

A BUMPER EDITION TO WELCOME IN 2005

Unfortunately, 2005 does not get off to a good start with the terrible events in South East Asia dominating the headlines and everyone's hearts and minds. We trust that all Members, friends and their families are safe and well.

Kicking off the year, we have put together a bumper Bulletin.

You will find details about the Spring Dinner party which will be a great social and networking evening.

This edition includes a report from the Chapter President, Jon Seller, of his visit to World Workplace which took place in Utah in October 2004. The local Chapter has been stepping up its involvement with IFMA HQ in Houston in order to ensure we continue to deliver value to our Members.

I will be paying a visit to IFMA HQ at the end of the month to attend a training conference and will also be given the opportunity to meet with IFMA management and take a tour of the HQ building.

There are a series of events coming up which Members may be interested in registering for and we also continue with our series of Guest Articles. The first one, which appeared in November 2004 and was written by Santa Raymond, a speaker at our Conference. In this Bulletin, we present the first of 6 articles from the respected UK based CFM, and the UK IFMA Chapter President, Martin Pickard. His article is titled "Putting the M back into FM".

Brian Crockford, Vice President
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EVENTS

CHAPTER SPRING DINNER

Friday 21st January, 2005

Hong Kong Cricket Club, Wong Nai Chung Gap Road, Hong Kong

To celebrate the coming Year of The Rooster, the Chapter is holding a Spring Dinner with a fabulous buffet at the Hong Kong Cricket Club. FM is not on the menu for the evening's fun, so leave your workspace planning, R&M and budgets in the office and join the Party.

We have also reserved two indoor bowling lanes from 18:30 to 20:00 for the first 12 people to register their interest. First come, first served and non-discretionary against non-members!

For just **HK\$350 per person** you will be able to enjoy an extensive buffet (with limited wine). A pay-voucher system will be in place for additional drinks.

Date: Friday 21st January, 2005

Time: Bowling from 18:30 – 22:00
Drinks in function room from 18:30
Buffet will be open from 20:00
Party finishes at 23:00

Venue: Bradman & Grace Suites, Hong Kong Cricket Club, 137
Wong Nai Chung Gap Road, Hong Kong

Enquiry & Registration: Tine Yang
Tele: (+852) 2888 6345 / Email: admin@ifma.org.hk

CFM WORKSHOP 2005



Certified Facility Manager (CFM) is the only reliable global standard that recognises the achievements of facility managers.

IFMA developed the certification to meet the clear needs of the facility management profession for a designation that would not only help FM's gain additional credibility but also establish increased global recognition for the profession. The CFM Workshop 2005 is designed for those who are working in the field, would like to learn more about becoming a CFM and find out how to apply for Certification. The workshop will cover the following topics:

- What difference does becoming a Certified Facility Manager make
- Examination or equivalency
- Who is eligible to apply
- The Hong Kong advantage
- The nine core competencies
- Frequently asked questions
- Application procedure

Date: 5th January 2005 (Wednesday)
Time: 18:30 – 21:30
Venue: Room 030, G/F Hong Kong Institute of Vocational Education, Morrison Hill, Wanchai
Fee: HK\$100 for Chapter Members
HK\$300 for Guests

For registration & enquires, please contact Tine Yang at admin@ifma.org.hk or tele: 2888 6345

PSDAS TECHNICAL SEMINAR

Design Principles and Maintenance Management of Curtain Walls
11th January, 2005

IVE Morrison Hill, Causeway Bay

A 2-hour technical seminar on "Design Principles and Maintenance Management of Curtain Walls" will be held at Lecture Theatre LT02 of IVE(Morrison Hill) from 6:30pm - 8:30pm on 11th January 2005 (Tuesday).

The seminar will aim to give participants an appreciation of the design principals of curtain walls and share best practice knowledge in their maintenance. A video will also be shown relating to the installation of a typical curtain wall unit and replacement of a piece of defective glass.

Admission is free of charge. These events are very popular and frequently over subscribed. Registration is required on a first-come-first-served basis. Visit www.ifma.org.hk to read the flyer for this event and for registration details.

