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By Jouke Schafsma
In order to free up more money for education and research, the Erasmus University Rotterdam (EUR) has brought almost all facility services together within the University Support Center (USC). There are 45 teams. The challenge is to make these teams work together more efficiently and in a more customer-focused manner.

The EUR wanted to free up more money for its ambitions in the area of education and research. It therefore resolved, among other things, to cut 6 million euros from the support service budget. In 2015, services such as HR, Communications and IT were merged to form the USC. The new organisation has 45 teams with a total of 275 people and is expected to grow even further.

‘As managers, we should be eager to make ourselves superfluous’

According to USC Director Kees Lansbergen, the motive behind the change was much broader than freeing up money. “A top university also needs top-level support. If the computers don’t work and the buildings are too cold, research teams will also have a much smaller chance of success.

But we want to go even further than that. We also want to create a change in culture and behaviour among employees.”

Lansbergen recognizes that the university has set out on an ambitious path. “It will take a minimum of 2.5 years, and even then you’re not finished. We have taken some small steps, but there will be many more to follow.”

Behavioural characteristics

Together with the departmental directors, the USC has compiled a list of new core values with nine behavioural characteristics that are henceforth to be adopted. “You cannot achieve a really high level of quality unless the teams work together well and employees are proactive, customer-focused and... continues on page 2

International FM Recruitment

Scott Newland, European Customer Synergy (ECS) COO, discusses the challenges faced by FM companies across the globe when it comes to recruitment

But it’s well known that the UK is experiencing an FM talent shortage and it’s great to see that organisations are working hard to showcase the rewarding careers that facilities management can offer, in addition to bolstering the training programmes available. As a European facilities management (FM) provider working with FM partners throughout Europe, we regularly discuss the challenge of recruitment across borders.

International Challenges & Solutions

The Netherlands
The Dutch art of FM is well known and respected. There isn’t a shortage of suitable FM candidates in the Netherlands and this is largely down to the regular careers fairs and high school visits by Facilities Management undergraduates and their lecturers. Through increased exposure, students are more aware of the job prospects on offer and are keen to enter the Dutch FM space.

Greece
In Greece, FM companies face a different challenge. The 2010 financial crisis impacted on the Greek FM market, resulting in the emergence of a ‘black-market’. Being legally compliant is of prime importance to our Greek partner, GEN-KA, who instead recruits through local authorities, recruitment specialists and in other traditional ways including newspaper and online advertisements. Currently, candidates don’t always know the exact nature of facilities services and often don’t have past experience in the sector. When this is the case, GEN-KA tends to recruit from similar industries, usually electromechanical, and then builds roles suited to the individual’s strengths.

Belgium
Boasting an established Facilities Management sector, Belgium operates successfully in this space, however the country does face its own challenges when it comes to recruitment. Recruiting in the traditional ways, our Belgian FM partner Iris Facility finds that some job roles are difficult to fill, in particular when a bilingual speaker is required.

iris Facility tends to find that candidates will apply from related but different departments, such as catering, and whilst there are certainly transferable skills, Iris Facility has developed training programmes to establish a new team member into an ideal candidate.

Germany
As with every industry, young people will only choose FM as a career choice if they are aware of it and many benefits. Our German partner WISAG came up with a unique way of attracting young talent. Understanding that young people need to be engaged and interested, the company produced a video showing young workers in FM roles rappelling, break dancing and skateboarding. The video was shown throughout schools, universities and youth clubs, creating a buzz around facilities management and sparking interest from young people in Germany.

The future
Collaborations between industry bodies, such as the recently announced RICS and International Facility Management Association partnership, are a key element in progressing the international FM marketplace.

Trade associations including EuroFM, the British Institute of Facilities Management (BIFM) and the German Facility Management Association (GEFMA) are also transforming the industry and bolstering the recruitment of young people.

With this in mind, it’s also up to us as FMs across the globe to drive these changes and overcome the challenges we face. We need to support our sector in recruiting, attracting and bringing on the best talent for the future of the industry.

www.ecsnergy.eu
driven to achieve the best for the researchers and students.” To get the process moving, the help of management consultancy Goudsteen & Company was enlisted to convert the core values and nine desired behavioural characteristics into an action plan for team development. An unusual feature is that the teams themselves will gradually be made fully responsible, under supervision, for the further design and implementation of the plan.

You have to reinvent the wheel?

“A university is a special organization with a scientific staff focused on education and research, so in that sense, yes. You can see that at Dutch universities the organizational structure has historically been shaped by chance and by personal preferences. Everyone ploughs their own furrow. And that was also the case at the EUR. We were working in a compartmentalized and fragmented manner. Our conclusion was that a more coherent structure was the future of the EUR. Of course, other large organizations have already gone through this sort of centralization.

But a university is rather different.

We have therefore enlisted outside assistance.”

Why is this operation necessary?

“If the computers don’t work, if the buildings are too cold and the signage is wrong, it doesn’t matter how good a research team you have, their chances of success will be much smaller. A top university therefore requires top-level support. At the moment we’re scoring around 6 out of 10, but by 2018 it’s going to be 7.5. Guaranteed. Then we’ll be at the top in that area as well. Moreover, we were not efficient, so our labour costs were too high. Money that you’d rather put into good facilities for research and education, such as IT and buildings.”

So it’s about new buildings and new computers?

“It’s more than that. If things work as they should, if the heating comes on and the e-mail gets sent, in line with what people might expect as a minimum, you get a 6.5. But if you want to offer top-level support, and so get a 7.5, then it is something else entirely. You can only achieve that if teams work well together, if employees are proactive, customer-focused and driven to achieve the best for the researchers and students.”

