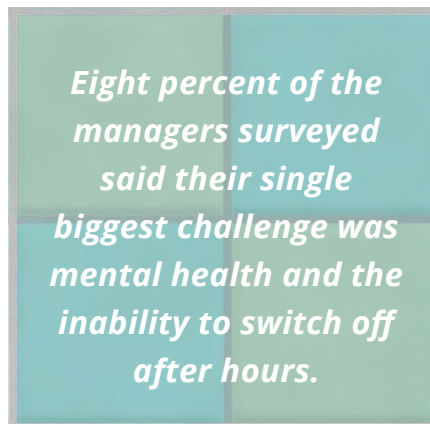
to early signs of potential burnout within their teams, the impact could be severe on everyone concerned.

Adding to the pressure-cooker that many managers feel is impacting their work lives is the task of dealing with aggressive and aggravated owners and tenants. The survey showed that more respondents saw this as their biggest challenge, with 41 percent saying that dealing with frustrated owners and tenants is the toughest part of their job. Keeping up with changing legislation was lower down on the scale, with 16 percent naming it as their biggest challenge, as was dealing with technology — also seen by 16 percent as their primary obstacle.

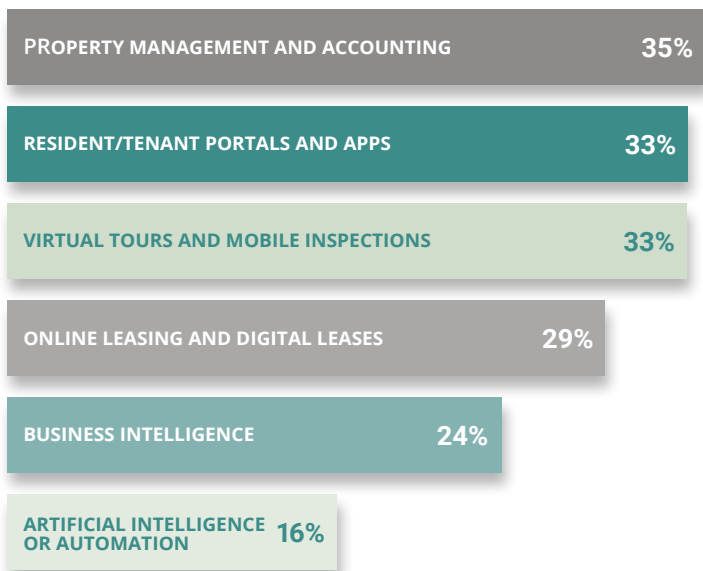
These findings suggest that, while processes and regulatory compliance are clearly a priority, FMs might feel more comfortable managing these matters than the more emotionally charged area of tenant communications. It also points to tenant relationship management as a high priority for companies.

THE TECHNOLOGIES EASING THE PRESSURE

Given the stresses many FMs endure, it is no surprise that they are keen to invest in technologies that could help them work more efficiently. Much of the technology adoption in the FM and maintenance sector today is being spurred by the desire to streamline processes in the face of tight resources, with 41 percent of respondents to the survey seeing efficiency as the driver for new technologies.



Add to the workload challenges the conditions brought about by the pandemic — homeworking, then hybrid working — and the drive toward digital transformation has a sense of inevitability. The report showed investment going into technologies that include property management and accounting (35 percent), resident/tenant portals and apps (33 percent), virtual tours and mobile inspections (33 percent), online leasing and digital leases (29 percent), business intelligence (24 percent), and artificial intelligence or automation (16 percent).



Whether it is to automate critical processes, eliminate the need for duplicate data entry or enable customers to self-serve, investing in new technology is an opportunity to boost the efficiency of working practices, take admin pressure off employees and do more with less. By investing in technologies such as digital self-service and real-time communications portals and apps, FMs can keep up to date with modern consumer preferences — maintaining a high level of customer satisfaction while achieving efficiency and cost savings compared to pre-pandemic manual processes.

After efficiency, business growth was the second-most crucial reason FMs saw to change technology, according to the survey. The research also revealed that cost was not seen as a priority: Only 11 percent of the managers surveyed would change their preferred technology platform for a cheaper alternative, as they are happy to invest in the features they need.

In addition to job pressures accelerating the need for digital transformation, the fundamental demographics in the sector are changing in the U.K., with tech-savvy millennials emerging as the new driving force in property and facility management. This

age group now accounts for over 70 percent of all property management roles and close to half (47 percent) of senior positions. Although women are still underrepresented in the U.K. property management sector, making up just over a quarter (27 percent), the good news is that 60 percent hold senior roles — bringing another range of different views to the decision-making process.

As Millennials now dominate the industry, it should come as no shock that technology uptake is high. With a generation of managers raised on smartphones, tablets and interactive apps replacing one brought up on paper, landlines and spreadsheets, it is natural that new digital technologies were transforming property management even before the pandemic — which has only speeded things up. Indeed, on average, the respondents to the Voice of the Property Manager survey said they adopted 2.8 new technologies in the previous 18 months.

LOOKING TO A BRIGHT TECH-DRIVEN FUTURE

One of the most interesting and heartening findings of the report was that, although many people in the industry see challenges and are looking to improve their work lives with innovative technologies, most are still very satisfied in their careers and happy overall. More than three-quarters (77 percent) of those surveyed said they have a positive outlook on their job — with 80 percent reporting a good work-life balance.

Property and facility management teams face an ever-increasing list of responsibilities driven by seismic industry shifts in recent years, but their outlook remains positive. They are investing in technology and process efficiency at a rapid rate to keep pace with accelerating change and are embracing new tools and working practices that enable them to strengthen their operations. The Millennials' belief in technology may play a vital role in their optimism — that and the fact that most may simply enjoy the business they are in.

Looking at where property management is going, the research indicates that managers expect a more flexible, tech-heavy future for their industry and see this as critical to handling challenges like changing legislation, cost pressures and growing resident and tenant expectations.

When asked about the biggest changes they foresee in the next five years, 36 percent of managers anticipate increased flexibility in their work — with advancements and continued investment in the technologies that enable it. Already, 80 percent of respondents are using some form of cloud-based technology that allows them to do many things remotely.

Many also see a future in which there are more self-managed properties, with 20 percent naming that as the biggest change they see in the next five years, while 15 percent expect more tech-enabled properties as the main shift. Most property manag-



As Millennials now dominate the industry, it should come as no shock that technology uptake is high.

ers likely see all of these things in their industry's future and will remain focused on identifying the technology solutions that best suit their internal processes.

Property and facility management professionals are clearly juggling large, sometimes complex, portfolios and often heavy workloads, yet they are generally happy in their work and optimistic about the future. This attitude bodes well for the real estate industry. Looking forward, the research indicates that managers will be much more likely to see industry trends as opportunities rather than threats. This proactive attitude will serve them well as they continue to innovate to meet future challenges. **FMJ**



James Lavery is vice president of marketing (EMEA) at MRI Software, a global leader in real estate solutions. Working with the PropTech industry for almost 20 years, he has worked at MRI Software for the last four and Qube Global Software for over 14 years prior to its acquisition by MRI in 2018. Passionate about B2B technology, Lavery employs his in-depth knowledge of several software and technology markets to better meet MRI Software's customers' needs.

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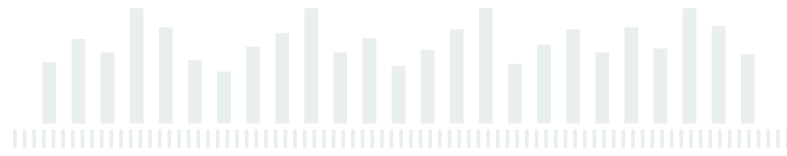


ensuring workplace

WELLNESS

FM's role in the
future office

BY JULIE WILKINSON



In 2020, facility managers moved from behind the scenes to the frontline job of bringing the world back to work safely. There is growing recognition that the pandemic is something society will need to deal with for the near future. With this thinking comes new goals and priorities that will continue to place FMs front and center as organizations see all-new value in advancing employee care well beyond ensuring their physical safety. They will do so with more tech-fueled, human-centric tools and strategies at their fingertips than ever before.

Amid seismic change in the workplace, the FM role is also expanding beyond the central workplace to serve as a critical link between organizations, employees, service providers and other key parties, all of whom are likely operating from different locations on any given day. As a key connection between employees and employers, FMs provide immediate support and ultimately help bring organizations' wellness values to life, wherever people may be working.

According to JLL's recent Workforce Readiness Must Include Workplace Wellness report, more organizations are prioritizing employee wellness, and FMs will play a vital role in supporting holistic health and well-being among employees both in and out of the workplace.

Record stress fuels record resignations — and a new approach to employee wellness

A Gallup poll affirmed what most people felt was true: 2020 was the most stressful year in recent history. Employment records bear this out, with a historic 47.4 million Americans quitting their jobs in 2021 alone — far beyond the previous record-breaking 36.3 million resignations marked in 2020, according to the U.S. Bureau of Labor Statistics and CNN analysis.

This so-called Great Resignation or Great Renegotiation was fueled by employees who cited a desire for more flexibility in

where and how work gets done, better work-life balance and better management, among others. As ideas and attitudes about work have shifted, the workplace needs to evolve to meet those needs — emerging more productive, safer and human centric than before.

Additionally, leading organizations are also recognizing the urgency of taking a human-centric approach, including talking about and acting on mental well-being, due to the cost of business. Stress and burnout are estimated to cost the global economy US\$278 billion annually, measured in rising corporate health care commitments, poor workplace performance and employee turnover.

For these reasons and more, it is only fitting that leading organizations are rethinking the role of the workplace in reducing stress and burnout, to actively promote complete wellness and inspire people to feel and bring their best selves to the workplace.

The workplace of the future will be designed for a new workplace management approach: Theory F, an approach that allows employees and business to flourish. Theory F begins with a simple premise: People who feel they can bring their whole selves to work, do their best work. This new approach to the workplace also encompasses entire ecosystems to include a range of remote work options.

At this point, FMs come in to provide authentic, human-centered workplaces where people feel supported. Employers will need more FM leaders who can bring organizational values to life in the day-to-day workplace environment.

Key ways FM teams can combat stress and improve employee experiences

To produce their best work, today's top talent expects their employers to provide a workplace that is safe and secure — as a baseline. They also want tech-enabled, experiential workplaces that foster health and well-being across the workforce.

Here are FM strategies to support total health and well-being:

1. Reimagine FMs as Experience Ambassadors.

Fundamentally, great FM teams have always helped keep employee stress at bay by working to ensure facilities run optimally and without disrupting staff. In the workplace of the future, FMs can and should be stepping out from behind the scenes to more visible roles in employee care programs.

Innovative organizations are training facility staff as something of a multitasking hotel concierge who can blend the traditional “fix it” approach with the personalized touch of hospitality experiences. As the key connection between employees and employers, such roles can stimulate employee engagement and community across the workforce, while boosting morale, workplace pride and even employee loyalty among the FM team itself.

Amid the rise of hybrid work, designated Experience Ambassadors can help employees adapt to a fluid work environment with ease. By providing real-time support and facilitating community-building activities across work locations, these ambassadors can drive new processes and procedures to connect employees with well-being initiatives wherever they may work.

2. Capitalize on the positive impacts of physical environment to employee wellness.

Research has shown that views of nature can reduce levels of stress. In a Theory F approach to the workplace, design takes full advantage of environmental opportunities to reduce stress. If access to nature is not possible, FMs can incorporate simulated views, artwork, living plants, greenery, or the sound and sight of water to improve employee well-being.

Additionally, wellness zones can reduce environmental stress, offering employees the physical space to let their minds decompress from constant digital stimulation. Spaces that put wellness out in the open encourage employees to take a break and emphasize personal health. Designated tech-free spaces can be used to host wider team discussions and interactions.

The workplace can and should be a place that promotes healthy, energized employees to do their best work. By reducing workplace stress and creating environments to recharge, the workplace can support holistic well-being.



3. Implement digital wellness solutions.

In this increasingly hybrid world of work, organizations must be able to combine the best of human connection with digital experiences to empower and engage employees from anywhere. To help employees' days run more smoothly and more productively — regardless of location — FMs can use digital solutions to seamlessly connect employees across the office, at home or anywhere that work takes place.

FMs can implement a digital hub to give employees access to the comforts of the office — ergonomic furniture, healthy food, office supplies and wellness offerings — and program management to increase adoption and provide seamless connection to workers in all locations. This innovative program exists to give employees the time, space and platform to make positive, simple changes to their workday that improve wellness over time.

4. Partner with other departments like CRE, HR and IT.

More people are recognizing that a human's whole health comprises more than just one aspect of well-being. It is time to bring that holistic view to workplace strategy, too. By working collaboratively across all departments that impact the employee workplace experience, FMs can help organizations achieve their vision of a successful wellness program that benefits employees and allows them to do their best work.



