

IFMA's 11 CORE COMPETENCIES

1. COMMUNICATIONS

- a. Manage and oversee the development and use of the facility communications plan.
 - i. Develop and implement a facility management communications plan (messages, reminders, mission and vision).
 - ii. Select situation-appropriate media and techniques for communications with stakeholders.
- b. Prepare and deliver messages that achieve the intended results.
 - i. Promote FM information and recommendations to internal and external stakeholders (facility staff, public, senior management, customers and boards of directors)
 - ii. Prepare reports for stakeholders (facility staff, public, senior management, customers, boards of directors and so forth).
 - iii. Manage stakeholder perceptions and expectations

2. QUALITY

- a. The competent facility manager is able to develop and manage/oversee the creation and application of standards for the facility organization.
 - i. Develop, review and compare performance metrics for facility management services (benchmarking, measuring observable behaviors, service response, resolution times and so forth).
 - ii. Establish key performance indicators.
 - iii. Establish and maintain specifications (materials, equipment, furniture, finishes, fixtures, design criteria).
 - iv. Develop, implement and monitor best value practices.
 - v. Develop customer service level agreements.
- b. The competent facility manager is able to measure the quality of services provided.
 - i. Monitor customer satisfaction and service delivery performance and provide feedback to customers.
 - ii. Collect, verify, analyze and report facility management data from various sources (space plans, customer satisfaction, feedback mechanisms).
 - iii. Collect and verify, analyze and report internal facility management data (utilities, work orders, work history).
 - iv. Conduct assessment of third party providers (suppliers, contractors, consultants).
- c. The competent facility manager is able to manage/oversee the improvement of work processes.
 - i. Assess ways to improve workplace productivity.
 - ii. Develop and implement process improvements.
- d. The competent facility manager is able to ensure and monitor compliance with codes, regulations, policies and standards.
 - i. Audit and document compliance with codes, regulations, policies and standards.
 - ii. Ensure compliance with codes, regulations, policies and standards.

3. TECHNOLOGY

- a. The competent facility manager is able to plan, direct and manage/oversee facility management business and operational technologies.
 - i. Monitor and evaluate technology trends and innovation.
 - ii. Conduct assessments and/or collaborate on facility management technology needs analysis.
 - iii. Align facility management technology with organizational information technology.
 - iv. Assess the application of technology within facility operations.
 - v. Evaluate, implement and operate integrated workplace management systems (IWMS – combining CAFM, CMMS and BAS).

4. OPERATIONS & MAINTENANCE

- a. The competent facility manager is able to assess the condition of the facility.
 - i. Manage/oversee the assessment of building systems' condition.
 - ii. Assess the condition of the facility's structure, interior, exterior and grounds.
- b. The competent facility manager is able to manage/oversee facility operations and maintenance activities.
 - i. Manage/oversee the acquisition, installation, operation, maintenance and disposal of building systems and structural, interior, exterior and grounds elements.
- c. The competent facility manager is able to manage/oversee occupant services (parking, janitorial services, food services, concierge, facility helpdesk, security and safety).
 - i. Identify required occupant services.
 - ii. Decide/recommend the most appropriate way to provide occupant services (outsource, in-source),
 - iii. Manage/oversee the modifications to building systems, structural elements, interiors, exteriors and grounds.
 - iv. Monitor the performance of service providers.
- d. The competent facility manager is able to manage/oversee the
- e. Maintenance contracting process.
 - i. Develop maintenance contract specifications.
 - ii. Assure competent maintenance contractors are selected.
 - iii. Negotiate service level agreements.
 - iv. Monitor maintenance contractors' work.
 - v. Resolve contract disputes.
- f. The competent facility manager is able to develop, recommend and manage/oversee the facility's operational planning requirements (temperature control, lighting, equipment replacement and so forth).
 - i. Develop policies and guidelines related to usage and maintenance.
 - ii. Determine life cycle costs.
 - iii. Monitor the usage and performance of all facility systems, equipment and grounds.
 - iv. Monitor occupant satisfaction.