How can a reorganization that is primarily directed at yourselves nonetheless produce a more customer-focused attitude?

“Admittedly, over the years previous changes have not produced sufficient results in that regard. This process therefore also provoked a certain amount of scepticism among some of the staff. But we, at management level, are now showing that we mean business, that it’s not over. And that inspires confidence. We are spreading the message that people are the decisive factor in success and we also want to invest in them. People are beginning to see that too, and that’s a crucial step forward.

Now we can really start building an organizational culture that is open to innovation.”

What kind of change do you expect from employees?

“We, and by that I mean the departmental directors and the faculty directors, have specified three core values in the preparatory phase: 1. take responsibility, 2. work together and 3. work in a goal-oriented and customer-focused manner. These are linked to nine behavioural characteristics. We want people who know their trade and who are professional, but who can also understand customers’ needs and come up with their own...
Cultural and behavioural change at Erasmus University

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ideas for improvement for the faculties, together with researchers and students. We are giving a lot of thought to online colleges, to name just one example."

“We’re creating a single organizational unit and thinking in terms of service chains’

It sounds so logical, but is there more to it?

“Everyone is different and some people naturally have these behavioural characteristics. Nonetheless, the structure and the culture can cause even those people to display much less of this behaviour. Then you get organizations where colleagues have to go from one counter to another. The structure was the first thing we tackled. We’ve broken through the walls between departments, we’re creating a single organizational unit and are thinking in terms of service chains. But the most difficult and most important thing is to develop the right attitude and behaviour.”

How far have you got with that?

“Firstly, it’s worth remembering that it takes time. When you’re constructing a new building, everyone understands that you need a year of preparation and a year for the construction. Changing a culture takes a minimum of 2.5 years, and even then you’re not finished. You see, we want to construct a sturdy building. To stick with the analogy: we are building with living stones and that is very different, both for me and my fellow directors. We have taken some small steps, but there are still many more steps to go. It won’t be easy, but I’m convinced we can do it.”

Do you, as directors, also display these behavioural characteristics?

“We consider it essential that we should demonstrate exemplary behaviour. And we’re still not doing it enough. Even as the management team, we need to change more of our behaviour. For example, we need to let go more and have confidence in our employees. That’s not something everyone does naturally or is used to doing. We are now experiencing at first hand the sort of changes we are demanding of our employees, and that is an instructive and unifying experience. It keeps us on our toes, we need to continually keep checking whether we are on the right track with the development process, or whether we need to make adjustments.”

What does the road ahead look like?

“We mapped out the road to our final destination in broad terms, but we are also still adding details to it along the way. An unusual aspect of this is that the consultants are eager to make themselves ultimately superfluous. Something, in fact, that we as managers should also wish for ourselves. In the initial phase, the support was intensive, but as the development progresses, the team coaches are increasingly pulling back. I think that’s a very good starting point and they’re putting it into practice. All the teams have had a one-day training session in the Van Nelle factory. The teams had to work together straight away to formulate goals in which they could link concrete actions to the core values that we specified. That was defined and discussed in team action plans. You can see that some teams have really embraced that, but also there are some teams that are lagging behind. However, the next joint team day, before the summer, will be organized mainly by the employees themselves. We will then be using 50% of the consultancy support capacity.”

How do you go about managing a process like this?

“An important starting point is that we want to achieve critical mass. In other words, we want to ensure that 80% of the employees embrace the change. Where necessary, you can deploy extra support, but in a targeted manner. The nice thing is that all the consultants have the same base of specialist knowledge and professionalism, and are convinced about the approach. But there are also differences in personality between them. This means we could look at each team and decide which consultant was the most suitable.”

Is an external agency required for such a change?

“For a major cultural change you need help from outside. It brings the focus that you require. Goudsteen & Company was selected from a shortlist of five agencies. Their approach is creative and professional. Ultimately, however, it was also about the confidence I have in the people involved. In the same way that you need confidence internally, you also need to have confidence in the consultants you hire. You want to be confident that they can adapt to the various demands and needs, even during a change process. That they won’t stick rigidly to one particular approach, with an attitude of ‘that’s what we agreed’. I think it’s very important that the consultants you bring in should themselves exhibit the behaviour you want from your teams. The same is also true for managers, who need to set an example. At the start that is not yet the case, and then you need an enabler from the outside, who will be eager that we ourselves should become the enablers. We don’t need to ask the consultants whether they think that adjustments should be made or whether we need to change parts of the approach. They make those suggestions themselves, because they feel responsible for producing a good end result. It is also very helpful that, in spite of their different personalities, they all have this conviction and attitude. This is another example of the desired behavioural characteristics, by the way.”

And how is behaviour translated into results? “Here again you can see an example of the support from outside, from behaviour to approach. If we want our employees to offer a customer-focused, creative and professional approach to the faculties, then you must show them an example of how you can do that. If you want them to enter into dialogue with the lecturers and researchers and think about the contribution they can make to good research results, it is very important that the way in which you teach them that should also reflect the same values. I think the way the consultants have shown us that is very impressive. Practice what you preach in every aspect will eventually lead to a real change in culture.”

The Dutch are the sitting champions of Europe and that is bad for the health of office workers. This is illustrated once again by a survey of more than 26,000 Europeans, which was published in March 2016 by the VU University Medical Center in Amsterdam. For this reason, the VU University decided to display some new office furniture in its main building. To stick with the analogy: we are building with living stones and that is very different, both for me and my fellow directors. We have taken some small steps, but there are still many more steps to go. It won’t be easy, but I’m convinced we can do it.”