Creating workplaces based on care is one way to ensure the right connections are made and maintained, whether workers are in the office, at home or in some third location. When employees feel their needs beyond physical safety and security are met, they can bring their whole, supported self to work. And that is swiftly becoming the new normal for workplace wellness.

Corporate leaders are laying out bold new workplace wellness visions. For FM leaders, the power is theirs to bring those ideals springing to life, one innovative facility strategy at a time. **FMJ**



A promising new era for FM – and employee well-being as a whole

Since 2020, FMs have risen to the ongoing challenge of reopening and maintaining a safe and secure workplace. Now, as more organizations seek a facility strategy that directly nurtures mental and physical well-being, FMs have a powerful opportunity to extend their impact even further, by playing a lead role in ensuring employees feel safe, healthy and supported at work.



Julie Wilkinson is global product owner, Workplace Experience at JLL where she leads product development of workplace experience and well-being solutions for clients. Her area of expertise is employee experience and the workplace journey with a focus on the hybrid workplace. She has more than 20 years of experience in corporate real estate, operations and corporate hospitality. Wilkinson has transformed the workplace experience for clients across a variety of industries including financial services, technology, professional services and consumer products.

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Behind the Brand

COMPANY NAME: ODP Business Solutions

EXPERTISE: Building Supplies/Services

CSP LEVEL: Platinum

CSP SINCE: 2021

WEBSITE: odpbusiness.com



How is your company responding to the ever-changing needs of the FM world?

As the world of facility management (FM) continues to evolve, ODP Business Solutions (previously Office Depot® Business Solutions Division) understands that helping facilities stay agile, adaptive, and ahead of an ever-bending curve is more essential than ever. That's why — as one of the largest distributors of facility solutions in North America — we are focused on helping facilities management teams work more efficiently.

For starters, we're helping facility managers work smarter with digital tools. Our powerful website features a robust search engine, shopping lists, punchout capabilities, and the ability to manage subscription preferences with ease. In addition, our mobile app helps facility managers succeed from anywhere by providing access to on-the-go ordering, routing, and approvals — whether on-site, remote, or on a hybrid basis.

These are just some of the ways we are leveraging decades of experience — and how we put it to work for our customers as the world of FM continues to evolve.

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When it comes to increasing efficacy, streamlining labor times, and reducing costs, our advanced, real-time user dashboard lets our FM customers access their cleaning purchase history and financial metrics across their organizations, so they can gain more visibility into their accounts and better manage their spend.

We understand that running a facility can be daunting, and with so many options available to facility managers, some may not know where to begin. That's why we offer a free site assessment. Whether conducted in person or virtually, this assessment helps us fully understand our customers' goals, so we can provide recommendations based on insights.

What steps are you taking now to get ahead of sustainability goals?

ODP Business Solutions is committed to decreasing our company's environmental footprint through waste diversion programs, greener packaging, transportation innovations, and product solutions that extend throughout the life cycle — and we put that experience to work for our FM customers.

Our Greener Purchasing Program lets our customers analyze spending, switch to greener options, measure results, and more. Our GreenerOffice™ Delivery Service replaces cardboard boxes with recycled paper bags to lower the impact of waste, and they are transported in reusable plastic totes made of 60% post-consumer recycled plastic.

In addition to recycling solutions and greener products like our Highmark ECO brand, we offer five-gallon and full-service filtered water solutions to help reduce discarded plastic — plus a greener coffee program through Keurig. All of these solutions help our FM customers meet their sustainability objectives while also helping to lower their carbon footprint.

We also help our customers support the people on our planet through diverse suppliers with programs that encourage the growth of diverse businesses. For example, our Highmark ECO greener cleaning products are manufactured in partnership with a nonprofit business employing people who are blind or visually impaired. Best of all, our supplier diversity initiatives help create jobs to uplift the communities where those businesses are located.

Interested in learning more?

Contact Tannon Scoggins at tannon.scoggins@officedepot.com or 503.816.6541.

COMPANY NAME: Leadec
EXPERTISE: FM Service Providers
CSP LEVEL: Silver
CSP SINCE: 2022
WEBSITE: leadec-services.com



How is your company improving the FM industry?

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The UN & the IFMA Foundation

The United Nations Grants Special Consultative Status to the New NGO

BY DIANE LEVINE AND NANCY J. SANQUIST

Earlier this year, the United Nations (UN) granted the IFMA Foundation (Foundation) special consultative status with the UN Economic and Social Council (ECOSOC) as a nongovernmental organization (NGO). This will allow the foundation to participate in the work of the United Nations — sharing ideas and information; forming beneficial partnerships with governments, the private sector and civil society; elevating awareness and advancement of the UN 2030 Sustainable Development Goals; and collaborating with UN Educational, Scientific and Cultural Organization (UNESCO) NGOs in the built environment.



As an NGO, the foundation is invited to attend ECOSOC and subsidiary group meetings and panel discussions, share advice and early warnings, and seek opportunities to provide expertise and representation on behalf of FM — a US\$1 trillion industry with more than 25 million practitioners worldwide.

ECOSOC is responsible for the direction and coordination of the UN's economic, social, humanitarian and cultural activities, serving as a central forum for international discussion among policymakers, parliamentarians, academics, foundations, businesses, youth and NGOs on economic and social issues. Through FM Accredited Degree programs — for which the foundation serves as the accrediting body, together with ABET — a constituency of global industry experts will provide insight and support to the council.

WHAT IS AN NGO?

Generally defined as nonprofit organizations independent from government influence, NGOs are typically value-based organizations that depend, in whole or in part, on charitable donations and voluntary service. Issues addressed by NGOs range from human rights and community development to environmental protection and disaster relief. NGOs' work with the UN includes information dissemination, awareness raising, development education, policy advocacy, joint operational projects and technical expertise.

WHY DOES IT MATTER?

The foundation's Vision is to live in a world where everyone has access to education and career opportunities in facility management and sustainability, inspiring and shaping the future of the built environment. Because its mission with the Global Workforce Initiative (GWI) addresses the three pillars of sustainable development — economic, social and environmental — the foundation is uniquely positioned to make a meaningful contribution to the work of ECOSOC.

Facility management is one of the few professions that can impact all 17 UN Sustainable Development Goals (SDGs), an incentive for students considering FM degree programs, particularly in Europe. Sustainability skills will remain essential for FMs in the foreseeable future and will increase the leadership potential for those with demonstrated expertise in maximizing efficiencies, streamlining building operations, and implementing projects that save money, increase worker well-being and performance, operate healthy buildings, and positively impact the community.

The foundation's belief that a better prepared workforce ensures a sustainable future not only for the FM industry, but the global economy and the planet itself supports the UN's mission to "achieve a better and more sustainable future for all."

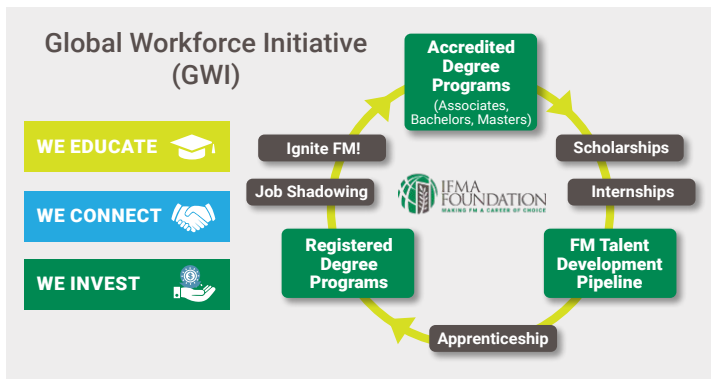
In addition to a focus on training today's youth and incumbent workers for tomorrow's business challenges, the foundation works closely with local governments, multinational corporations, and small- to medium-sized businesses to leverage the strengths of the corporate and government sectors on behalf of FM for social good. Examples include recent grant awards from the Texas Workforce Commission for an FM pre-apprenticeship program (51 students) and the Denver Climate Action Sustainability and Resiliency (CASR) Office for a Good Green Jobs Program (45 students). These programs are providing FM workforce development and education to underserved communities, women, veterans and workers displaced by COVID-19. Partnering with Goodwill of Houston, Goodwill of Colorado, and the IFMA Houston and IFMA Denver chapters, the foundation is providing green jobs and economic mobility for students enrolled in these grant programs.

GWI: EDUCATE, INVEST, CONNECT

GWI programs are supported by IFMA Foundation GWI Advisors JLL, Sodexo, ABM Industries, and A&A Elevated Facility Solutions, who provide both financial support and jobs to students graduating from these programs. GWI Advisors also provide strategic direction and guidance on the management, growth and geographic areas for new programs. Last year, JLL hired 17 students through GWI.

"The Global Workforce Initiative is a critical effort to ensure the continued sustainability of the facility management profession. There is a serious labor shortage on the horizon within the facility management industry. Without decisive action, this shortage will have serious ramifications on the future of the built environment. The IFMA Foundation and our GWI Advisors are collaborating on this critical initiative with the collective goal of attracting diverse talent to careers in FM and supporting their long-term growth through training and education opportunities."

Irene Thomas Johnson,
GWI Advisor and IFMA Foundation Chair



GWI programs, including bachelor's, master's and doctorate degrees and certificates, are offered through the foundation's:

- FM Accredited Degree Programs (ADP)
- FM Registered Degree Programs (RDP)
- FM Talent Development Pipeline Programs (TDP)

Students enrolled in GWI programs apply for scholarships and participate in internships, job shadowing and the IgniteFM! Student Challenge. Today's smart buildings require more advanced technical knowledge than the normal training programs offer. GWI programs work to fill the lack of skilled FM professionals to ensure buildings and infrastructure are managed and maintained properly to avoid potential public safety and health issues.

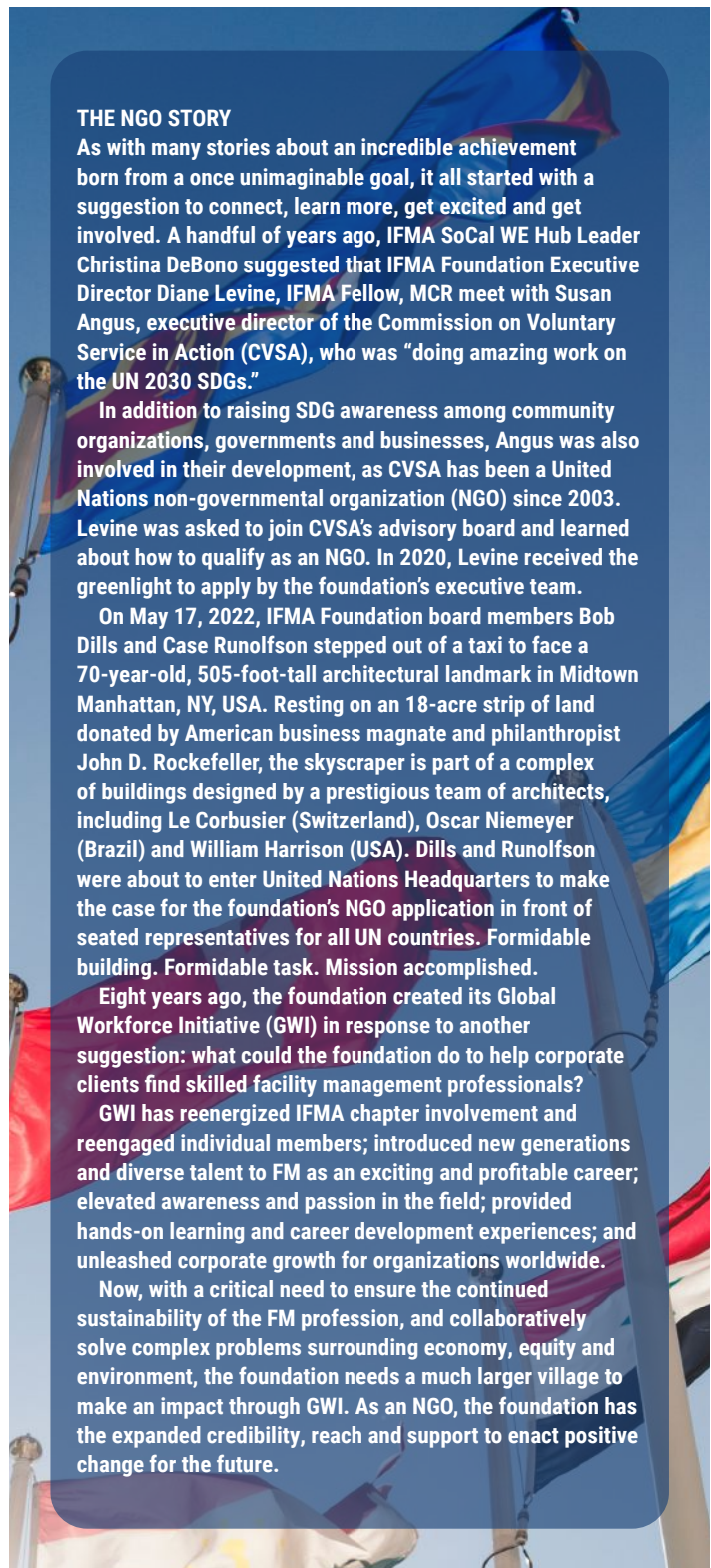
CALL TO ACTION

Anyone can help the foundation by supporting its goals and taking advantage of opportunities to shape the future.