PRACTICAL TRAINING PROGRAMMES FROM THE HONG KONG POLYTECHNIC UNIVERSITY

New training courses on Lighting Energy Audit and Sensors, Fire Protection Design, Building Management System (BMS) and Air-Conditioning System Design will be launched around April 2005. To review the courses on offer, please visit:
<http://www.ic.polyu.edu.hk/EBS/program/courses.htm>

A NOTE FROM THE CHAPTER PRESIDENT WORLD WORKPLACE 2004

IFMA's 2004 World Workplace conference was held in Salt Lake City, Utah and approximately 3,800 persons from 25 countries attended. Hong Kong was well represented this year with Chapter President, Jon Seller, attending together with some other Chapter members.

Jon has written the following report for Chapter Members:

In addition to the conference, the IFMA Annual General Meeting was held and a new Chairperson and executive board were elected for 2005. Matt Dawson, after being elected as Chair, spoke briefly about his vision for the year – predominantly relating to the growth of IFMA globally. I believe this will have a positive impact for FM in Asia, with a greater focus being placed on our region.

Outgoing Chair Sheila Sheridan also outlined new relationship arrangements with the British Institute of Facilities Management and the Australian Facility Management Association. IFMA Members will be granted reciprocal rights with both the new partner associations.

Conference sessions were held over three days with up to eleven alternate sessions happening at any one time. There were three broad themes for the conference:

- Leading the organization
- Advancing the business
- Managing facilities

Each session attended counted as a “continuing education unit” which

are used to maintain professional standing and I found the sessions to be highly relevant, with most being accompanied by real life case studies.

Everyone that attended World Workplace had a Facility Management related intent. These people, from varied backgrounds, were more than pleased to share their knowledge and stories. Many were surprised when I provided an overview of the FM environment in Hong Kong and its surrounds, and particularly with the number of FM professionals in our region and the size of the Hong Kong Chapter.

A product and service expo was co-located with the conference that featured more than 220 suppliers. These included software providers, product suppliers, service companies, and many more.

In addition to the formal proceedings there was also a strong social element. During the many social functions there was an opportunity to meet other FM professionals, swap stories, and name cards.

This was my first World Workplace, however I believe that the experience, networking and knowledge was extensive enough to convince me that this should be an annual event on my calendar. In October 2005, the World Workplace will be held in Philadelphia, Pennsylvania. The ability to have up to date information on processes and products makes this an invaluable opportunity.

A number of IFMA Hong Kong Chapter Members attended the conference, and I hope to see many more in Philadelphia next October.

Jon Seller, Chapter President

GUEST ARTICLE

PUTTING THE M INTO FM

By Martin Pickard, CFM & President of the UK Chapter of IFMA



In facilities management today technical abilities are not enough to guarantee success.

In the first of a specially reproduced series of articles originally published in PFM Magazine, the UK's leading FM Magazine (www.pfmonthenet.net), Martin draws upon his personal experience of a 33 year career in Facilities Management to explore the behavioural side of FM from a practitioners perspective.

FM is indisputably a management discipline. Despite this, FM training and development programmes seem to be dominated by the more technically focussed competencies. Sometimes dismissed as “soft skills” and frequently ignored when training programmes are being developed, the M in FM is the factor that makes all the difference to a successful facilities career. That doesn't mean that technical expertise isn't necessary. Asking whether management skills or technical skills are more important is like asking if it's better to breathe in or breathe out. A knowledge of facilities and their operation is essential in FM but professionals, team leaders and specialists alike require a high level of management skill to support their professional expertise if they are going to succeed.

IFMA defines FM as “A profession that encompasses multiple disciplines to ensure functionality of the built environment by integrating people, place, process and technology”. The important point here is the FM's role.

as integrator, both of multiple disciplines and of the component parts of the workplace – people place and process. Six of the IFMA's nine competency groupings are directly comparable with those used by the Chartered Management Institute including key areas such as Communication, Leadership, Finance, Business, Planning and Personal Effectiveness.

The British Institute of Facilities Management (BIFM) similarly defines FM as “the integration of multi-disciplinary activities within the built environment and the management of their impact upon people and the workplace”. It is not surprising that these definitions are so similar. Facilities Management varies in technical content in many countries thanks to cultural, legal and geographic differences but the key elements of integration and management of workplace disciplines and activities are common the world over.

Why is it then that organisations have been slow to invest in the development of these skills in their facilities people? Perhaps it is a national malaise rather than peculiar to our sector. In its report “The Skills and Productivity Challenge” the Sector Skills Development Agency (SSDA) identified the shortage of management and leadership skills as critical, expressing “concern about the quality of some British managers ... and the adequacy of management development”. In its 2002 report the Council for Excellence in Management and Leadership stated that “the UK's shortfall in management and leadership skills is one of the significant factors in lower productivity levels when compared with many international competitors.”