We hope that the students and staff of the VU University and Medical Center will use the landscape to experience how refreshing it can be not to spend the whole day just sitting, said VU University Medical Center researcher Hidde van der Ploeg. The experiences of the users will be recorded by Van der Ploeg and his colleagues in the near future. The ‘End of Sitting - Cut Out’ has been made possible by assistance from the DOEN Foundation, the Fund for Creative Industries and the Dutch Organization for Scientific Research (NWO), via a VIDI grant for Erik Rietveld.
Services for the industry of tomorrow
Fully networked service environments

By Robert Altmannshofer

With generation 4.0, industry is standing on the brink of a new revolution. The manufacturing of the future will be digitally networked, communicative, interactive and just-in-time. This will also have a massive impact on the service processes that support the core business. With newly developed procedures and multidisciplinary expertise, industrial services will be a key factor in the success of industry 4.0 and in ensuring the continued viability of certain locations.

“German industrial companies value their service partners highly, especially in comparison to the situation in other countries,” says Lothar Meier, chairman of the German Economic Association for Industrial Services (WVIS). The WVIS estimates the volume of industrial services in Germany to be approximately 20 billion euros and tirelessly highlights the importance of industrial services as a factor in companies’ decisions on where to locate, as this is still not fully appreciated by the public. This is something which industrial services have in common with the substantially larger market for facility services.

Maintenance, the most important area of industrial services, covers the planning, organization, implementation and monitoring of all technical and administrative procedures for the inspection, servicing, repair and improvement of machinery and equipment. Whether in the form of an external service partner or as an internal service unit, it guarantees the availability and reliability of the machines that determine the efficiency of industrial production.

Industry must rise to the challenge of implementing fundamental changes, including in the area of industrial services: Industry 4.0 is the key phrase here. This term describes networked, intelligent production environments that guide products, goods and data flows through fully automated factories, as if by magic. This hitherto somewhat nebulous concept is slowly but surely being fleshed out with concrete examples and practical implementations.

Data flows and production technology

The most important driver for this development is the linking of production technology with the latest Internet technologies. It is for this reason that Robert Bosch GmbH is already talking about data as a new “raw material which will determine the performance of the economy”. Used properly, it offers great potential for better customer service and optimized production processes, and increased competitiveness. “The ability to generate new knowledge from large amounts of data will be a key competence in the future,” says computer scientist Dr Lothar Baum. He heads up an expert team at Bosch’s new research campus in Renningen which is exploring approaches for optimizing networked industry using data mining.

Bosch operates hundreds of...
production lines at approximately 250 sites throughout the world. Many of them are already networked. At these sites, sensors supply data from which algorithms can detect any risk of damage to machinery and thus provide recommendations for timely maintenance. Unplanned downtimes can be avoided and productivity increased. Worldwide, a dedicated team of 40 experts works exclusively on tasks such as these and supports their production colleagues in the implementation of relevant projects.

Smart Maintenance

The Smart Factory, i.e. the intelligent factory of the future, also requires smart maintenance. “Smart Maintenance safeguards jobs in industry, brings complexity in factories under control and drives industry 4.0 forward as an engine of innovation and source of knowledge,” asserts the study “Smart Maintenance for Smart Factories” by acatech – the German Academy of Science and Engineering, outlining the tasks of industry 4.0 in practice. In this way, Maintenance 4.0 should represent an attractive career path, not just for young people in general, but for women in particular.

Success factors for Maintenance 4.0

Infraserv Höchst documents the fluid boundaries between industrial services and facility services using the example of the new Clariant Innovation Center in the Höchst district of Frankfurt. In the design of the building, the focus was not only on ideal working conditions for the Clariant researchers, but also on a sustainable energy concept. The Innovation Center is supplied with heat and electricity from the Industriepark Höchst. With its state of the art gas turbine plants, the local cogeneration power station achieves an energy efficiency of approximately 90%. In addition, the waste heat from waste disposal and production plants is fed into the site’s supply networks. This significantly reduces the need for fossil fuels and the resulting CO2 emissions. “Furthermore, we help protect the environment by using cooling that is based on natural refrigerants: The offices in the CIC are conditioned by means of adiabatic cooling. This involves the air being cooled by humidification,” states Mathias Stühler of Infraserv Höchst.

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Maintenance 4.0 in practice

But how does Maintenance 4.0 work in practice? What makes it so different? The WVIS provides the answers in the latest publications in its “lighthouse series”. In these, member companies of the WVIS describe examples of best practices and give an insight into projects and product developments. For example, since early 2015 Bilfinger has offered an app for smartphones and tablets with which maintenance work can be documented quickly and easily while on the move. The eScheduler, which was developed in-house and is fully integrated in SAP, is a digital planning board for workshop planning, work scheduling and operational planning. The Windows-based planning tool is used for displaying jobs, distributing them to the technicians, displaying resources, the live monitoring of work progress and much more. The technicians can carry out their maintenance work in a more targeted manner, as maintenance protocols are also available on the mobile device. The technician can immediately see which faults have occurred in the past, how often they occurred and how they were rectified. Additional support is also provided by wiring diagrams and manufacturer information, which can be displayed with the app. “Furthermore, the solution is linked to the SAP system. There is also a direct link to the HSEQ system. Near misses, for instance, can be reported with only two clicks,” explains Oliver Wichmann, Head of Mobile Solutions at Bilfinger Maintenance GmbH.

