Estonia - a National Approach to FM Standardisation

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EKKHl Board Member
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Estonia is a small country in terms of its area and population. Consequently, it has relatively low levels of economic activity. Nevertheless, during the last ten years the concepts of FM have been accepted in the marketplace and a considerable amount of work has been done to determine the role of this sector in the local market.

Massive privatisation of the economy during the second half of the 1990s created large numbers of property owners. However, the buildings inherited from the previous economic system were mostly unfit for the new requirements. Thus, the need for professional management and maintenance of buildings and facilities emerged. To respond to this challenge, the first task was to define the sector and the services, and then, the relevant professionals had to be trained.

In 2001, the Estonian National Standard for Facilities Management was introduced. It took a great deal of time for the main players in the marketplace to reach a consensus. Three major inter-related stages were involved in preparing the document:

- defining FM in the national context, describing the key principles for maintenance and management of built environments, and defining the relevant professional training needs and principles for documentation
- defining national standards for professional activities in the field of FM and launching a system of professional certification for individual practitioners and companies
- compiling the standard for FM activities - this stage involved preparing relevant handbooks and forms for tendering, contracting or managing FM-related activities

Step-by-step implementation of the standard has been encouraged and use of the standard as the basic guideline for tendering and contracting has been promoted. In 2004, the first version of the standard was updated based on the experience gained since 2001.

For a small market like Estonia, the system of standards and handbooks described above has ensured that, in a relatively short time, these documents have become the accepted guidelines for the sector.

Today, the standard needs to be updated again owing to the technological changes that have taken place in terms of designing and running buildings and in terms of engineering services, but also on account of structural changes in business relations. The clear trend towards outsourcing, competition and professionalisation has become the cornerstone of FM in Estonia.

In the earlier versions of the standard (2001 to 2004) definitions of professional activities were of major importance. However, the updated version of the quality-management system focused on cost control and document management.

Although compiling a National Standard is an academic project, practical aspects must be born in mind as the document later has to be implemented and understood by all users. Studies show that the role of an informed owner in the property market - including the FM sector - involves a significant degree of operational knowledge and experience to:

- understand and clearly specify the service requirements and targets that are most suitable for the property they own
- organise relationships between owners and managing property for which they are responsible
- understand and manage the implementation of strategically outsourcing the most important services
- to come to an agreement when monitoring the standards used when describing quality levels of services and benchmarking their performance
- manage all the different contractors for cleaning, maintenance and repair works and monitor their performance
- understand the relevant financial, technical and managerial reports provided
- be prepared for negotiations with service providers or users of the premises and for reaching agreements with regard to decisions taken about changes to service requirements
- develop his/her own skills as an owner by increased knowledge and, in particular, by regular training

In Estonia professional institutions, which have charitable status, have become the key players when carrying out standardisation and training schemes for service providers and, in particular, for property owners.

EKKHl (the Association of Estonian Facilities Managers) was founded in 1995 to manage the interests of management and maintenance companies. Though the founders of the EKKHl were mainly municipal management and maintenance companies, today membership is made up of privately owned management and maintenance companies following privatisation of the whole service sector some years two years later. In 2000 EKKHl recognised the importance of professional training for the FM sector and for awarding qualifications and, in a short space of time, several publications were issued to ensure the competence of those working in the sector.
Evacuate the City!

In the event of a major incident in a crowded city centre, an evacuation may have to be ordered - and it may have to happen quickly. So how do you plan for such a challenge? And what should managers be doing to help? Claire Fuller explored the approach taken by the council in the third largest city in the UK - and the requirements placed on businesses.

Glasgow is an easy city to navigate. The centre is, roughly speaking, a grid; streets run parallel to each other and intersect at right angles, New York-style, leading residents to say things like 'just one more block up' or "I'm at the corner of..." when finding their way around.

The Glasgow City Centre Evacuation Plan, which was launched in March this year, uses this simplicity of layout to its advantage. In the event of a major incident, the grid-like city centre has been split into squares, with each square being told what to do separately, to minimise risk in the event of an evacuation. And it is up to businesses and residents to know which square they are in - and what to do if an evacuation is required.

"It provides a comprehensive plan for the evacuation of all, or part of, the city centre in the event of a civil emergency, where it is considered that evacuation is necessary," says Councillor George Ryan, Executive Member for Business and the Economy. "This could include anything from a building collapse, natural disaster, severe weather, utilities failure, major fire or terrorist attack."