When businesses are failing to invest in the management development of their core people it is no surprise to find the FM at the end of the queue for personal development funding. What little cash is made available is concentrated on technical operations and compliance awareness training. This is easier to justify within the organisation and perhaps FMs with a technical background find it less demanding on both time and grey matter. The result is both a lack of support and a lack of desire for FM management training.

However there can be little doubt that we do have a problem in FM. The ideal candidate for a senior FM role today has technical qualifications, management skills, a customer service attitude and is a health and safety expert to boot. Such superstars are hard to find. John Davis, Managing Director of facilities recruitment specialists FRL says "Many companies are seeking a jack of all trades and a master of all trades all rolled into one. This specific demand is creating a skills shortage."

So where are the leading facilities professional of tomorrow going to come from? Many will be new young managers entering FM for the first time enabled by the many colleges and universities now offering facilities related qualifications. Many more will be from the continued stream of experienced managers from other disciplines who join FM part way through an already established career. These players already have the management skills supplemented by fresh experience as facilities consumers. Those from service sectors such as the hotel and leisure industries also bring highly prized customer service expertise. They understand the need to gain an awareness of FM practicalities. They have the desire and those who don't find the support get out there and do it for themselves.

Facilities managers who do not make the effort to develop this side of their own skills portfolio will not advance through the profession and will have to accept an unhappy position as a technical support function to a smarter management layer that does recognise the crucial importance of the M in FM. FMs must take ownership of their own development and, through self help, reading, practice or formal training, improve on vital skills such as communication.

Communication Skills for FMs.

Communication is easily the most important and most powerful of all management skills. That is doubly true for facilities managers who need to be expert listeners, speakers and writers. The large number of stakeholders involved in a facilities operation is further complicated by the breadth of the discipline and the variety of communication transactions required to succeed at both strategic and operational levels.

Facilities managers operate through communication with colleagues, management, team and customers. The perceptions that these stakeholders gain from these transactions and from observations made by others will influence everything from credibility at budget time to the chances of career advancement. A failure to actively communicate by not responding to messages or avoiding departmental meetings still sends a strong message, but not a positive one.

It is therefore important that facilities managers work hard to develop first class communication skills. There are some very specific FM activities whose success or failure depends completely on good communication.

For example:

- *Understanding customers needs and wants*
- *Negotiating with service providers*
- *Meetings with project teams*
- *Interviewing and one to one dealings with staff*
- *Presentations to senior management*
- *Writing reports, business cases, company notices*
- *Telephone calls & help desks*

The facilities manager setting out to improve their performance as an effective communicator should closely observe the techniques used by those who are experts at the task. Much can be learned from good role models. There are also many good books and self help tapes on the subject. The training market provides many excellent opportunities to learn from consultants and practitioners although there are very few who come to the subject from a facilities perspective.

Here are a few key pointers for successful communication in FM:

Listen vigorously.

Epictetus the greek philosopher is supposed to have said "We have two ears and one mouth so that we can listen twice as much as we speak". If only more FM's took his advice. Of all the skills required to be an effective communicator, listening is the one most frequently ignored and undervalued. Successful service operations thrive on feedback, seeks it out and makes capital from it.

Really effective listening is an active process requiring genuine effort and complete focus upon the speaker. Comprehensive note taking, positive

body language and intelligent questioning is required in order to completely understand not only the words but the feelings and thought processes that lay behind. That cannot be done if the listener is too busy or deciding whether or not to agree and planning the point they want to make in reply. Not only will this give access to valuable information, good listeners are always popular.

Presentation is everything

Nothing has greater potential for building the reputation of a great facilities manager than the ability to deliver a powerful, persuasive and professional presentation. This really is an area where professional training helps but it must be the kind of course that supports the FM to develop their own style and to eradicate their own bad habits. Even more importantly this is something that only improves with practice. The ambitious FM intent on improving their presentation skills must seek out and seize every opportunity to utilise their newly learned skills. Every speaking opportunity from team meetings and corporate conferences to BIFM regional meetings and the local residents association must be used as preparation for the big events like annual budget reviews. These key dates allow a few precious minutes of top level exposure from which maximum benefit must be extracted.