ETABO Energie- und Anlagentechnik GmbH is trialing new concepts in the customer-specific manufacturing of spare parts using a 3D printing process. In a project that is being conducted exclusively by employees below the age of 30, regardless of their qualifications, training or current employment contract status, the service provider is investigating new business models, such as creating complex components or assembly studies based on 3D models, printing seals and spare parts, or offering 3D printing itself as a service. The project was launched in spring 2015. After some trial runs, the first models of actual components were printed. Based on these models, it has already been possible to discuss concrete projects with customers.

Industrial Services and Facility Services

Infraserv Höchst documents the fluid boundaries between industrial services and facility services using the example of the new Clariant Innovation Center in the Höchst district of Frankfurt. In the design of the building, the focus was not only on ideal working conditions for the Clariant researchers, but also on a sustainable energy concept. The Innovation Center is supplied with heat and electricity from the Industriepark Höchst. With its state of the art gas turbine plants, the local cogeneration power station achieves an energy efficiency of approximately 90%. In addition, the waste heat from waste disposal and production plants is fed into the site’s supply networks. This significantly reduces the need for fossil fuels and the resulting CO2 emissions. “Furthermore, we help protect the environment by using cooling that is based on natural refrigerants: The offices in the CIC are conditioned by means of adiabatic cooling. This involves the air being cooled by humidification,” states Mathias Stühler of Infraserv Höchst.

As part of a project for young employees, ETABO Energie- und Anlagentechnik GmbH is exploring the possibilities of the 3D printing of models and spare parts.
Workplace 4.0

OPTIMUM datamanagement solutions GmbH, together with Bedrunka + Hirth and the Institute for Material Handling and Logistics at KIT (Karlsruhe Institute of Technology), has developed a fully operational assembly and logistics “Workplace 4.0”, which focuses on cognitive ergonomics and can be individually integrated in existing assembly and logistics processes. An important component of the system is the “Schlauer Klaus” image processing software, which is supported by an intelligent database. It links actual production with virtual and digital components, in order to give a simple structure to even complex processes and thus make them manageable and controllable. Based on the principle “Instruct – Check – Confirm – Document”, the person and the computer work together in real time.

With the addition of a 3D camera, a video projector and gesture control software, process steps can be recorded automatically and compared with the specifications in the system. Errors in complex assembly and logistics processes can be detected as soon as they arise and can be reliably prevented by close cooperation between employees and the IT system. At the same time, the system significantly reduces the burden on the employees in question. Its self-explanatory format means that there is no need for expensive training periods. A comprehensive automatic assistant ensures safety and increases customer satisfaction.

According to Optimum, Workplace 4.0 is already being used in a number of companies, where it has drastically reduced error rates. At the same time, employees and decision-makers report that the quality of work has improved considerably.
Centralizing municipal FM organisations: Danish experiences

By Susanne Balslev Nielsen

Danish municipalities are like other municipalities throughout Europe considering how best to organize their FM organisation to fulfill political goals. For municipalities with a decentralised structure this might include considerations of establishing a new FM centre. This article presents new insights into the Danish experiences with such centralisation processes.

The 98 Danish municipalities are different in size but face the same challenges with respect to owning, building, operating, maintaining, developing and managing facilities like schools, day care centres, administration buildings, and sports halls.

The purpose of the study and this article is to share the experiences of the centralizing FM organisations and provide timely and relevant input that may assist municipal efforts in strengthening the organization of FM in municipalities. This study sets out to investigate:

• How is FM currently organized in Danish Municipalities?
• What lessons can be learnt from municipalities that have centralised and streamlined their FM organisation?

The study is a combination of case studies of 6 municipalities and a survey sent to all Danish municipalities. The study is important for a number of reasons. First, because it examines municipalities and their FM organisation, which is an important basis for understanding how and their FM organisation, which is an important basis for understanding how different in size but face the same municipalities as they plan, decide, build and operate the tasks and of specialisation. Table 1 presents 3 dominating models of public FM organisations. Model 1 and 2 are variations of public FM centres (roles as building owner/client+ operator or mainly operator). Model 3 is a decentralisation with several FM organisations, one for each dedicated policy area.

To the question “How is FM currently organised in Danish Municipalities?” 65 out of the 98 Danish Municipalities responded to the survey. 29% stated that they have an independent unit (Model 1), 45% have an administrative centre (Model 2) and 26% have a decentralised centre (Model 3). Some commented that there are exceptions, e.g., that the decentralised model matched their FM organisation the best, but at the same time they have centralised single building services. This indicates a rich variety in how Danish municipalities have organised their FM, and that there are various combinations of the archetypes Model 1, 2, and 3.

The investigation of the timespan since the opening of a FM centre (Model 1 or 2) reflects that 30% of the centres (at the time of investigation) were newly established, as they had existed for only 1 year or less. A total of 28% had between 2-4 years of experience and 42% of the centres had more than 5 years of experience. The merger of municipalities in 2007, as a result of the Municipal Structure Reform that reduced the number of municipalities from 273 to 98, can explain some of the centres that have 7-8 years of experience. In the survey we asked those with decentralised centres if they planned a reorganisation within the next year. The survey showed that 41% of the municipalities with a decentralised FM organisation are in the process of planning a reorganisation, and 59% are not planning a reorganisation.