- » Partnership Goals
- » Fill the FM talent gap with well-qualified professionals.
- » Expose youth, incumbent workers, veterans, the unemployed and underemployed to FM careers.
- » Educate guidance counselors, parents and teachers about FM.
- » Engage local FM professionals in student outreach programs.
- » Introduce the FM profession into high schools and community colleges.
- » Grow the number of FM educational programs in underserved communities.
- » Increase the number of employments, internships, apprenticeships and job shadowing opportunities in FM.
- » Increase the number of annual scholarships offered to students.
- » Invite companies to join the UN Global Compact (unglobalcompact.org).
- » Make people aware of FM's significant role in impacting the UN 2030 Sustainable Development Goals.
- » Connect with STEM, STEAM and other existing outreach programs to promote FM. **FMJ**



Diane Levine, MCR, IFMA Fellow, is the executive director of the IFMA Foundation. She is a former IFMA board member, and an award-winning co-editor and author of the "Work on the Move" series along with numerous FM books and articles. Levine is one of the pioneers of the Foundation's Global Workforce Initiative (GWI).



THE NGO STORY

As with many stories about an incredible achievement born from a once unimaginable goal, it all started with a suggestion to connect, learn more, get excited and get involved. A handful of years ago, IFMA SoCal WE Hub Leader Christina DeBono suggested that IFMA Foundation Executive Director Diane Levine, IFMA Fellow, MCR meet with Susan Angus, executive director of the Commission on Voluntary Service in Action (CVSA), who was "doing amazing work on the UN 2030 SDGs."

In addition to raising SDG awareness among community organizations, governments and businesses, Angus was also involved in their development, as CVSA has been a United Nations non-governmental organization (NGO) since 2003. Levine was asked to join CVSA's advisory board and learned about how to qualify as an NGO. In 2020, Levine received the greenlight to apply by the foundation's executive team.

On May 17, 2022, IFMA Foundation board members Bob Dills and Case Runolfson stepped out of a taxi to face a 70-year-old, 505-foot-tall architectural landmark in Midtown Manhattan, NY, USA. Resting on an 18-acre strip of land donated by American business magnate and philanthropist John D. Rockefeller, the skyscraper is part of a complex of buildings designed by a prestigious team of architects, including Le Corbusier (Switzerland), Oscar Niemeyer (Brazil) and William Harrison (USA). Dills and Runolfson were about to enter United Nations Headquarters to make the case for the foundation's NGO application in front of seated representatives for all UN countries. Formidable building. Formidable task. Mission accomplished.

Eight years ago, the foundation created its Global Workforce Initiative (GWI) in response to another suggestion: what could the foundation do to help corporate clients find skilled facility management professionals?

GWI has reenergized IFMA chapter involvement and reengaged individual members; introduced new generations and diverse talent to FM as an exciting and profitable career; elevated awareness and passion in the field; provided hands-on learning and career development experiences; and unleashed corporate growth for organizations worldwide.

Now, with a critical need to ensure the continued sustainability of the FM profession, and collaboratively solve complex problems surrounding economy, equity and environment, the foundation needs a much larger village to make an impact through GWI. As an NGO, the foundation has the expanded credibility, reach and support to enact positive change for the future.



Nancy Sanquist, IFMA Fellow, is a professional involved in the built environment for the last few decades. She is a past chair of the IFMA Foundation and a co-founder of the Global Workforce Initiative (GWI) and Workplace Evolutionaries. Sanquist is the author of many articles and co-editor of books on FM/CRE, technology, architecture, urban planning and maintenance including the award-winning book series "Work on the Move." Sanquist is working on a new book, "Reimagining Place in the 21st Century."



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FM SERVICE TRANSFORMATION

BY KIM NEWHOUSE, RACHEL STAMM & IRENE THOMAS-JOHNSON





From webinars to white papers, blogs to books, there is an abundance of material on workplace transformation, especially in the wake of disruptions created by the COVID-19 pandemic. The shift in perspectives on how and where work gets done and how organizational leaders are (or are not) adapting work models have dominated discourse on the workplace of the future; but what about those responsible for meeting the evolving needs and demands of the transformed workplace? If work models change, won't FM services delivery models change, too?

Providing critical services, facility managers were key to the success of building operations globally during the pandemic. Many organizations realized, some for the first time, the clear benefit of including FM insights and expertise in discussions on workplace safety and strategy. With FM's guidance on adjustments to air exchange rates, cleaning frequency, lighting schedules, food services and countless other operational areas, FM services have become a more common discussion item in today's C-Suite.

As organizations continue to navigate the latest transformative concepts and opinions — searching for the best ways to operate their business, ascertaining what future occupancies will be, and weighing the costs and potential benefits of new amenities, technologies and services — they are relying on input from FM teams who are also in the process of evaluating and plotting a course forward.

While FM services will continue to ensure a safe, healthy, supportive physical workplace, it will also expand to include ways of attracting and retaining talent, creating an experience for all users, enhanced by smart technology. New workplace expectations require new service mindsets, methods and models.

PEOPLE

Amid the Great Resignation, it is critical to improve talent attraction and retention at all levels of the organization. Post-pandemic, many organizations have followed the trend of amenity improvements to entice people back to the office. Although amenities can help draw new talent and incentivize current staff to stay, personalized attention and individual health and well-being have risen in importance.

Creating a human-centric culture that nurtures and recognizes employees generally increases satisfaction and results in longevity within the firm. While FM teams must often prioritize tasks over human-centered projects, they must take an interest and factor in the emotional health and needs of each employee. This may be simply taking time to listen, allowing the employee to give their opinion and feedback. This helps the individual feel like a part of the team, filling the human need to belong and feel valued.

Human-centered activities can include recognition (public or private), showing appreciation for a job well done. An employee who believes in the corporate brand and is proud to be part of the organization will set great store by acknowledgement of their contributions and worth to the team.

Focusing on people has historically been a basic management skill; however, today's workforce expects more. They are responding to genuine gestures of attentiveness, gratitude and approval with elevated dedication to the organization and higher motivation to excel. Showing employees that they are heard, seen and valued will help the corporate culture flourish in an ever-changing workplace.



The Global Workforce Initiative addresses the triple bottom line of economy, equity and environment. Meeting this demand is critical to the energy efficiency of the built environment, reducing greenhouse gas emissions, increasing economic productivity of these buildings, and providing education and employment opportunities in the facility management profession.

GWJ programs are offered through the IFMA Foundation's:

- FM Accredited Degree Programs (ADP)
- FM Registered Degree Programs (RDP)
- FM Talent Development Pipeline (TDP)

Students enrolled in GWJ programs can participate in scholarship programs, internships, job shadowing and its signature student competition, IgniteFM! The Student Challenge.

The GWJ:

- Educates students and incumbent workers through our accredited and registered degree programs in higher education institutions. Its talent development pipeline programs engage students and incumbent workers to prepare for the facility management profession which impacts the triple bottom line.
- Invests in the future by providing new career opportunities through scholarships, internship programs, career fairs, job listings, job shadowing and Ignite FM! student competitions.
- Connects with communities to inform students, parents, teachers, guidance counselors, community organizations, economic development and government agencies about an exciting and prosperous career opportunity.



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EXPERIENCE

As the workplace evolves, FM teams must focus on, and integrate, occupant experience. This is another shift in how FM services have historically been provided. Regardless of one's role, everyone on the FM team has a responsibility to create a positive customer experience.

Sustainable operations and safety have always been, and will continue to be, foundational to FM services. However, these FM services must take place with hospitality in mind, creating an improved experience for the user when interacting with the FM team.

FM was generally considered a back-of-house service, in which work was intentionally done at times or in areas where the FM team would not be seen. Now, it is beneficial for services to be taken care of in full view of occupants, exhibiting the care given at a facility to ensure it is a safe and healthy place to be.

A good example would be cleaning functions. Pre-pandemic, the bulk of cleaning was done by the night shift, supported by a small day staff, so the work was rarely seen. Now, many cleaning tasks are scheduled for daytime working hours, which allows occupants to observe the level of work being done.

TECHNOLOGY

With a transition to dynamic, hybrid workplaces, smart building technology and complex system integration are rapidly evolving to address the real-time needs of the workplace. These advancements — including analytics, wayfinding/display signage, improved reservation systems, robotics — will help measure and manage the influx of occupants, as well as their expectations for a safe, modern facility.

Building system advancements will require augmented FM skills to manage the technology integrated into the digital workplace. Upskilling to understand comparative analytics shown within a system or understanding the intricacies of a more advanced building management system will grow in demand as technology evolves, giving FM and engineering teams additional opportunities for advancement.

TALENT GAP

The yin and yang of rapid, rampant change creates opportunity and challenge. Just as facility management gains a foothold in its influence and impact on the future built environment, the industry also faces a growing talent gap, with more than half of today's FM

practitioners expected to retire in the next five to 15 years. Programs such as the IFMA Foundation's Global Workforce Initiative (GWI) and partnerships between educators, community organizations, government agencies and multinational companies are crucial to engaging students, young professionals, and displaced or transitioning workers, and creating a clear career pathway to an exciting and fulfilling career in FM.

FM professionals can join the effort to fill the industry's growing workforce gap by applying the same service delivery model — people, experience and technology — to those with a curiosity about, or potential for, a career in FM. It is to the industry's benefit to ensure not only its adaptability, but its longevity, within the future workplace. **FMJ**



Kim Newhouse, CFM, LEED AP O+M is the Facilities Management & Experience America's Lead at JLL. She has more than 25 years of FM experience and has a passion for leading teams, creating a culture of excellence with a focus on inclusion, innovations, thought leadership and client care.



Rachel Stamm is a Senior Director in Talent Acquisition at JLL, leading the Workplace Management recruiting teams for Mergers & Acquisitions, Skilled trades, IFM and Workforce Development. Stamm has more than 16 years of experience as in talent acquisition. She served in the United States Air Force and after transitioning out of the military, helping transitioning veterans became a passion for her through recruiting. She enjoys helping to educate companies on how to build and grow their veteran recruiting programs and championing the value of a veteran.



Irene Thomas-Johnson, CFM is a Global Account Executive with JLL, where she manages and develops successful collaborative partnerships with clients. Accountable for working with clients and prospects regarding corporate real estate objectives including cost reduction, diverse talent improvement, increased service integration driving client occupant productivity and ability to drive consistent real estate delivery locally and globally. She is long-time member of IFMA and serves as Chair of the IFMA Foundation Board of Trustees, the IFMA Foundation Executive Advisor & Chair of Global Workplace Initiative programs, and Past President of the IFMA San Fernando Valley Chapter. In 2021 she received the GlobeSt. Elite Women of Influence Humanitarian Award.



*INTERN*ships

The Lifeblood of the Facility Management Industry

BY PETER WARNER

The widespread misconception that interns are there to fill up a few credits for their course, add an extra line to their resume, or make a few coffees and copies is outdated, but the value internships bring to a company is still underestimated.



Femke Boon-Haagsma and Louise van der Kamp-de Raad

Savills Netherlands facility managers Femke Boon-Haagsma and Louise van der Kamp-de Raad see internships much differently. Their experience with intern Anissa Versluis highlights the importance of adding young professionals to the team while giving back valuable experience to a student.

Internships are not just about finding a desk for a student to sit at for a few months; it concerns identifying quality internships to ensure a valuable experience for all parties involved, said Marianne Korbijn-Bossers, graduation placement, alumni and industry relations coordinator of international facility management at Breda University of Applied Sciences.

“There are universities which focus on the soft services part such as engineering, but less so on the soft services of hospitality and ensuring the health and well-being of tenants.”

– Marianne Korbijn-Bossers

BREDA UNIVERSITY OF APPLIED SCIENCES (BUAs)

BUAs, located in the southern Netherlands, is one of 12 collegiate FM bachelor programs in the country, highlighting the importance of the industry in the region.

“There are universities which focus on the soft services part such as engineering, but less so on the soft services of hospitality and ensuring the health and well-being of tenants,” said Korbijn-Bossers.