5. HUMAN FACTORS

- a. Develop and implement practices that support the performance and goals of the entire organization.
 - i. Oversee the work environment to support staffing, recruitment, retention, motivation and productivity.
 - ii. Create an environment conducive to innovation (investigate trends and conduct pilot tests).
 - iii. Provide a healthful and safe environment.
 - iv. Provide security that meets the facilities' needs (physical site security, access control and information).
- b. Develop and implement practices that support the performance of the facility organization.
 - i. Provide personal and professional growth and development opportunities (coaching, mentoring, training, education and career paths).
 - ii. Encourage diversity.
 - iii. Utilize performance appraisal systems (goal setting, performance monitoring and evaluation).

6. FINANCE & BUSINESS

- a. Manage and oversee the financial management of the facility organization.
 - i. Develop, recommend, manage and oversee the facility's budget requirements (expense, operational, capital).
 - ii. Prepare business cases, supporting documentation and financial reports.
 - iii. Analyze and interpret financial documents (budget, financial statements, ratios and so forth).
- b. Administer and manage the finances associated with contracts.
 - i. Develop and manage contracts.
 - ii. Administer and monitor contracts.
 - iii. Interpret financial contract elements (lease agreements, service contracts, cost statements and so forth).
 - iv. Resolve vendor conflicts.
- c. Administer procurement and chargeback procedures.
 - i. Define, justify and apply chargeback procedures.
 - ii. Administer procurement procedures for outsourcing products, services, contractors, designers and whole buildings.

7. EMERGENCY PLANNING & BUSINESS CONTINUITY

- a. Plan, manage and support the entire organizations emergency preparedness program.
 - i. Develop risk management plan
 - ii. Develop emergency management plans and procedures.
 - iii. Assist in the design of simulations or exercises to test the emergency management and business continuity plans.
 - iv. Manage the execution of simulations or exercises to test the plans.
 - v. Secure technology systems and services.
- b. Manage and oversee and support the entire organization's business continuity program.

- i. Develop a business continuity plan.

8. LEADERSHIP & STRATEGY

- a. Lead the facility organization.
 - i. Lead, inspire, and influence the facility organization, search for best practices, manage change, promote continuous improvement, and provide tools.
 - ii. Advocate for facility management needs and priorities.
 - iii. Develop, implement, and evaluate policies, procedures, and practices for the facility organization.
 - iv. Clarify and communicate responsibilities and accountabilities.
 - v. Resolve conflicts (organization and personnel).
 - vi. Organize and staff the facility organization.
- b. Provide leadership to the entire organization.
 - i. Promote, encourage, and adhere to a code of conduct.
 - ii. Develop and manage/oversee relationships (supplier, community, government, tenants, business partners, occupants).
 - iii. Ensure compliance with the organization's social responsibility policies.
- c. The competent facility manager is able to plan strategically.
- d. Align the facility's strategic requirements with the entire organization's requirements.
- e. Develop and implement a strategic planning process.
- f. Assess what services are needed to meet organizational (business) requirements.

9. REAL ESTATE & PROPERTY MANAGEMENT

- a. The competent facility manager is able to develop and implement the real estate master plan.
 - i. Develop and implement a real estate master plan.
- b. The competent facility manager is able to manage/oversee real estate assets.
 - i. Determine and evaluate real estate requirements (space utilization, management, highest and best use).
 - ii. Acquire and dispose of real estate (commercial, institutional, industrial, residential, leased and owned).
 - iii. Manage/oversee the real estate portfolio (owned, leased, subleased, co-owned and contract managed).
 - iv. Prepare and administer the service charge budget and allocate among co-owners or tenants.

10. PROJECT MANAGEMENT

- a. The competent facility manager is able to plan projects.
 - i. Define and program projects (purpose, size, scope, schedule, budget and user needs).
 - ii. Plan projects (resources, schedule and sequence).
 - iii. Develop contract specifications and solicitations.
- b. The competent facility manager is able to manage/oversee projects.
 - i. Administer contracts (implement, monitor service level).
 - ii. Manage/oversee projects (construction, relocation, renovation, organizational change).
 - iii. 3. Evaluate project outcomes.

11. ENVIRONMENTAL STEWARARDSHIP & SUSTAINABILITY

- a. Plan, manage and support the entire organization's commitment to protecting the environment.
 - i. Manage, oversee and safeguard the natural environment.
- b. Manage and oversee the entire organization's commitment to sustainability of the natural and built environments.
 - i. Develop and direct sustainability programs.
 - ii. Provide data to support facility evaluation.
 - iii. Evaluate and manage the asset life cycle process.