Success criteria for the new FM centres

A total of 47 centres (only Model 1 and Model 2) replied to the questions about success criteria and the results are displayed in Table 2. The centres generally share the same success criteria, citing the economy as the most dominant. Only 56% of the respondents replied that “coordination of related disciplines” is very important or important, which might indicate that the focus on FM as a mature multidisciplinary profession is overlooked in the Danish context. Some respondents used the opportunity to comment and add missing success criteria. These additional success criteria are:

• Improved standard per m2 on the same budget
• Most value for money in the areas prioritized in the municipal strategy
• Properties should provide the best possible facilities
• Transparency of expenditures
• Holistic thinking over sub-optimization
• Low consumption and green energy

Overall, this overview of success criteria illustrates the complexity of the targets that the FM organisations have to achieve. This leads to the next section, which reports the respondents’ self-evaluations about the effect of forming a FM centre.

Results of establishing an FM centre

A total of 47 respondents (19 independent units (Model 1) and 29 administrative centres (Model 2), with at least one year or more of experience, answered questions about what they have achieved by establishing a FM centre. Table 3 show the answers as high as 90% answered, that the centre has led to a better overview of properties and FM tasks, and more that 60% answered, that it has also helped on all other success criteria. Realisation of cost reduction, however, had the lowest (62%) score. A few comments emphasized that when they answered, that the centre had not led to cost reductions, this should be understood as saying that the centre had not led to additional cost savings. The FM budget was, in at least one case, reduced before the centre opened because of expected cost reductions. This indicates that municipalities might have had greater success in reducing costs than one can immediately see from table 3.

It should be noticed that the percentage of answers “don’t know or not relevant” is higher than in the previous set of questions (table 2). The answers imply that this is due to uncertainties, as the establishment of the centre is still in process and it takes time to for the effects to show. In addition, the municipalities are also facing the general lack of explicit knowledge about the new centres’ performance.

Challenges experienced in the process of establishing a centre

The case studies identified a number of challenges in the process of establishing a FM centre (Model 1+2), see Table 4.

At the top are the managerial challenges that most experience: “Establishing a centre takes time and is resource demanding” and "Headmasters, who previously had their own maintenance budgets, experience a loss of influence”. The least-reported challenge is reluctance from service personnel. This is a minor issue either because there have been no changes or because the personnel have accepted the changes out of fear of losing their jobs, a
Smart Facility Management
By Karol Hederling, Vice president SAFM

Have you noticed how many smart things do we have? Smart phone, smart watch, smart TV. What does it mean? A kind of intelligence hidden inside? Sure not artificial one. But all of them have several functions to help us in our everyday life. Smart buildings are same in this regard. Some years ago (before „smart age“) they were called intelligent. Wikipedia sais, that an ideal "intelligent" machine is a flexible rational agent that perceives its environment and takes actions that maximize its chance of success at some goal. The building seems to act like that. There are several sensors monitoring surrounding environment, we have BMS – special software evaluating and taking actions based on data from sensors. Or just sending us alert – this is out of given range, take some action. One of the greatest architects in 20th century Le Corbusier said, that a house is a machine for living in. Clever guy, we need nearly a century to come to the same conclusion. Not about the machine, but about living in. We find out, that not the building is important, but people inside. Not the moment of grandiose opening, but everyday life with serving and helping us in our activities, whatever they are. Support is the word we are used to, this is what facility management is about.

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fear they reported in the interviews in the qualitative part of the investigation. The study shows variations in the support of political or managerial support. In half of the municipalities this was only a minor issue, which could indicate that the initiative of forming an centre sometimes come from the political level and not from the administravive level; and that the politicians are loyal to this decision.

Practical Implications
The study provides guidance for reflection on how to lead a reorganizational process and a pre-understanding of what issues might arise in such a process. This will hopefully lead to less frustration among employees and the experience of a clear and relatively smooth process, as the strategic leaders of the process will have a more nuanced pre-understanding of advantages and possible pitfalls.

On the basis of the municipalities' experiences and recommendations, the following seven steps are outlined to ease the establishment of an FM centre: 1. Start with what you can agree on. 2. Make a strategy for employee information and involvement. 3. In the initial phase, make a plan for the future operation of the schools. 4. Bring in external expertise if you lack time or skills. 5. Ensure an easy contact point for the users.

6. Determine a service level for all properties. 7. Formation of an FM centre is an ongoing development and probably never ends.

Concluding remarks
The experiences presented in this paper are particularly relevant for municipalities that are in the process of reconsidering their future organizational structures. The study is focused on Danish municipalities, but concerns about how to empower FM organisations in smaller municipalities are similar in Norway and other Nordic countries. The Nordic culture of embracing employee perspectives on the tactical and operational levels makes this study more relevant for public FM leaders who wish to take this approach and less relevant for those conducting their leadership in a more hierarchical power structure, where the dialogue with employees is different.

Order of priority Results Yes to a high degree or to some degree No, only to a minor degree or not at all Do not know/ not relevant
1 Better overview of properties and FM tasks 90 % 2 % 4 %
2 Better use of the maintenance budget 88 % 0 % 13 %
3 Centralised service of day care institutions 75 % 6 % 9 %
4 Focus on education and competence development 72 % 11 % 17 %
5 More equal services and maintenance within the municipality 70 % 11 % 19 %
6 Team structure implemented in the FM organisation 68 % 14 % 17 %
7 Cost reduction 62 % 21 % 17 %

Table 3: The results of centralizing the FM organisation.