INTERNSHIPS AT BUAs

Internships are the lifeblood of any applied sciences study program. Students who learn about practical matters must, of course, put them into practice.

“Processes are more likely to stick when experiencing them in real life rather than via a PowerPoint presentation,” said Versluis. Students at BUAs are placed at companies around the world, living confidence-building experiences within the industry of their choice, while forging ahead along a career path that is steadily gaining momentum.

Korbijn-Bossers has been at the forefront of the BUAs FM placement program, while Boon-Haagsma and van der Kamp-de Raad, graduates of BUAs, benefited when they embarked on their own internships in Ireland, Brazil, South Africa and the Netherlands (Achmea).

GETTING THE BALL ROLLING

Versluis went through the process of preparing her motivation letter and short-listing various potential companies. Many of her options were purely focused on the practical side, whereas Savills offered both research opportunities and hands-on experience. BUAs complements practical program elements with industry-wide research. Students spend much of the second half of their studies involved in extensive research into the ever-changing world of FM and learn to be critical of the status quo.

Career paths and FM work opportunities can be a double-edged sword, appealing to many students looking for their next step after school, but often as an obstacle to finding clarity and direction from the start. Many students such as Versluis choose the FM program due to its multiple job opportunities and wide reach, but it was only when she started her placement that she began to pinpoint specific elements that attracted her, namely purchasing. She was in daily contact with suppliers during her

months at Savills, learning how to communicate effectively and identify the best supplier — knowledge that she can now confidently apply back on campus. The pieces of the puzzle started fitting into place during her course, much to the delight of her lecturer. Her choice of real estate showcased one pathway open to FM students.

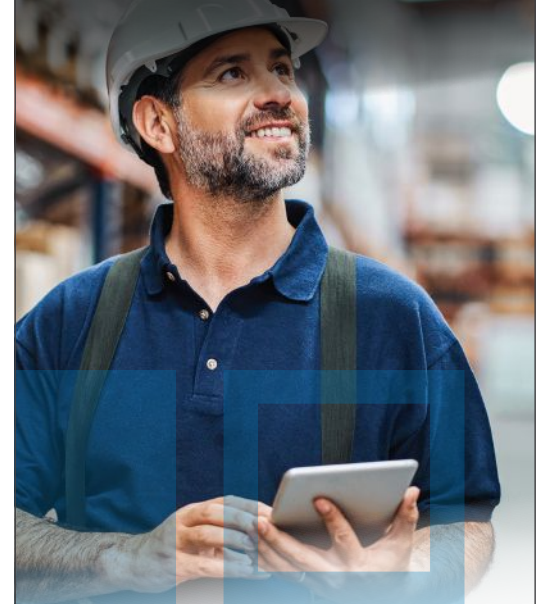
FIRST IMPRESSIONS

Despite the hour commute (a considerable distance in the Netherlands), the opportunity Versluis had to travel to and work in the financial district of the Netherlands, demonstrated why the physical presence at the office will never vanish. The weekly walk among the skyscrapers was a vivid reminder of the physical challenges of her chosen company and could not be replicated via a video call. The contact moments with her colleagues and immediately feeling part of the team struck her most. As with much of the Netherlands, hierarchy within the business world is not observed rigorously, and Versluis experienced this firsthand when grabbing a coffee with her CFO. Experiences like this meant she quickly grew in confidence, with Boon-Haagsma and van der Kamp-de Raad showing great trust in her abilities.

Her roles varied from interviewing accounts for a project on tenant benchmarking, carrying out market research, and maintaining contact with and obtaining quotations from suppliers, during which time she had the opportunity to hone her Excel skills.

One project she and van der Kamp-de Raad worked on was “a real eye-opener and showed me how differently things were done in other countries,” said Versluis. Throughout the experience she benefited from not just one mentor but profited from the guidance of both Boon-Haagsma and van der Kamp-de Raad, whom she met weekly. Versluis gained different insights from each of them and their respective teams and learned that there

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Anissa Versluis and Marianne Korbijn-Bossers

were “a lot of responsibilities, but the facility and property management teams invited me to get involved from the start and motivated me along the way.”

COVID-19 and the numerous lockdowns reduced the time spent in the physical office. According to Boon-Haagsma, FMs are now challenged to add value and manage very different working arrangements for employees. Therefore, Versluis’ split between working from home and at the office was a valuable preview of life beyond university — certainly not a new concept for students around the world either, who have shown great resourcefulness and adaptability to continue their studies.

COMPANY IMPRESSED

Her supervisors said Versluis was open from the start of her internship and looked at things from a different angle, an attitude they welcomed. Experience does not guarantee innovative ideas, but can often impede them — a sentiment echoed by Boon-Haagsma.

“Interns not only bring a fresh perspective, but also new knowledge. We spend much of our time busy in our daily tasks, therefore the time to keep up with devel-

“Interns not only bring a fresh perspective, but also new knowledge.”

– Femke Boon-Haagsma

opments in a constantly changing industry simply isn’t there,” she said. Interns benefit from still being students of the industry. Boon-Haagsma pointed to the example of suppliers, and that it can be easier to stay within comfort levels and miss opportunities to make changes that could be beneficial to the company. They invited a new cleaning company each week to present, and Versluis’ fresh perspectives on the industry proved invaluable in helping make the selection.

“I was encouraged to bring my own ideas to the table. You have to be more critical of the situation, always prepared to ask questions about what is going on, but also knowing when to step back and observe,” Versluis said.

WHAT NOW?

Versluis is adjusting to life back on campus after her months in the bustling city life of Amsterdam. The impact of the daily routine experienced in the day-job is not to be overlooked. But fortunately for her, she now enjoys the best of both worlds, dipping her toes into life at Savills as a working student, but also diving back into the books at university. Despite the sudden impact of exams, she is enjoying a return to reading more theory, and most importantly, she is now able to give it a place. The case studies are no longer abstract concepts but contexts that she has experienced.

She also enjoys an elevated connection with her fellow students, who have had similar experiences with their respective internships — mostly in the Netherlands, but has grown her network within the FM world that she has gained thanks to her internship.

Versluis’ experience is one of countless others facilitated by Korbijn-Bossers and the BUAs team. The hope is for students to return to the field to sample the many dimensions of the FM industry around the world. **FMJ**



Peter Warner has worked at the Academy of Hotel and Facility Management of Breda University of Applied Sciences (BUAs) in the Netherlands since 2020. His various roles include lecturer of English, study coach, and content writer for the marketing department. He moved to the Netherlands from the UK in 2016, and has worked in education in its various forms in London, Milan, and Amsterdam.



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HYBRID WORK



SMART TECHNOLOGY

Preparing for Tomorrow's Offices

BY BENGT JOHANNES LUNDBERG

Hybrid working has brought a unique range of challenges to the contemporary facility manager. With employees working as much from home as they are in the office, space management has become problematic. Workspaces need to be ready on demand, yet unnecessary expenditure on utilities also needs to be capped. Optimization is required. But is it possible to make efficiencies in energy and cleaning while still being prepared for the unexpected full house?

Technology provides the answer to the flexible workspace. With occupancy monitoring, FM can be automated. Smart sensors can provide real-time insights to detect patterns and prevent waste. If an office is not in use, its lights do not need to be on, heating can be reduced and cleaning schedules relaxed. Sensor technology has the power to reduce waste and increase efficiency within minutes.

It is important for business leaders to understand the correlation between occupancy monitoring and waste reduction, how they can best utilize space when deploying the hybrid working model and the use of tech in enhancing efficiencies.

Heading toward a hybrid workplace

Returning to spaces in the COVID-19 pandemic, office occupiers and investors are searching for high-quality office space that meets the needs of the hybrid work client. In other words, there is a high demand for quality, which occurs following every market slump. Places that provide the greatest facilities, technology, ESG credentials and user experience have lower vacancy rates and therefore significantly more demand than those that do not.

Hybrid work customers place an increased value on flexibility, experience, world-class amenities and location. These characteristics existed before the rise in hybrid work, but they are much more important in the modern workplace given the need for employees to be connected, cooperate and push the bounds of innovation. In essence, the post-COVID-19 hybrid work office has become a hub for experience and technology is assisting in this endeavor.

How smart sensors help with changing space layouts

The first thing employees expect to see when they walk into their workplace is a desk. With more and more companies hot desking, finding workspace might be tough. The dilemma is exacerbated by the rise in hybrid work, with many companies cutting the size of their real estate, further reducing available work space. Organizations must be prepared for how their space is used, for example, by instituting rosters for when teams or departments are on site to collaborate.

However, it is equally critical that FMs have a clear understanding of occupancy and space utilization to ensure that there is enough capacity to satisfy predicted employee demand. Using Internet of Things (IoT) technology provides an easy, reliable and cost-effective solution to acquire the necessary data and offer a baseline from which real estate choices may be made. Tiny sensors can be used to anonymously identify presence at a specific desk. Analyzing this data on an hourly, daily, weekly and monthly basis will provide a clear picture of occupancy levels, as well as use changes and helps in realistic desk and space planning.

How smart sensors help with employee well-being and happiness

Companies must understand the utilization/occupancy of their offices, workstations and meeting spaces to improve employee comfort and happiness while making the most use of expensive real estate. Sensors collect real-time data on human presence in a meeting room, identify when a person is seated at a workstation, and inform employers whether or not



meeting rooms are occupied. Data on how frequently restrooms, offices and meeting rooms are used, for example, assist with predicting when cleaning is required, allowing for more efficient use of resources. Manual upkeep, cleaning and real estate planning should all be automated.

With employees working from the office only some of the time, the amount of cleaning needed will change dramatically from day to day. If no one uses a room or a desk, there is no need for cleaning. Smart cleaning tools are now available that provide cleaning staff a complete overview of all cleaning activities needed, access to communication tools, and the opportunity to mark scheduled and completed cleaning jobs. FMs can base cleaning and maintenance on actual usage rather than human scheduling by establishing criteria for how frequently cleaning should be done.

At the same time, smart sensors can also be used to receive feedback and service requests from tenants. Touch buttons can be deployed throughout the office for employees to give feedback on their envi-

ronment or request cleaning services, to which the FM team can respond to in real time. This ensures employees are happy and have control over their working environment whenever they are in the office.

Optimizing the office for energy efficiency

FMs are usually advised to review energy and utility bills for trends in energy consumption. While this is sound advice, there are faster, simpler and more accurate methods for identifying use trends depending on office capacity. There are several technological options available today that can assist in continually measuring and optimizing energy use. The use of low-cost, easy-to-install sensors and controllers is one of the critical solutions.

Sensor technology's capacity to deliver valuable and personalized findings is continually improving. As a result, using sensor data to improve FM services to cater to a more volatile use in offices becomes more doable. Analytics suited to clients'

individual hybrid office requirements will cut labor hours, resource requirements and total cost. In other words, sensors can give FMs the data needed to make educated decisions about how to improve the energy efficiency at their facilities.

Conclusion

Leading real estate and FM firms are utilizing sensor technologies to assist with the rise in hybrid work. This technology is now available to businesses of all sizes, and solutions for environmental monitoring, space occupancy, property damage protection and feedback and service are more secure, robust and affordable than ever before. The sooner FMs see the potential of sensors in the workplace, the sooner they can put them in place to assure an optimized office for the hybrid workplace, providing a better experience for their tenants, and offering services that their customers will love. **FMJ**

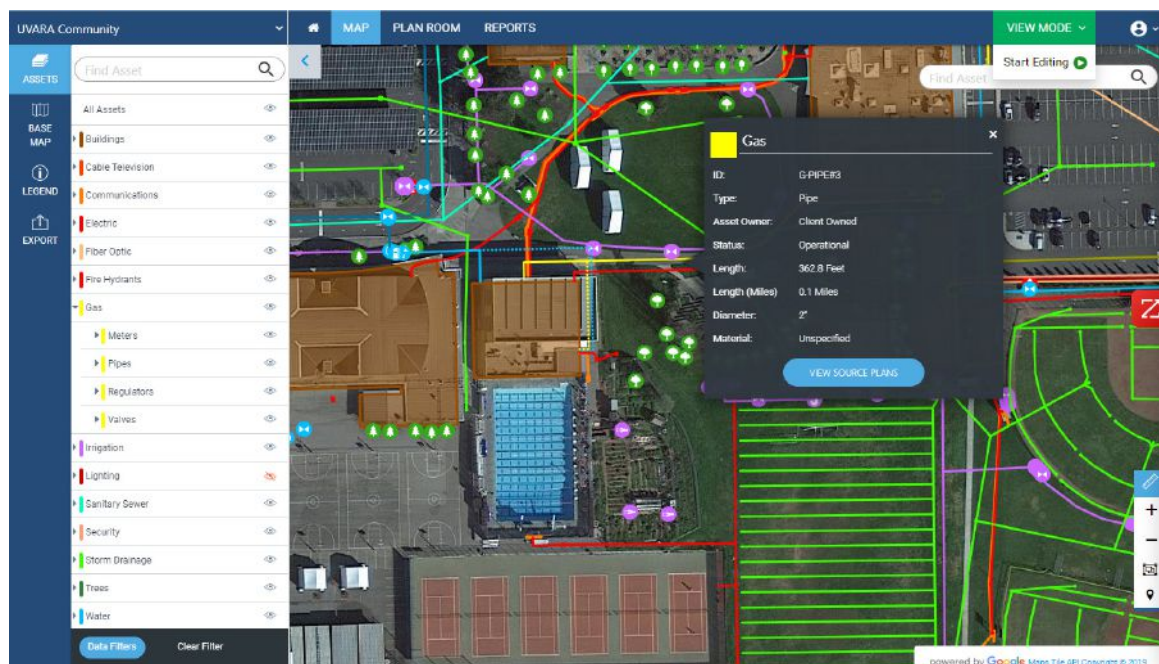


Bengt Johannes Lundberg is the CEO of Disruptive Technologies.

