



IFMA ATLANTA

Best Practices Event

August 15, 2014

FM Forum Best Ideas

Workplace Strategies – Best Practices/Trends in Space Management

- **Trends in Space Management**
 - Significant trend in Real-estate reduction some have moved from a 12 x 12 to a 6 x 6
 - Have to have a change management team in place to implement the change successfully, they develop the roadmap for the change implementation
 - There must be a leadership champion that can help change the mindset of the employees for the good of the company
 - Many companies looking to attract and retain 30 and under so they are changing the workplace for the next generation
 - Private office space is moving to the open plan
 - Creation of “neighborhoods” to delineate departments has increased, there is only visual segmentation, glass is utilized to enclose departments such as HR, Legal, etc.
 - In many cases it took approximately a year to form focus groups and established round table discussions to establish the new space requirements and get buy in from employees
 - In most cases one of the biggest concerns employees have before the change is noise control, the perception is the open plan will be too loud. In most cases after move-in employees lower their voice naturally due to visually seeing other people are close so they lower their voice
 - The younger generation tends to be more concerned about the technology capabilities they will have rather than how much workspace they will have
 - Most companies have developed a Palette of Place that allows for many different work processes to happen in the workplace, the workplace is designed for workers to find a place in their work environment to do their best work, whether it is a private quiet space, a collaborative area or the open plan
 - There are still a significant number of companies that have not embraced the new way of thinking when it comes to workplace change, all agreed without a champion the change will not take place and the Facility Manager must try and educate the “C’s” to get ready for the next generation

- **Hoteling**

- If the employee is out of the office 2.5 days a week the employee does not have a permanent space
- Badges and computer log-in is how most companies determine the employees office usage
- Storage for employees who are Hoteling range from a 3 drawer lateral in a designated space to a garage/cabinet on wheels they can pull over to their space
- Two prevalent Hoteling Management Systems are EMS and Agilquest
- There are web based Mobil APS available where you can swipe your card and it asks you to pick your cube (shows you what is available)
- Some companies have a team that manage/police the Hoteling Environment, it is the teams full time job to ensure hoteling is being utilized as intended

In House vs. Outsourced FM

- **Benefits of In House FM:**

- Closer to the business
- FM team has responsibility for projects
- FM is really the expert on strategic projects
- Greater resident knowledge
- Take an ownership approach to the company
- Continuity
- More diplomatic
- More in line with the culture of the organization

- **Benefits of Outsourced FM:**

- Ability to provide knowledge & EEs on different jobs
- Transfer of administrative burden (benefits, taxes, backfill, etc.)
- Consistent coverage
- Cost savings
- Roles can be separated or combined
- Transfer of administrative burden
- Greater resources
- Vast knowledge of different areas along with shared best practices
- Outsourced jobs include: IT, AV, Security, Janitorial, Landscaping, Mail, Records, Copy, Catering, Plumbing, Electrical, etc.

- **Cons In-House**

- Don't always get a seat @ "C" Suite Table
- Don't get a chance to experience best practices outside of your company
- Limited buying power
- Backfill, coverage not consistent
- Expensive on HR Benefits side

- **Cons Out-Sourced**

- Promotions of on-site staff could result in you losing excellent EE's
- EE's move around
- Not tied to your culture
- PM is only there for the project, not entire life of the organization

- **Future of FM**

- Fitting more people into tighter spaces
- FM is becoming more of a "true profession"
- Universities are offering educational tracks in FM
- FM is becoming more of a catch all job → everything gets transferred to the FM
- Responsibilities / Task increasing
- Mobility of workforce is changing
- Younger generation is only looking at FM as a "right now" job
- Vendor project manager of multiple projects
- Continue to create value and get invited to sit at the decision maker's table
- Property managers get put into FM jobs and learn only by experience
- Newer generation may not want to be a part of this labor force because they consider it unsexy and blue collar

- **Career Preparedness**

- Continuous learning
- Peer group management
- Best practices should be shared
- Engage in professional development
- FMs will begin to have a seat at the C Suite table
- Moving from boiler room to board room

- Networking with other FM professionals

Metrics

- **Best Practices**

- Use of Technology
- Definitive Plan/Goals
- Data Driven
- Report to COO
- Evaluated on Job Description
- Value Add considered
- Measurements in place
- Provide survey on internal customer satisfaction on service

- **Monthly vs Annual**

- Performance (Project)
- Work Order Response
- Cost Management Savings
- Data vs job description

- **Subjective vs Objective**

- Different based on who you report into
- Culture dependent, (school, outsourced, corporation, in-house)

Vendor management:

- **Lowest bid versus best value**

- Fine line between low bid and best value
- Most agreed, they do not have to take the lowest bid
- Lowest responsible bidder

- **Best way to find new Vendor**

- There did not appear to be solid process' in place to;
 - Find quality vendors
 - Choose best vendors
- It's important to have a quality back up in case #1 is not available
 - Especially important with Plumbers, Electricians, Disaster Response
 - If you have a contract with Disaster company, they will serve you first
 - The contracts cost nothing to establish

- **National Vendor Contracts**

- Sometimes encourages mediocrity
 - Vendor knows you have to use them, they do not try as hard
- Some companies are required to choose from national contracts
- Others do not have a national contract to choose from

- Many seem to prefer choosing from local vendors
- Beware of the company who says they can deliver nationally
 - Are they flipping through yellow pages to find a provider for you?
- **References**
 - Ask for 3 references of companies have fired the vendor in the past 24 months
- **Sustainability**
 - Do what is logical but do not over spend for it
- **Bundled Services**
 - Can be a positive and a negative
 - If vendor is not performing well in 1 of 3 services they offer
 - You feel stuck with them