Order of priority Managerial challenges Yes to a high degree or to some degree No, only to a minor degree or not at all Do not know or not relevant
1 Establishing a centre takes time and is resource demanding 81 % 6 % 13 %
2 Headmasters experience a loss of influence 66 % 15 % 19 %
3 Headmasters experience a reduced service level 53 % 19 % 28 %
4 Some employees feel pressure from unsatisfied users 53 % 34 % 13 %
5 Lack of communication, participation and dialogue 49 % 38 % 13 %
6 Mistrust and satisfaction among users 47 % 40 % 13 %
7 Headmasters experience that collaboration with technical service becomes more complicated 43 % 32 % 25 %
8 Lack of political or managerial support 40 % 51 % 9 %
9 Reduced salaries and changed working conditions causes reluctance among the technical service personnel 28 % 38 % 34 %

Table 4: Managerial challenges in the process of establishing an FM centre.
From the grounds, up: Selling the value of FM

By John Rimer

There has been much deserved emphasis on getting facility management to the C-suite, which is necessary for our industry to realize success. However, all efforts expended on earning our way to the executive level can be quickly dashed if facility staff and contractors are not on board with the initiative.

Thus, it is imperative that we not only sell the value of facilities up the food chain and across the organization, but that we ensure that staff and contractors buy into this vision and help with the execution thereof.

This necessity becomes painfully obvious and potentially problematic when you consider that a facility manager is only one person. Most facility managers have a handful to a dozen building engineers reporting to them, with typically twice as many custodial and grounds personnel under their leadership — each of whom interact daily with the customer.

These interactions can quickly undermine your efforts; or they can significantly multiply them, if equipped and managed appropriately.

Changing the mindset

This leads us to the painful reality that facility personnel are not typically respected for their contributions. For example, when an item turns up missing in the office, who is the first to be blamed? Typically, the custodial team.

Some might argue that custodial, grounds and even building engineers reporting to them, with typically twice as many custodial and grounds personnel under their leadership — each of whom interact daily with the customer.

This mindset must be changed at all levels. Why? Because often they are not valued; their jobs are viewed as menial and of little importance.

That is a misconception. These people, just like other facility staff, show up each day and work hard doing things that most would not want to do or couldn’t fathom.

Some might argue that custodial, grounds and even building engineers have earned the negative reputation of their own accord. However, the counter to this is the proverbial chicken-and-egg argument: Is the negative perception caused by those who occupy that position or the value assigned to such positions?

Consider the high turnover that is typical of custodial staff. Ever stop to wonder why? Is it because custodial services is a low-skilled, low-paying, dead-end job? Or is it because the employees fulfilling such duties do not feel respected or valued? What if we helped them to see the impact and fruits of their labor? Might they gain a sense of self-respect and purpose that would motivate them to work harder and to stick around longer? Could they not, in turn, help sell the value of their services and the facility department to the customers?

Many of you might think that this is impossible or that it sounds too utopian. But if we are going to continue the growth of our industry and earn a seat at the customer’s table, then we need to build and deliver that value from the “grounds” up. So where do we start?

Taking the first step

The first step is for facility staff at all levels to recognize the value and impact their efforts have on the triple bottom line. This impact, however, is not just the bottom line from a cost perspective; rather, it includes the larger implications of worker productivity, revenue generation and branding.

The maintenance, cleanliness and aesthetics of grounds and interior spaces have a direct effect on the customer and employee perception, productivity and safety. Additionally, indoor environmental quality, such as lighting, temperature and noise, can impact workers’ stress, health and productivity.

Such effects can be and have been quantified. For example, studies have shown that for every one degree Fahrenheit outside the “comfort zone,” worker productivity drops by two percent. Another study found that occupant productivity increased by nine percent after dirty HVAC air filters were changed. Changing air filters is one of the simplest maintenance tasks we can perform and yet it can have a significant effect. Other studies have shown similar correlations for noise, lighting, etc., which all have a tangible impact on the triple bottom line.

This recognized value should be embedded into the fabric of the facility management team, which requires leadership. The facility manager or director should espouse this value proposition and respect the role and contribution of each team member.

Championing the FM team

Once facility staff and contractors understand the impact of their actions, they must learn to be their own advocates, selling themselves and the overall facility department. To do so successfully requires adequate training and equipping.

With respect to training, a “soft skills” class can go a long way toward helping facility staff make the most of every customer interaction. Additionally, coaching and enabling staff to handle difficult customers and negative situations is often where the FM team can really shine.

Each team member should have an “elevator speech,” a roughly 10-second, carefully crafted explanation of what his or her team does that provides value to the organization. Take, for example, the role of custodians. If asked what they do, they could state that their team works “a safe and clean working environment that keeps employees happy, healthy and productive, delivering value to the bottom line,” rather than saying that they empty trash cans, clean bathrooms, wash windows, etc.

They do not perform these tasks simply to do them — there is a purpose. With an elevator speech, team members can take advantage of any opportunity, no matter how brief, to succinctly communicate their value proposition.

Once you have your staff on board with helping to sell the value of facility services, you should evaluate ways to maximize all other touchpoints and incorporate this into a marketing plan.

For example, perhaps building occupants visit the facility intranet website to submit service requests and to see what’s on the menu in the cafeteria. This could provide a valuable opportunity for you to share the department’s progress in achieving relevant goals, highlighting team accomplishments (e.g., earning certifications/credentials) and possibly shining the spotlight on a different team member each week, including his or her training, skill sets, etc. These methods can be invaluable in selling and promoting the value of the FM team.

In short, facility managers and staff must be deliberate and diligent with the continual selling of the value their department provides to the triple bottom line. It’s up to each of us to make the most of every opportunity.