He holds an engineering degree from Vestfold University College. Bengt has more than 20 years of international business experience. He also has a decade-long experience with international team leadership, building cross-cultural, high-performing teams.

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A hand holding a large gear surrounded by smaller gears and a network of nodes. The background is a soft-focus blue and white with glowing orange particles and a network of white lines connecting nodes. The overall theme is technology, industry, and resilience.

Weathering the **STORM**

FM & THE SKILLED
LABOR SHORTAGE

BY BRIAN LILLARD



TODAY'S LABOR MARKET CRUNCH, PARTICULARLY FOR THE SKILLED TRADES IN FACILITY MANAGEMENT, IS A STORM THAT HAS BEEN BREWING FOR YEARS. SOMEHOW IT CAUGHT MANY PROFESSIONALS BY SURPRISE. THE IMPACT OF YEARS OF NEGLECT IN DEVELOPING SKILLED TRADES PROFESSIONALS, COVID-19 AND THE GREAT RESIGNATION HIGHLIGHT A NEED FOR IMMEDIATE AND LONG-TERM ACTION.

A recent Associated Builders and Contractors of America (ABC) model warns that the construction industry, including FM service providers, will need to attract 650,000 workers in addition to normal hiring to meet the demand for labor in 2022. And across industries, a Manpower Group survey found that 69 percent of employers are experiencing difficulties filling roles, a 15-year high.

Global working hours in 2022 will be almost 2 percent below their pre-pandemic levels, according to the ILO World Employment and Social Outlook — Trends 2022. That is equivalent to the loss of 52 million full-time jobs. It is estimated that around 40 million people will no longer be participating in the global labor force.

This shortage will be more acutely felt in positions key to FM and operations that require trade skills such as HVAC mechanic, electrician and plumber. In the last two years, the time to locate talent has increased from an average of 30 to more than 45 days. Firms seeking candidates for roles outside their core business experience even more challenges.

The lack of skilled labor is clearly indicated in the employment data. While overall employment is below the post-World War II average, the labor force participation rate is at its lowest level ever (62.3 percent in February 2022).

In short, the number of open positions going unfilled is not because of the shortage of potential

workers but because of the lack of the right workers. Compounding the issue is that the average age of a skilled trades professional is 45 years old. With the bulk of skilled trades workers nearing retirement age, the need to backfill these roles is paramount.

THREE REASONS FOR THE SKILLS GAP

What caused the skills gap? The reasons are many, but three reasons stand out:

Education system

Today's education system promotes college degrees over technical skills. A higher percentage of high school graduates attend college than ever before. Students are encouraged to major in degrees that have limited demand or a less than desirable return on investment.

A University of Washington study found that 53 percent of recent college graduates were underemployed, holding jobs that did not require a bachelor's degree. Compounding the problem is eliminating some technical programs from community college offerings.

Collin College of Plano, Texas, USA, had not offered technical programs for many years, and only in 2021 reintroduced technical trade offerings. This misdirection of education focus is reflected in a survey by Inside Higher Ed that found 96 percent of college



academic advisers believed their students were prepared for the workforce, when only 11 percent of business leaders in a Lumina survey agreed with that statement. For-profit technical colleges that had previously filled the gap until government restrictions limited offerings have gained momentum during COVID-19 lockdowns and are beginning to reintroduce programs. The lack of supply and demand for technical training will play the primary role in technical shortages in the future.

Employer expectations

Today's employers expect qualified candidates to be available when and where needed. In previous generations, workers were hired in apprentice roles, then trained by their employer to best fit the required job. Early corporate training programs were designed to bring an employee in at a young age and, through training and advancement, retain that employee throughout their working life.

Automation, outsourcing and pressure on profits ended most internal training programs. Today's corporations expect new FM hires to step right in and perform their role with little to no training. This mindset creates even more difficulties for the trades building owners need. HVAC mechanics, electricians and plumbers do not have the luxury of learning on the job.

Automation

More facilities use advanced automation for equipment. Most of this automation is sold with the promise of efficiency and productivity for the facility owner. Many times, what is not considered is that these advanced building systems require highly trained technicians to operate and maintain them, a concept opposite the sales pitch.

The result is underused technology or unused technology. This

perceived benefit to the facility owner results in fewer and less-skilled hires who are incapable of operating and maintaining the technology in the facility. TDIndustries found that in over 75 percent of the cases, facilities are underusing the technology provided to them. In these cases, the facility owner assumed the technology would make up for the misapplied skill of the facilities team.

In most instances, the facility owner is unwilling to invest additional money to train the FM team, resulting in an inefficient building and discouraged FMs unable to operate their buildings properly. The ultimate effect of this strategy is the lack of emphasis on training for FM teams and a gap between the employed skills and those required to operate the facility properly.

HOW FACILITY OWNERS CAN SURVIVE THE STORM

Given these current and future challenges, how can facility owners improve results?

Mentorship

Develop an internal mentorship program for the team. Assign more experienced professionals to mentor younger or less-experienced team members. Pair individuals with compatible personalities and similar interests; if a young technician is interested in HVAC, pair them with an HVAC specialist.

Encourage employees to gain knowledge and upskill by paying for certifications and rewarding new skills with promotion opportunities. Many experienced technicians volunteer their own time in the evenings to teach apprentices through college programs.



Partnerships

Partner with high schools or community colleges offering technical programs to develop a pipeline of skilled labor to fill open positions.

Alternative Labor Resources

Adults with Intellectual and Developmental Disabilities (IDD) –

According to the Centers for Disease Control (CDC), there are approximately 6.5 million in the U.S. with intellectual and development disabilities (IDD). Traditionally this population has been underrepresented in the workforce with a 19 percent unemployment rate as of 2019. Recent trends have seen an increase in employment driven by available resources to adults with IDD.

Project SEARCH is a program developed at the Cincinnati Children’s Hospital Medical Center in 1996 to train adults with IDD to work in high turnover, entry-level roles that involve complex and systematic tasks such as stocking supply cabinets.

Since its inception, Project SEARCH has grown from a single program site at Cincinnati Children’s to a large and continuously expanding international network of sites. Project SEARCH’s primary objective is to secure competitive employment for people with disabilities.

The Canadian coffee chain Tim Horton’s began hiring adults with IDD over 20 years ago. With the support of an Ontario-based employee development program, its employees with IDD have outperformed other employees in retention and customer and employee satisfaction.

Formerly Incarcerated Persons – According to a Pew Research study, about 2.1 million people are incarcerated in the U.S. About half are nonviolent offenders, according to the Prison Policy Initiative. An increasing number of programs prepare prisoners for their return to society, such as the Prison Entrepreneurship Program

(PEP), which matches prisoners with mentors who help prisoners develop business skills that can be used to start their own business or better find and integrate into a role once released.

A Baylor University study found that PEP participants reoffended at 5 percent compared to the nonparticipant rate of 23 percent and provided a 340 percent societal financial benefit for every dollar invested in the program.

Outsourcing

Facility Service Providers (FSPs), whose sole focus is the FM field, typically develop internal training programs used to support the career growth of skilled workers.

Being regularly in the market for talent provides FSPs with an edge in recruiting skilled labor versus a firm that only recruits occasionally. In addition, an FSP can provide skilled workers with a career path and continuing training that may not be available from a firm not in the skilled trades industry.

The time to act is now. Preparing for the continuing challenges of the trade skills gap can keep organizations on solid ground to weather the current and coming storms. **FMJ**



Brian Lillard has 30 years of real estate and facilities experience in various industries including corporate, health care and education. Before becoming vice president and business unit manager of facilities, he served as chief operating officer at Camelot Facility Management Services in Plano, Texas, USA, from 2009-18. There, he oversaw significant growth and added accounts including Liberty Mutual and Pizza Hut, among others. Lillard also previously worked for Trammell Crow Company and Panattoni Development and founded his own real estate software company.

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Going Paperless

Upleveling collaboration through digitization

BY JONATHAN HART

Digitization is revolutionizing all aspects of design, construction and building management — and it is changing the way organizations collaborate and unify these processes. The entire life cycle of a building, from the initial conceptualization until the time that building is demolished, incorporates a single yet multifaceted process to create and maintain a building that is safe.

With various stakeholders coming and going throughout that process, collaboration must expand beyond walking around the site together. Modern requirements call for the ability to access information and communicate anywhere, any time, on any device. This is especially relevant for facility managers who are around for the entire life cycle of a facility and need the right technology to stay in tune with it at every step. Visibility, accuracy and efficiency are key.

The Digitization of Codes and Standards

Amid this technological wave, codes and standards have gone digital as well. The days of lugging around clunky code books are gone, as a new era in which FMs have all codes and standards at their fingertips provides a huge advantage compared to the shared office code book bursting with sticky notes.

Fire and life safety codes and standards permeate every aspect of the design, construction and maintenance of a facility, so it is critical that they are easily accessible, navigable and provide all stakeholders with the ability to easily collaborate. And

while code books are written in black and white, anyone in the field knows that they are living documents, and the way requirements are applied in real scenarios is anything but cut-and-dried.

Digitization helps new information about codes and standards, such as tentative interim amendments (TIAs), errata and formal interpretations, get disseminated quickly and accurately to keep projects compliant. It also makes the codes and standards more interactive and can bring them to life with enhanced content, visual and audio aids, annotation features, sharing capabilities and more.

From an FM perspective, this digital application helps to encourage early FM involvement, improve collaboration, document project-specific details, share veteran knowledge and even upskill labor.

Enabling Early FM Involvement


All too often, FMs are brought into a project too late to capitalize on their value. This represents a massive loss in opportunity.

When involved early enough, FMs add significant value to their organizations and stakeholders by providing a keen perspective

on long-term maintainability, safety and cost of operations.

Whereas other players in the design and construction process are primarily focused on immediate cost-effectiveness, compliance and timeline, FMs seek to identify and better control underlying drivers that impact the building's operations and quality of service delivery in the long run.

Take fire protection systems as one example. While it might be quicker and more cost effective to install a certain fire de-



FMs seek to identify and better control underlying drivers that impact the building's operations and quality of service delivery in the long run.

tector or sprinkler system within a building, an FM might determine that making a larger investment in a more advanced system from the outset will deliver cost savings in inspection, testing and maintenance after five years.

Digital collaboration on codes and standards makes it easier to bring FMs into the fold earlier. New technology can enable teams to collaborate on building plans and progress in one up-to-date, centralized location — whether they are on site or not. With increased visibility into the activities of designers, architects and engineers, FMs can provide strategic input on things like equipment selection and mechanical systems before it is too late.

Improving Precision Across Teams

Digitizing codes and standards helps all teams involved in the design and construction process communicate efficiently and with greater accuracy. This can be especially helpful for the FM, who is expected to be the expert in all trades within a facility. While the FM may not be the resident expert on fire protection or other safety systems, they are expected to have knowledge on hand when needed.

Within a digital hub of codes and standards, FMs can document specific things going on in their facility as communicated to them by their contractors, noting details or variances alongside the relevant section of code for easy reference later. If an FM leaves or retires, this information can be easily handed down to their predecessor, and so on.

Another example: Often during in-

spection and final walk throughs, the authority having jurisdiction (AHJ), contractor, insurance representative or FM might observe that a specific aspect does not meet the code and standards requirement it needs to. In these moments, vague references to sections of code lead to workers poring through their code books trying to unearth the right requirements to rectify the situation. Often, they are working off a simple “This doesn’t meet code” or “Check NFPA 13.”