Vary the message

Carl Jung described four types of people: 'thinkers' who respond to facts and figures; 'intuitors' who respond to pictures and ideas; 'sensors' who want action and 'feelers' who are emotion driven. The effective communicator not only takes account of their own tendencies but ensures that each message addresses the needs of all these types. Hence the

need to vary both the medium and the style of all important messages. When briefing the team about a significant change like an outsourcing or a relocation, the FM must cover issues like Why? Why Not? How? And WIFM? (Whats in it for me?) Each of the four types needs these questions answered before they can really listen. Similar variety needs to be applied to the use of illustrations, graphs, tables and text.

Little and often

The very best communicators make an art of refining big ideas down to crisp, clear and simple messages. Then they repeat them relentlessly at every opportunity until the message gets through. Once the first person to understand is being sick like a pavlovian dog at the sound of the words, the last person to listen is just beginning to get it. Little, often and consistent is always better than long, loud and complicated. Despite the repetition it is important to always speak honestly and from the heart. Nothing turns a listener off more than the suspicion that they are listening to a script, or worse, a lie. This also provides opportunities to get buy in through active participation. Getting the facilities team leader to summarise the key messages for the rest of the team helps to bring them on side in a positive way.

Actions speak louder than words

This has always been true and many a wizard with words has had their credibility destroyed by a failure to deliver. Whether the message concerns the implementation of a new catering policy or the completion of some vital maintenance work, any promise made must be kept. The FM who delivers in accord with their own publicity soon earns an enviable reputation. Many points can also be gained by symbolic actions like delivering the message personally, writing the thank you note by hand or getting the key points translated into the local language. These gestures

can cast long shadows with positive impact as long as they are implemented consistently and with genuine intent.

The development of a facilities profession that is universally respected for its contribution to business, the economy and society at large depends entirely on the quality, attitude and reputation of its practitioners. In pursuit of that goal every facilities manager must take ownership of their personal development, start listening before they think before they act and make a giant leap forward in the quality of communication delivered by our profession. It isn't difficult but it won't happen without effort and investment. **Next month – People Skills in FM**

Martin Pickard is a Certified Facility Manager and the current President of the IFMA UK Chapter. He is also a Fellow of the BIFM, an Associate of the Institute of Training and Occupational Learning and a Member of the Institute of Customer Service. For more information see his personal pages at www.dentonhouse.com or Martin can be contacted on martin@fmguru.co.uk

For more information on **PFM Magazine** see www.pfmonthenet.net

BOOK REVIEW

WHOLE LIFE ECONOMICS OF BUILDING SERVICES CD ROM

This magnum opus is a thoroughly updated and expanded version of a highly valued old favourite 'Design Economics for Building Services' originally written by Bernard Williams Associates with Ronald Hurst for property, facilities and construction professionals in the booming 1980s.

The advent of PFI in particular has brought a need for a fresh insight into building services economics, not just from a capital cost perspective (as in the earlier book), but also from a whole-life operating, maintenance and replacement cost standpoint.

Whole-Life Economics of Building Services illustrates and explains the design, construction, operation and maintenance of over 50 generic types of building services system including air-conditioning, sprinklers, lifts, generators, electrical circuits, etc.

It gives whole-life cost analyses, economic design guidelines life-cycles and maintenance regimes for the complete systems and their major components, plus detailed analyses of operating and energy consumption.

Price GBP125 available from RICS Books at www.ricsbooks.com

FACILITIES MANAGEMENT : A BEST PRACTICE MANUAL

One of the recurrent themes in facilities management is the failure of the design team to understand the needs of the building users. The end-user frequently feels aggrieved at the perceived lack of foresight applied by the design team. The operation and maintenance manuals provided are often neither practical nor useful. Examples of an impressive array of carefully indexed and titled "FM manuals" are often found collecting dust, with the construction record drawings becoming out of date as changes take place. There have been moves to bridge the gap between construction needs and end-user needs, with the introduction of the CDM Regulations, and various research initiatives. This has been primarily aimed at the construction industry rather than the building user.

The framework presented brings a clear understanding of the capabilities of premises, performance limits, costs, servicing, maintenance and breakdown procedures, and the long-term management strategy. This guide provides facility managers and other property operators with an improved understanding of the information required to successfully operate and maintain their facilities. Clear and specific guidelines are provided for a standard structure and content for the facilities management manual, which can be regularly updated during the life of the facility. Templates are provided for data presentation, together with a sample manual and a model specification for preparing a manual.

Price GBP90 available from RICS Books at www.ricsbooks.com