RESOURCES

Chairperson’s report

Chairperson’s report after a glorious EFMC 2016 in Milan and in preparation of the September Members Meeting in Madrid

Prof. Ron van der Weerd
Chairman

Between June 7 and 9, Milan was Europe’s FM capital as it hosted EFMC 2016 - FM enhancing people and business! The event’s concept had been re-designed so that the EFMC was more topic-oriented, local, interactive, progressive, and community-driven than ever before. In order to discuss all relevant insights on the topics, the event featured two focused conference tracks combining business and research perspectives. Also, a digital concept featuring live connectivity, social media engagement, and a brand new EFMC app were included, while the IFMA Italia FM Day was integrated into the EFMC.

Overall, it was a great event. An event, however, that also taught us that we as EuroFM need to continue rethinking and redesigning these kinds of events. The time has come to do so. This EFMC event was the last one under the contractual partnership between IFMA (Houston), our professional conference organizer, Informa, EuroFM and the local host, which was usually a national FM association or even a European IFMA chapter. A pretty complex and fixed collaboration that we, the board of EuroFM, have decided to end.

We need to go back to basics and ask ourselves what we want to accomplish by organizing an event like the EFMC. What we want to achieve is a distinctive European gathering of FM stakeholders, bringing together all the different views and states of development of FM in the various European countries; a focal point where we can meet formally and the various European countries; a focal point where we can meet formally and the various European countries; a focal point where we can meet formally and the various European countries; a focal point where we can meet formally.

Important issues are developing sustainability, leadership skills and entrepreneurship, in conjunction with incorporating students and young professionals into the business and letting them improve it, as well as bringing more women into the profession and showing how the female touch can enhance our profession. EuroFM has to work on these focal points in all its activities while relying on scientific research and evidence-based improvements.

An EFMC should be about bringing these various and different stakeholders (with very different financial resources) together to work in an interactive way on these topics.

Let me state again and very clearly: we as EuroFM need to continue rethinking and redesigning these kinds of events. The time has come to do so. This EFMC will be on offer at our Members Meeting this September in Madrid. EuroFM members will also have the opportunity to visit the International CIPMers conference where they can expand their networks with FM stakeholders from all over the world, especially from the Iberian and Latin American countries.

The new, open approach on organizing the EFMC has also resulted in an official application from the Portuguese FM Association inviting us to come to Lisbon after 2017. Moreover, we are in negotiations with Sofia, Athens, Bucharest, Stockholm and Paris to perhaps organize an EFMC in those cities in the coming years.

Although we have been communicating about this all the time in an open and transparent way and not excluding IFMA (Houston) at all from a possible collaboration in the future, our decision to organize the EFMC in a different, flexible way in the future has led IFMA (Houston) to propose bringing a WWP to Europe. We think that this is a very poor idea, since the European FM community is not waiting for an American-oriented event to occur alongside an EFMC. But, of course everyone is free to do what they think is wise.

Furthermore, I would like to reiterate that we as EuroFM are willing to collaborate with any organization. We must never exclude any other organization from organizing a European FM event: an event where all stakeholders as mentioned above can come together, have a great time, learn a lot from each other and enhance the profession as needed in Europe.

In June at the General Members Meeting in Milan, we also chose a new chair of the Practice Network Group and we voted to amend our constitution (see the members messages and our website). I warmly welcome Renske van der Heide as our new PNG chair and board member. At the same time, I would like to express my gratitude to Karin Schaad for all the excellent work she did as chair of the PNG in the last years. At EuroFM, we need members like Karin. Karin: Thank you!!!

In Madrid, we will hold elections for the chair and treasurer/secretary position. Alex Redlein and I have reached the end of our terms and are therefore not eligible for re-election. The rest of the board members are eligible however.

Luckily, we have candidates now for all positions but if there are any other members who wish to step forward and throw their hat in the ring, please contact us.

And of course, IFMA is hosting its WWP 2016 in San Diego, California from October 5 until October 7. A great American, international FM event. EuroFM will be there.

There are busy and challenging times ahead for the EuroFM network and community but, in the meantime, let’s all meet and perform to our best again in Madrid this September. I hope to see you all there!

Ron van der Weerd, Chairman
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**Education Network Group**

**Pekka Matvejeff**, Chair

I have already said it in a previous report, but I will do it again. The role of the Education Network Group (ENG) within EuroFM is to facilitate an active education network in Europe reflecting the integrated approach to FM education, research and practice; to assist educational institutions in drafting their FM curricula and set standards of FM education in Europe; to encourage and facilitate student exchanges between EuroFM member universities; to encourage and facilitate an active sharing of knowledge and staff exchanges between the EuroFM member universities; and, to enhance cooperation with the FM industry and other FM-related organizations.

At the moment in many EuroFM member universities, emphasis is being placed on developing complex service processes when providing facility services. Observing end-user experiences and innovating new services or developing existing ones based on those observations is also one of the focal points of service design. The service design approach in an FM context is a visible trend at the moment in Europe and some universities have even included a service design philosophy into their FM curriculum. In fact, experience levels are starting to be identified instead of service levels (SLAs). Experience management is also another hot topic among FM educators. Developments in the digital environment create endless opportunities for innovations in this field. Of course, this described development is only one focus within the FM industry.