When these observances occur, the ability to quickly pull up all digital publications on any device, search by section or keyword across those publications, and find the relevant section of code to share with all parties for discussion is a major asset. Digitizing this process helps reduce miscommunication, resolve disputes faster and complete projects quicker while ensuring all building and life safety aspects are accurate and up to code.

Documenting Project-specific Variances

Digital trails provide many benefits over traditional paper trails. In the detail-oriented design and construction world, the lack of a centralized place for documentation is a critical vulnerability to FMs and their stakeholders in terms of safety and compliance.

Codes and standards requirements vary from project to project, jurisdiction to jurisdiction, etc. It is not uncommon for



**79 percent
of FM leaders believe
training & credentials
result in better job
performance.**

there to be variances and allowances by the AHJ to use alternative means to meet a specific code or standard requirement. Capturing these instances in an organized, well-documented manner, however, can be a challenge.

What happens when, 10 years after construction, a fire inspector notices something off and questions its compliance? Even if the FM was heavily involved in the design and construction process a decade ago, it is impossible for them to retain every small detail and variance. Sifting through hundreds of digital folders to find disparate PDFs citing AHJ approval can feel equally hopeless — and in today’s technological age, it is not necessary. Modern FMs need a platform where they can house every note taken across teams during the construction process and locate it quickly. When it comes time for inspections or renovations, FMs need to be able to pull up history that shows they were given AHJ approval in the design stage to avoid a larger problem.

Upskilling Labor

The facility management profession is undergoing a transformation, and with it, a widening skills gap. To provide the most value to their organizations, today’s FMs need advanced business knowledge coupled with strong skills in strategic planning, emergency management, compliance and standards, leadership and communication. According to the 2021 FM Training Out-

look Survey from the Professional Facility Management Institute, 91 percent of FMs recognize a gap between the knowledge their teams have and what they need to excel. The role of proper training can help bridge this gap; 79 percent of FM leaders believe training and credentials result in better job performance.

There is tremendous opportunity for digitized codes and standards to lend a hand in upskilling the next generation of qualified FMs. In the same way digitization can readily store and share past documentation on project specific-variances and AHJ permissions, it can also democratize veteran knowledge and disseminate it to new employees.

Imagine if the 45-year veteran could easily create a knowledge base to bestow his industry expertise onto new employees instead of taking his note-filled book out the door with him on retirement day. Creating a digital history ensures that expertise does not disappear from the organization when its employees do.

In addition to promoting cross-generational collaboration, technology has also made great strides in offering interactive, accessible online training for employees seeking to advance their careers. When learning about codes and standards today, FMs can leverage videos, interactive mod-

ules, industry-specific content, situational content and more anywhere at any time. Plus, off-the-page learning is great for younger generations who have grown up getting their information online.

The Bottom Line

The importance of digital collaboration throughout the design, construction and maintenance of a building cannot be understated. With new technology, digital codes and standards are facilitating collaboration for all stakeholders and unifying these processes daily. By leaving physical code books in the past, FMs unlock a new standard of safety and efficiency. **FMJ**



Jon Hart is the technical lead for fire protection engineering and a principal engineer for the NFPA.

In this role he is responsible for technical direction and content development for all NFPA product offerings involving fire protection engineering, including sprinklers, fire pumps, and fire alarms. Previously, Hart served as principal engineer and dealt extensively with all issues involving fire and life safety of health care facilities as staff liaison for NFPA 99, Health Care Facilities Code. He has developed and delivered numerous training programs and has acted as technical editor for several NFPA Handbooks including the Health Care Facilities Code Handbook and the ITM of Water-Based Fire Protection Systems Handbook.

The importance of digital collaboration throughout the design, construction and maintenance of a building cannot be understated.



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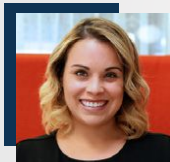
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Ask the Experts

FM Book Reviews

The Changing Workplace
Nancy J. Sanquist

Member Spotlight

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."

What is the hybrid workplace model?

A So much has happened since COVID-19 forced organizations and facility managers to respond to the changes that were required to maintain business operations and accommodate staff in various work models to facilitate that process. One thing is certain, the workplace will not return to the way things were before the pandemic. Many organizations have accepted this trend and are implementing strategies to thrive in this new reality based on staff retention and competitive pressures. Venture capitalist Marc Andreessen mentioned in a recent podcast that the rise of remote work could represent potentially a civilization-level change and “an earthquake” in how we live. This is a large claim but is not an overstatement.

A report from Microsoft (The Next Great Disruption is Hybrid Work – Are we ready? March 2021) indicates that 73 percent of workers want remote work options to stay, and 66 percent of businesses are planning to redesign offices, so they are strategic assets. An incredible 46 percent of workers are considering changing jobs for reasons to work remotely.

Findings from a 2022 Cisco Global Hybrid Work study include, “Hybrid working has improved every area of wellbeing, work-life balance, and performance for employees.” It is hard to refute such performance improvements; increases in quality of work by 50.3 percent, productivity gains by 54.8 percent, job knowledge and skills by 48.7 percent and workplace relations and attitude by 39.9 percent

While companies are taking initiatives to be attuned to the new work culture, it goes beyond. The Netherlands is tabling legislation to establish home working as a legal right.

What is the Hybrid Workplace Model? According to WeWork, it is “a type of work environment that combines aspects of remote working and in-office working.” There are various ways to implement this model and it is dependent on company requirements. The amount of WFH (Work from Home) and Office scenarios can be tuned to specific business units and individual needs. While there are a few elements that comprise the Hybrid model and strategy, it is essential that worker social/emotional/mental well-being is increased, and business outcomes (performance improvements) are monitored to ensure success.

There is a reason for people being the first pillar in the familiar framework that relates to the four pillars of FM: People, Places, Process and Technology. There is much that can be expanded on this subject, but it is fair to say that the hybrid workplace model is here to stay and companies that embrace this model will be successful in the changing landscape of uncertain times. Technology plays an important role, but your people make it happen. **FMJ**



Wayne Collins, CFM and partner in the Global Facilities Management Alliance (GFMA) based in Toronto, Ontario. Collins has more than 30 years of diverse facilities and strategic asset management experience in both the public and private sectors working with all stakeholders to ensure contract compliance, successful financial management, the delivery of key performance objectives, and the execution of a comprehensive FM mandate.

FM Book Reviews

The Changing Workplace

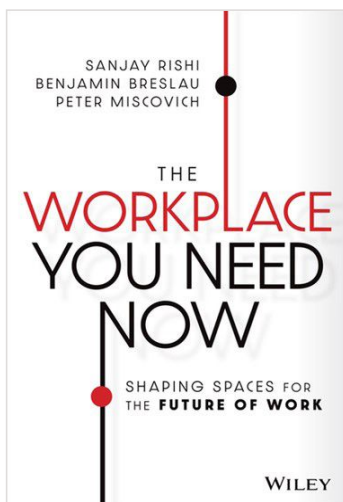
BY NANCY J. SANQUIST



Regarding the topic of the environment for work, there is only one starchitect of the workplace and that is Sir Francis Duffy (he would probably cringe at that description). He began his study of the interiors of buildings at Princeton University in the 1970s, paving the way for an entirely new way of thinking about the organization of space in office buildings. Duffy continued through each decade, until recently, to write and be influenced by such diverse intellects as Charles Handy, Richard Sennett, Tom Davenport, Stewart Brand and Bill Mitchell. We in the workplace community continue to be influenced by Sir Duffy.

In 2009's "A Walk with Frank Duffy," he talked about office buildings being vulnerable as they only performed "one trick" which is one of the problems we have today when we need multi-uses. He said space needed "the reinvention of place, the use of place for talk, commerce etc. where change is built-in and that the more we disperse, the more we need to congregate." If you read only one of his books, the diminutive *Work in the City*, is one you will find that his theses are as relevant today as in 2008: new technologies have changed the conventions of space and time (the shearing layers of change), and this is related to the other big changes in terms of the climate and saving our planet.

Here are four books published in 2022 focusing on the changing workplace. Each of the four books in this review have their own perspective on how these same changes that Duffy identified, are affecting the authors' ideas on this type of place in the built environment.



Two JLL consultants and a research director have written an excellent guide for the C-Suite, *The Workplace You Need Now* (by Sanjay Rishi, Benjamin Breslau, Peter Miscovich Wiley, 213pp., 2022) based on their combined 75 years of experience in digital transformation and real estate. They divided their book into three descriptions of what the "people-first workplace" should be, which is personalized, responsive and experiential. It is a place where

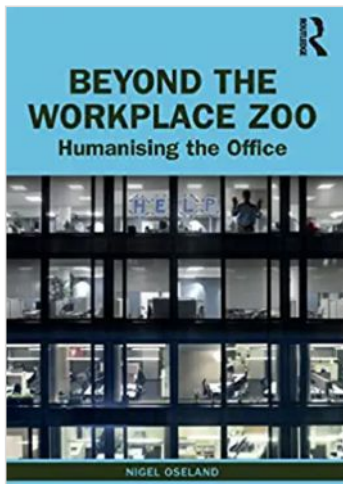
people can gather to find fulfillment, a sense of belonging, opportunities to learn and grow and inspiration where brands are the embodiment of unique cultures. The book identifies that there has been more attention to the workplace by the C-suite than ever before. Case studies from Microsoft, Capital One and Leidos emphasize the authors' ideas, making this the perfect read for executives to catch up with the latest workplace thinking.

While I don't necessarily envision the workplace as a 'product' which commoditizes it, I applaud the chapter on the new corporate responsibility which is key today with the focus on environmental, social and governance (ESG). However, when describing the importance of sustainability in this book, there is a concentration on the environment. However, it is the social aspect, even beyond the health and well-being of employees, we need to think about more. It is in the communities where workplaces are located, that we also have a responsibility to serve while supporting the UN's Sustainable Development Goals (SDGs) for needed results by 2030.



Another book, *Hybrid Workplace* (Harvard Business Review HBR Press, 165pp., 2022), written for the same C-suite audience, is a compendium of chapters written by designated authors for Harvard Business Review writing about their advice on this new type of place for work. In the latest McKinsey American Opportunity Survey (June 2022), it is estimated that 80 million workers are taking advantage of hybrid working. The book's

practitioners and consultants cover the approaches taken by IT (Cisco), HR (Gartner), and FM/CRE (Steelcase and Gensler) experts. They describe the "borderless office" which is an ecosystem of spaces consisting of hubs in major cities, satellite locations where project teams can meet utilizing advanced videoconferencing and shared offices near transportation hubs for easy access in this move from one fixed place to a variety of flexible options. One excellent chapter on Management and Culture describes the prioritization of empathy, the negative effects of power dynamics and the need for workers to feel safe, not only physically, but psychologically.



As the cover photo for *The Workplace Zoo* (by Nigel Oseland Routledge, 213pp., 2022) illustrates, the worker with his hands pressed to the glass standing next to a large HELP sign is indicative of the pre-pandemic knowledge worker caged in the ubiquitous glass and steel box high rise reaching out to the world beyond his enclosure.

The Workplace Zoo has been written about the problems with existing workplaces (like cube farms) and offering a

solution to this nearly 50-year old design that most of us experience and one reason there is reluctance to return to it. In Oseland's experience as a UK consultant and researcher, his solution reaches back to a concept created in the 1950s-60s called *Burolandschaft*. This was a type of open plan which favored desks arranged in a scattered organic pattern with plants and screens providing occasional boundaries. Looking at the floorplan of Facebook's (now Meta's) headquarter design when it opened a few years ago, you will view a revival of the *Burolandschaft* floorplan.

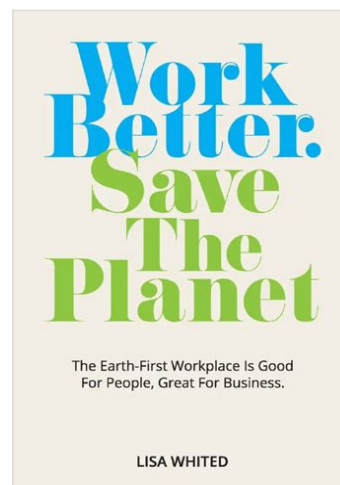
Oseland calls his version the landscaped office which is a riff on the earlier version. He draws from interdisciplinary research on "psychophysics, psychology, physiology, sensory design, anthropology, sociology, philosophy, neuroscience, economics, architecture, inclusivity and zoology" to create his landscaped office. In this design, the workplace consists of:

- A layout that is flexible and adaptable to changing requirements;
- Work-settings that provide different types of configurations;
- Interior design based on agile working, activity-based work, new ways of work, and smart, remote and hybrid work;
- Environmental conditions like biophilic design and outdoor working areas.

He illustrates what a floorplan in the landscaped office would look like which includes: a circle-like arrangement at the center of

the plan with a plant in the middle surrounded by different types of informal and banquet seating, a kitchen and gaming areas with a section for amphitheater stepped seating. Surrounding this circle are team zones, meeting rooms, focus pods and booths, touch-down spaces, carrels, stand-up desks, lockers and a multi-media hub. What differentiates it from the earlier version is more varied height partitions, more structured yet varied placement of furniture, and strict attention to acoustic requirements.

Never in the history of workplaces has there been so much attention on the office by the media which woke up to the issue during the pandemic induced lockdown. Workers stayed home for longer than they were expected and yet continued to perform well to the surprise of many CEOs. Even Wall Street continued to function. The question then came up, why not release the caged human to the 'wild' and let them decide where they want to work? In fact, in the previously mentioned McKinsey study, they reported that 58 percent of 25,000 workers can work at home one day per week and 35 percent five days per week which represents a "tectonic shift" in the working world.



The final book *Work Better Save the Planet* (by Lisa Whited, 117 pp., 2022) focuses on one of the most important aspects of the workplace, it's sustainability. Since the built environment is responsible for almost 40 percent of the energy use and 36 percent of the carbon emitted into the atmosphere, as Duffy predicted, this is a critical aspect of the new workplace. Author Lisa Whited, an active IFMA member, conceives of the 'earth-first workplace' based

on seven tenets she names PLLANET to replace the 'obsolete workplace' of today. While her Venn diagram of the sweet spot of workplace transformation includes the intersection of FM/CRE, HR, Leadership and Vision, she does forget IT. And an example of an exercise headlined "CRE is no longer about brick and mortar" is questionable because the built environment is what we still turn

to most of the time we work out of the office, be it a café, hotel bar, club room or our own home when not a virtual workspace. What is very valuable to FMs however, are her case studies and exercises.

The last two days (June 23 & 24) I was listening to the amazing roster of speakers during the IFMA Foundation's Virtual Summit on FM and the SDGs which brought Duffy's earlier comments to mind on technology and sustainability. As a creator of the event, along with my partner in crime, Executive Director of the Foundation, Diane Levine, we tried out a new technology to bring this interactive session to life more than a Zoom meeting. With the REMO platform (thanks to John Reeves in the shot of the virtual Summit space below), attendees could choose to sit at tables or couches and chat with other participants as they work in their breakout sessions.

FM enthusiasts came to this Summit from all over the world, but kept a low carbon footprint as they listened and commented on the speakers who talked about critical issues in the changing workplace like selling FM sustainable work, including ESG, to the C-suite (Tensie Whelan's ROSI model); learning about the

new technologies to work with (Earthshot's new cleantech portal and University College London's digital twins research); providing needed services to that part of the work force we often forget about, the janitors who maintain our workplaces, and servicing the communities both inside and outside of our workplaces that make up the S in ESG.

It is these issues about how changing work practices (processes) are affecting all places of work, including our homes and center cities, how new virtual technologies integrate with physical places and the acknowledgement of our workplace neighbors, as well as our own workforce (people), that I hope to read more about when we explore future books on regeneration and the changing "re" of our workplaces: "rebuilding, restoring, redesigning, recreating, recycling and rewilding", which could be "a manifesto for the future" (Alan Moore, 2021*).



Member Spotlight

GYAN AWUKU-SAO



Accra, Ghana
Estates & Planning Manager
Years in FM: 10

How did you get into FM?

I studied building construction at the bachelor's level and the one course that stood out for me during that time was building maintenance. Fortunately, my first job after school was in FM and I loved it.

What has been your biggest FM challenge and what have you learned?

I had to relocate employees to a new office. There were so many workplaces management issues that surfaced. Through that experience, I learned that stakeholder consultation is key in all you do as an FM.

What advice would you give to someone starting in FM and what is the best advice you have received?

Take your time and learn as much from everybody as you can. You cannot know everything but always try to learn something in your daily interactions with people. Secondly, communication is key. It goes a long way to make your life easier.

Where do you want to take your FM career in the next few years?

I would like to become a Sustainability Facility Professional (SFP) and improve my knowledge on sustainable facilities.

Tell us a fun fact about yourself.

I love to learn new languages.



CHRISTIAN ALBERTO BRUNO



Rome, Italy
Facilities Manager
Years in FM: 6

What kind of facility do you manage?

I manage non-profit organization and religious buildings

How did you get into FM?

I studied as a surveyor and after several international experiences, I worked as an assistant to the FM for the Church of Jesus Christ of Latter-day Saints. After four years as an assistant, I was promoted to FM. I developed technical, relational and managerial skills during my studies and previous work experiences, these two characteristics fully embrace the skills set of an FM.

What advice would you give to someone starting in FM and what is the best advice you have received?

Ability is something you can learn. Style and leadership are the foundation to build an excellent manager. The best advice I received was to invest the majority of my time on people and not on things, delegate and empower others makes the difference in the result and especially on how you will achieve success

Where do you want to take your FM career in the next few years?

My goal is to be a better reference point for my colleagues, invest in my training and put my experience to the benefit of others

What do you hope to gain from your IFMA membership?

Increase my network, share experiences and challenges with other colleagues around the world, have access to innovative ideas, stay up-to-date with FM trends and continue to improve so I can better support my organization.



ALICIA CAMPBELL



Ashburn, Virginia, USA
Lead General Services Specialist
Years in FM: 26

What kind of facility do you manage?

I help manage a government office building.

How did you get into FM?

I started working in FM while in a student employment program.

What has been your biggest FM challenge and what have you learned?

It has been a challenge getting the necessary investments to improve operations. We must continue to make the case for investments that will benefit the organization.

What advice would you give to someone starting in FM and what is the best advice you have received?

Remain curious about new developments in FM and find time to attend training. Develop thick skin. This advice is easier said than done and 26 years later, it is still relevant.

Where do you want to take your FM career in the next few years?

I would like to help modernize FM operations to meet future demands and mentor new FM's.

What do you hope to gain from your IFMA membership?

I hope to network with fellow FM's and stay engaged in the profession.

Tell us a fun fact about yourself.

I am a dissectologist — I enjoy jigsaw puzzles, especially 1,000 – 2,000 pieces.



JEFF DIONNE



Orlando, Florida USA
Senior Facility Manager
Years in FM: 5

How did you get into FM?

My professional career evolved over many, many years. I started working in technology as a network engineer, building and designing computer infrastructures. My career took a turn when I was asked to oversee and manage a small family electrical business. Working in the construction industry taught me a lot about managing complex construction projects (logistically, financially and maintaining a balanced relationship with other professionals). It was during these years I acquired a Florida real estate license and started working part-time in this field. It led to an opportunity to manage an investment portfolio and eventually evolved into a senior FM role for the City of Orlando.

What has been your biggest FM challenge and what have you learned?

FM is a demanding profession that requires a diverse set of skills to be truly successful. The consistent professional, interpersonal and even emotional demands that FMs face daily seem to fly from all different directions. I've learned that a good FM must work well under pressure and be able to consider all factors before and while making decisions while appearing cool, calm and collected.

What advice would you give to someone starting in FM and what is the best advice you have received?

Being an FM is much more about people than facilities. Facilities house workers and make it possible for them to work at their best, so an FM's first concern is always the occupant/employee experience. My father-in-law gave me some simple advice that has helped me in my personal as well as my professional life: Slow down. It gives you time to make those necessary corrections.

What do you hope to gain from your IFMA membership?

There are many benefits that comes to mind such as the opportunity to broaden my skills, knowledge base and job awareness in FM related areas, having the ability to meet and socialize with other FM professionals, and, most importantly, IFMA offers a chance to grow both personally and professionally.

Tell us a fun fact about yourself.

I have an opportunity to join a fledgling rock band playing second guitar and I'm excited about this possibility.



JOHN R. MILLER



Mount Joliet, Tennessee USA
Director of Administration
Years in FM: 8

What kind of facility do you manage?

I am the director of administration for CrossBRIDGE Inc., a local non-profit organization dedicated to ending destructive cycles of addiction, incarceration and generational poverty. We recently built a new 37,000 sq. ft. facility that houses our corporate offices and provides two floors of transitional housing for men in active recovery from drug and alcohol addiction. I also manage two adjacent properties totaling 11,000 sq. ft. that offer the same program for women.

How did you get into FM?

I was originally a children's pastor at a church. Based on my background and interests, I was asked to transition to office and facility manager after the previous person retired.

What has been your biggest FM challenge and what have you learned?

Within the non-profit world, securing funding for projects and repairs can be a definite challenge. We all know that unexpected expenses happen, but the sooner you anticipate, plan and budget for these challenges, the better.

What advice would you give to someone starting in FM and what is the best advice you have received?

Dive in with both feet and learn something from everyone in the field you encounter. Soak up and learn from the individual vendors, maintenance technicians, contractors, plumbers, electricians and the like. The best advice I have received in FM is to truly listen first and then speak.

What do you hope to gain from your IFMA membership?

I hope to gain mentors, friends, and experiential knowledge from my IFMA membership and the training I need to earn certifications. I look forward to connecting with other FM professionals in the Nashville area and worldwide.

Tell us a fun fact about yourself.

My wife and I spent two weeks in Peru's jungles, helping build churches. We traveled 17 hours down a tributary of the Amazon River, slept on open-air bamboo bunks within mosquito nets, spent a day at Machu Picchu.



DEANDRA FOREMAN



Malvern, Pennsylvania USA
Business Project Manager Specialist
Years in FM: 1

What has been your biggest FM challenge and what have you learned?

My biggest challenge has been assisting with the full renovation of a building. Being in this new role has expanded my knowledge of the FM industry on a whole.

What advice would you give to someone starting in FM and what is the best advice you have received? Never be afraid to try something new, great things never comes from comfort zones.

What do you hope to gain from your IFMA membership?

I hope to meet other FMs and gain knowledge.

LUKE JARMER



Portland, Oregon USA
Manager of Engineering
Years in FM: 18

What kind of facility do you manage?

I mostly manage apartments and condominiums but I have some commercial too.

What has been your biggest FM challenge and what have you learned?

I do a lot of project management. Completing a large repipe project on one of our buildings was a significant challenge. I learned a lot about how to coordinate trades, consultants and residents.

What advice would you give to someone starting in FM and what is the best advice you have received?

Humility is a character trait that is often undervalued. Don't be afraid to listen to someone else or get too big a picture of your own knowledge.

Where do you want to take your FM career in the next few years?

I'm looking for new training opportunities and new challenges.

Tell us a fun fact about yourself.

I enjoy reading history books and graduated with a degree in history from Oregon State University.



LOUAI MOHAMED MOTAWAI



Cairo, Egypt
Administration & Facilities Senior Manager
Years in FM: 18

What kind of facility do you manage?

My portfolio includes office buildings, data centers, retail shops, technical sites and malls.

How did you get into FM?

I started in sites maintenance and gradually I was grabbed by the property and FM industries and loved it. I earned a lot and find it a very dynamic field with daily new challenges.

What has been your biggest FM challenge and what have you learned?

The full construction of a new call center for 1,700 agents, and moving them to the location, with the preparation of all needed facilities, contracts (soft and & hard FM), catering and transportation and the operation of the building. I learned that good planning and team collaboration can help you achieve the impossible.

What advice would you give to someone starting in FM and what is the best advice you have received?

For new FMs: Be flexible, listen to others and learn from your mistakes. Best advice: Put yourself in your customer's shoes when receiving a complaint.

What do you hope to gain from your IFMA membership?

I would like to stay up-to-date on FM related information, experiences, connections, studies and standards.

Tell us a fun fact about yourself.

I love fishing and play. If on a beach, I can't hold myself from swimming even in the coldest weather. I still read Mickey Mouse magazines.

ANASTASIA VOLSKO



Cleveland, Ohio USA
Senior Manger Real Estate and Facilities
Years in FM: 7

How did you end up in FM?

I've been a part of FM since I made the jump to the operations side of a convention center of in 2015. I originally was in the events department and working on the client facing side. I made the jump to operating the 1 million square-foot facility as an operations manager. In 2018, I was promoted to director of operations and I handled all the day-to-day activity, which included the oversight of security, our loading dock, cleaning crew and other key pieces. Today I manage global office facilities.

How did you get into FM?

I had a boss who was looking for a way to advance my career and he suggested operations (facilities) as my organizational skills and work ethic were strong.

What has been your biggest FM challenge and what have you learned?

There are always multiple layers to each solution we have to come up with, each piece of what a FM does can cascade to other parts of the business.

What advice would you give to someone starting in FM and what is the best advice you have received?

Be a sponge, learn to speak intelligently about the different functions within the facility you are managing. Documentation is king, queen, and the first born heir. If it's not documented properly a lot of situations can either become worse than they need to be or won't happen properly and can cost money, time and lack of safety.