All developments on the FM agenda can be easily put into practice at our EuroFM Winter and Summer Schools, where our students can work further on the issues through multidisciplinary development projects. Students often come up with innovative ideas and readily think outside of the box, whereas we “elderly professionals” are often stuck with traditions and biased thinking. I would like to invite all our members to utilize this expert potential of our students. Formulate your development ideas and bring them forward as projects for our upcoming EuroFM Schools. We can also find you a single university or a group of universities, which could tackle your challenges with their students. If you have any ideas or requirements, get in contact with our Team Office and they will help you.

I am also very excited to meet our Latin American colleagues (CIFMers) in Madrid this September. As we all know, face-to-face-meetings in seminars and conferences are the essence of networking, matching and collaboration. It is also a well-known fact that the FM environments and development phases are very versatile and diverse in Europe. To my understanding, this is the situation also within the CIFMers. We should utilize this momentum in Madrid for the benefit of the global FM environment.

As a network and an institution, we are now in a very interesting and demanding phase that will extend over the coming years. Therefore, I would like to see as many of you as possible in Madrid this September. Bring all your innovative ideas and openly join the discussions for the benefit of our future FM world!

Looking forward to Madrid!

**Practice Network Group**

**Renske van der Heide**, Chair

On June 9 at 9am, the votes were in and it was official: I would be the new Chairperson of the Practice Network Group! During the General Members Meeting in Milan, I shared what I would like to achieve:

- Closing the gap between research, education and practice, and
- Bringing national FM associations together.

Those are two challenging ambitions for just two short years, so I better get started.

As a network, it is a new association, my first steps will concentrate on motivating members and tweaking meetings. The upcoming Members Meeting in Madrid will be slightly different. A combined PNG/CANG meeting will take place where FM professionals will share their experiences on benchmarking. We will discuss its needs, requirements and benefits. Researchers and educators are invited to share their conclusions and recommendations. Any unanswered questions will be valuable input for new research topics. This could be the start of a benchmarking project within EuroFM.

Furthermore, the next FM Associations Meeting is also scheduled. It will be there that the national FM associations (and IFMIA chapters) will discuss more strategic matters: how to organize an association, how to attract new members, how to show your added value, how to have a shared voice within Europe, and how to improve facilities management in general and bring it to the next level. As a follow-up from the previous meeting, they will also discuss the methods to be employed in supporting their members with FM benchmarking.

Above all, I am really looking forward to working more closely with all the enthusiastic members of EuroFM. Thanks, Karin, for all your hard work and dedication to EuroFM. You started some great initiatives, which I will finish with respect. It will be my pleasure to take over from you as chair of the Practice Network Group. For sure I will enjoy it as much as you did!

**Research Network Group**

**Susanne Balslev Nielsen**, Chair

My report is dedicated to the highlights of EFMC 2016 and the next steps for the RNG. The EFMC is a collective achievement that is highly valued as an important annual arena for sharing research results and networking with other researchers, educators and practitioners. Many thanks to everyone who contributed to making EFMC 2016 another memorable success. A special thank you goes to Kathy Renske, who participated in the scientific committee for the last time this year, as she retired from Georgia Tech in May this year. Thank you Kathy for all that you have done for EFMC and the IFMIA/EFMC partnership over the years.

For those who missed EFMC this year, I highly recommend downloading the book with conference papers from the EuroFM website. You will find a variety of interesting studies, such as one on how to document value creation in FM and another showing that office workers are on average more satisfied with open space offices than individual cubicles.

At the EFMC, we presented awards for “Young Researcher of the Year”, “Best Paper” and other student awards. It is nice to be able to give recognition to members of our network as is the practice in other academic fields. I will not mention all the nominees or the winners but end my report with the following citation from the “Young Researcher of the Year” jury: “We can take pride in having these young researchers in our midst: it should give us confidence for the future of FM. All are enthusiastic to stay and work together with us in the future. However, this also imposes new obligations on our network: we must make room for them in our universities and business practices allowing these fresh insights and connections between research, education and practice to flourish. Let us all share this responsibility.”

Link to the proceedings with all EFMC research papers [here](http://orbit.dtu.dk/en/publications/research-papers-for-eurofms-13th-research-symposium-at-eefmc2016(295533b1-c1f3-4e59-b9c5-19eae5c39104).html).

The program of this year’s EFMC was again so packed that there was hardly any time for the PNG to meet. We had a short update of what was going on in the different national associations and I am proud to say that progress is being made on several issues, not least of which is the rolling out of the Site Manager. Also, after having waited several years, thanks to Alex Redlein and his team at TU Vienna, we were able to present the long awaited Market Data Report during the morning session.

At the General Members Meeting on Thursday morning, the members voted for the constitution to be changed with respect to the Network Chair also being re-electable after their first term, making it possible for them to serve for four years instead of just two. This will certainly be an advantage for EuroFM as the Board will be more stable if there is more continuity.

I would have loved to have delved more into the tasks I had started and the others that were still only ideas. However, it is with mixed feelings that I officially hand over to my successor Renske Van der Heide. I am very pleased that, with Renske, the members have indeed elected a very motivated and active, new Practice Network Chair and I wish her a very good start and lots of success in her new position.

I hope she will find as many friends and as much support as I have experienced during my time as Chair and I wish to thank you all for your efforts in advancing the coherence of the associations and EuroFM.

The next Members Meeting is just around the corner. It will take place in Madrid at the end of September, in conjunction with the Spanish CIFMers conference.

All Practice Network Group members are very welcome to give input about any FM-related topics they wish to put forward or discuss at the PNG meeting or offer research suggestions.

I am very much looking forward to hearing from you or to meeting you again in Madrid on September 28.