What do you hope to gain from your IFMA membership?

Input on different scenarios, utilization of the discussion board and hopefully attend events for networking. I would like to become part of a mentoring program.

Tell us a fun fact about yourself.

I was once was the on-field entertainment for a minor league baseball team and am double-jointed in my elbows.



GORDEN WOLTJER



Clara City, Minnesota USA
Ground Manager
Years in FM: 4

What kind of facility do you manage?

I manage 13 banks and branch offices and two office buildings.

How did you get into FM?

I was a project manager for many years, overseeing construction of several buildings. One client asked if I would be interested in working for them taking care of their properties, so here I am.

What advice would you give to someone starting in FM and what is the best advice you have received?

You work with many different people in different professional careers and personalities. Treat them as you would like to be treated and let them know your expectations upfront. Their issue is not your crisis.

Where do you want to take your FM career in the next few years?

I would like to get my certifications.

Tell us a fun fact about yourself.

I like hunting, fishing and working with meats — smoking and making things like jerky, sausage and bacon.

JOE ZINO



Vancouver, Washington USA
General Affairs Specialist
Years in FM: 5

How did you get into FM?

I found a great opportunity with a world-renowned company.

What has been your biggest FM challenge and what have you learned?

Being new to FM, I'm learning a new industry and new facility protocols.

Tell us a fun fact about yourself.

I am a comedian on the Skillr website.

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BUILDING MAINTENANCE



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Some of the world's largest retailers work with IBS to design, build, and maintain their electrical, fire, and HVAC systems. Additionally, we complete arc flash assessments and Infrared Inspections for companies nationwide to increase their electrical safety and compliance. Customers like us for our no BS attitudes and get-it-done mindsets. It also helps to have an entrepreneurial culture learning from the EOS style and values that embrace caring, listening, anticipating, and innovating. Our team is on-call 24 hours a day, seven days a week, delivering around-the-clock, nationwide service. At IBS, one of our greatest pleasures is doing for our customers the things other people can't or won't.



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Skudo

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Vendor Profiles



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CONSTRUCTION/DESIGN

Construction Specialties Inc.

Founded in 1948, Construction Specialties (CS) is a specialty building products manufacturer. CS provides solutions to complex challenges that architects, designers, building owners, facility managers, and contractors face every day. Since inventing the extruded louver, CS has become a global leader in interior wall protection, impact-resistant doors, entrance flooring, expansion joint covers, architectural louvers and grilles, sun controls, specialty venting, cubicle curtains and tracks. CS draws upon extensive expertise to design custom, high-quality products — many of which are a part of the Cradle to Cradle Certified™ Products Program.

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ELECTRICAL/WIRE MANAGEMENT



FreeAxez

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 freeaxe.com

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FIRE PROTECTION SYSTEMS



AGF

AGF has manufactured code-compliant fire sprinkler products for over thirty years and specializes in products that provide solutions to property owners and facility managers. The new Flood Eliminator prevents catastrophic water damage due to a broken auxiliary drain. PURGENVENT™ and CORRINSITE™ monitor and help prevent corrosion in wet fire sprinkler systems and COLLECTANDRAIN® prevents accidental system trips, deter vandalism and help prevent system breakdowns as a result of freeze-ups in dry sprinkler systems. AGF's products are designed to minimize maintenance time and provide high-quality, reliable, and economical solutions for common issues in fire sprinkler systems.



Rusoh, Inc.

Rusoh, Inc. is dedicated to revolutionizing the fire extinguisher industry with innovative, quality products that maximize both preparedness and protection. At Rusoh, we believe the individual is the one with the greatest incentive to maintain a safe facility, and that the key to preparedness and protection is equipping that individual with the appropriate tools. In keeping with that philosophy, Rusoh introduced the first self-service fire extinguisher; the Rusoh® Eliminator® Self-Service Multi-Purpose Reloadable Dry Chemical Fire Extinguisher.



FOOD/BEVERAGE



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AirAnswers®

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R-Zero Systems

R-Zero is a biosafety company making hospital-grade UV-C disinfection technology financially and operationally accessible to the mass market for the first time. The gold standard in hospitals, UV-C light has been used for over 100 years and is proven to be one of the most effective ways to kill bacteria, viruses and molds on surfaces and in the air. UV-C is also an eco-friendly, chemical-free disinfection solution, safe to use around food, plants, furniture, and electronics.



HVAC/IAQ

Heraeus Heraeus Noblelight

Heraeus Noblelight manufactures Soluva UVGI air purification devices that protect building occupants from illness due to infectious aerosols such as COVID-19 pathogens and seasonal flu. The Soluva product line offers both in-room and in-duct devices using intense UVC light to directly inactivate microbes in the airstream. Office buildings, schools, senior care centers and other facilities already use Soluva to improve indoor air quality in occupied spaces.



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Clean by design

Vaask

The Vaask® touchless hand sanitizing fixture is available in customizable finishes and designed to complement the style of any space. It uses AC power or POE (power-over-ethernet) – no batteries required. Vaask is available recessed into the wall, in a wall-mounted stand or freestanding. Built to last, the U.S.-manufactured fixture is made of aluminum and backed by a 5-year warranty. The large-capacity, refillable cartridge is compatible with any alcohol-based sanitizer gel. Its PalmPilot® sensor accurately detects hands, eliminating mess. An array of LEDs both attract users and notify staff when it's time to refill. Learn more at Vaask.com.



vaask.com



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PEST CONTROL



Xcluder®

Xcluder® is the global leader & innovator in pest exclusion, offering a full line of commercial pest control solutions including Rodent-Proof Door Sweeps, Garage Door Seals, Dock Leveler Seals, Fill Fabric, and many other proven exclusion products. Xcluder is used & trusted by pest professionals worldwide and is proven effective by USDA/APHIS, providing effectiveness unmatched in the industry. Made in America, Xcluder contains no harmful chemicals and is safe to use around people, pets & food.



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ROOFING



CentiMark

CentiMark specializes in reroofing (TPO, EPDM, foam, metal and coatings) and offers roofing services featuring: roof repairs, 24/7 emergency leak service, severe weather response, preventative maintenance, energy efficient options, roof evaluation services and warranties on workmanship and materials. To learn more, visit our websites at: www.CentiMark.com.



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COMMERCIAL RESIDENTIAL INDUSTRIAL

Guy Roofing

Guy Roofing, Inc. was founded in 1970, and is a full service roofing contractor specializing in commercial, residential and industrial roofing solutions. Family owned and operated for three generations, we strive to build long term, working relationships with our customers, and to ensure that the best roofing system is selected for each customer.



guyroofing.com



The Garland Company, Inc.

The Garland Company, Inc. manufactures high-performance roofing and building envelope solutions. For over 125 years, Garland has raised the bar of performance while exceeding the needs of customers throughout the world. Our network of over 220 local building envelope professionals located throughout the U.S., Canada and the U.K. provide quality building envelope solutions for single and multi-property facilities. Garland, headquartered in Cleveland, Ohio, is an ISO 9001:2015 certified company.

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SOFTWARE SOLUTIONS



AkitaBox

AkitaBox



AkitaBox delivers an unrivaled data-driven software used to assess, then optimize the operation and condition of facilities, from the boiler room to the boardroom. Our cloud-based software delivers real-time facilities data in a visual and easy-to-use, customizable format, helping teams simplify their operations, reduce risk, and solve even the most complex facility challenges.

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Cartegraph

Cartegraph

Software built for cities, counties, utilities, and universities to optimize every facility and infrastructure asset, above and below ground, inside and outside.

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eCIFM Solutions Inc.

eCIFM Solutions Inc. is a world class software reseller, mobile applications developer and service provider of Integrated Workplace Management Systems (IWMS) to a wide range of corporations, educational institutions, and Federal, State, and Local government agencies. We specialize in successfully implementing IWMS solutions from IBM TRIRIGA, Archibus, Nuvolo, ServiceNow and iOFFICE based on a thorough analysis of our clients' needs, industries, and best practices.

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OfficeSpace Software

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TANGO

Tango

Where and how you work has changed - and Tango Workplace, our IWMS solution was built to address these times. Tango is a complete solution that covers both real estate and facilities strategy and execution. Tango Workplace provides a single end-to-end platform covering portfolio strategy, transaction management, construction management, lease administration and accounting, facilities maintenance, space and desk and conference room booking. Tango has successfully partnered with over 500 leading companies and apply that deep knowledge and best practices to our world-class solutions.

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VEHICLES/TRANSPORTATION



Blink Charging Co.

Blink Charging Co. is a leader in electric vehicle charging equipment and has deployed over 30,000 charging ports across 13 countries, many of which are networked EV charging stations, enabling EV drivers to easily charge at any of the Company's charging locations worldwide. Blink Charging's principal line of products and services include its Blink EV charging network ("Blink Network"), EV charging equipment, and EV charging services.

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WALL SYSTEMS



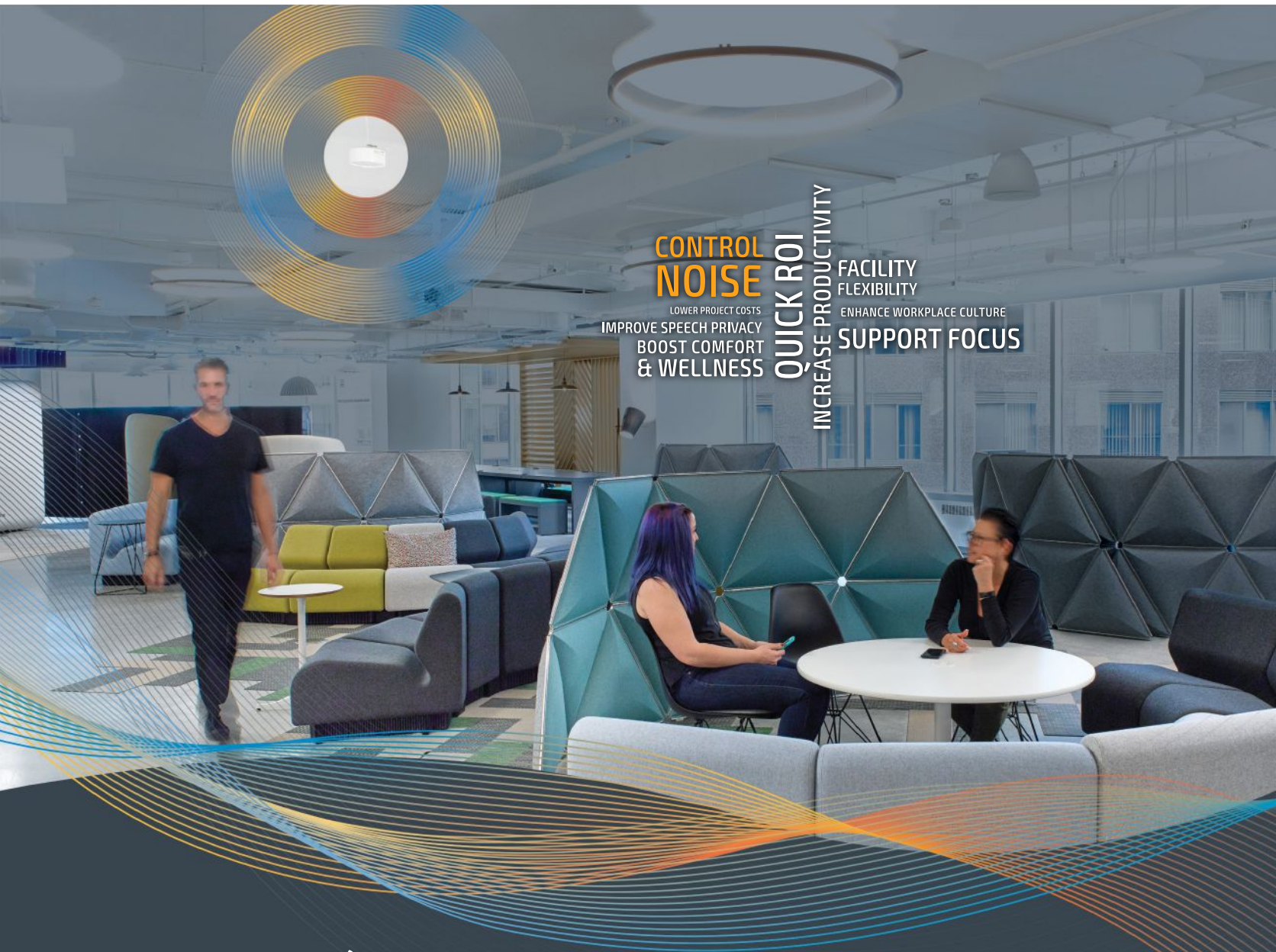
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