The Evacuation Plan is the first of its kind in Scotland; several English cities have already produced their own versions. However, given Glasgow city centre's manageable size (roughly two square miles) and layout, it is one of the simplest ones to explain; the evacuation map fits on one page and has been given to the city centre's 6,000-plus businesses.

"The Evacuation Plan ensures that we have in place robust arrangements for a truly joined-up response to a major emergency. It gives us a structure that ensures everyone can work together to minimise injury and loss of life; along with protecting the economic and social wellbeing of our businesses, residents and visitors," says Councillor Ryan.

The key elements of the plan include a zone map, which shows the city centre divided into 22 areas, which can be evacuated individually or in combination. The area covered by the zone map is bounded neatly by local landmarks; Kingston Bridge, the M8 motorway, the High Street, and the River Clyde:

"We hope this plan will never be used; however, if we do ever have to evacuate the city centre, the work that's gone in to developing this plan will allow us to do so as quickly, efficiently and safely as possible."

"Should the plan ever be implemented it's likely it would only involve one or two of the 22 zones. If we needed to evacuate outwith any of these areas, it would be carried out in exactly the same way."

Another key feature introduced to meet the challenge of an evacuation is the Glasgow Priority Alert Scheme, which will allow the police to communicate instantly by sending evacuation alert messages to all businesses and residents in the city who have registered with the system. Messages on the system can be sent via SMS text to mobile phones and pagers or by email.

Messages issued by the police may include:
- details of the incident;
- location and which zone it is in;
- zones to be evacuated;
- updated information on the situation;
- information on the recovery phase;
- details of when it is safe to return to zones; and
- details of any security arrangements that may be in place.

The primary use of this alert system is to warn and inform the residents and businesses in the city centre of any incident in the area, but it will also assist the police to manage the incident and effect a speedy evacuation of the affected zones. The scheme may also be used to provide information as the situation progresses, and/or help speed up the recovery phase, and the return to normality.

"The alert system is designed to allow recipient businesses to decide who are the most appropriate staff to receive messages and initiate their building evacuation plan," says Councillor Ryan. For example, building managers, bomb or fire evacuation wardens, security staff and identified key senior nominated officers should be placed on the Alert System."

Emergency planning experts have identified appropriate assembly points for people leaving the city, prepared transport arrangements to move people on to rest centres, and made special arrangements for the evacuation of vulnerable people.

The public would be warned of the need for evacuation or where one is imminent through a variety of channels, including messages broadcast by the media and communications networks in the city centre.

Councillor Ryan said at the launch: "Effective planning is essential if we are to minimise the disruption to our city centre in the event of an emergency. We hope this plan will never be used; however, if we do ever have to evacuate the city centre, the work that's gone in to developing this plan will allow us to do so as quickly, efficiently and safely as possible."

"It's important to remember that businesses and other organisations also have a part to play as they are responsible for the health and safety of their own staff as well as any visitors or customers. This responsibility includes the need to evacuate people from buildings safely and swiftly. Therefore, we would urge organisations to ensure they have appropriate plans in place."

"People should also familiarise themselves with their zone identification number as this will be used when warning and informing them of an evacuation."

So what should businesses within an evacuation zone be aware of? The advice that accompanies the Glasgow City Centre Evacuation Plan says that managers should prepare an evacuation plan for their premises by doing the following:
- Ensure all staff are aware of the plan.
- Identify staff with specific responsibility for building evacuation.
- Pre-identify assembly points in adjacent zones to the one the premises is in and an assembly point outside the city centre.
- Establish how to alert staff and visitors to the need to evacuate and how to inform them of the chosen assembly point.
- Create specific procedures to assist staff and visitors with physical or visual difficulties.
- Establish how to account for all staff at the assembly point.
- Decide how to communicate with staff while they are out of the premises.
- Regularly test the evacuation plan, which should be finished by placing a black cross on the front of the premises to let the emergency services know the building is secure.

But how much responsibility for making sure the plan is followed would rest with employers and managers? Councillor Ryan says responsibility for making sure the city centre evacuation plan itself is followed lies with the emergency services and Glasgow City Council, but the responsibility of businesses is towards the health and safety of their staff and visitors:

"They should have appropriate measures in place to evacuate their buildings in the event of an emergency. Essentially, safely evacuating a building part of a city centre evacuation should be no different to evacuating the building for a fire alarm."

Further info:
Glasgow City Centre Evacuation Plan: www.glasgow.gov.uk/emplan
London Resilience - Preparing for emergencies: www.londonprepared.gov.uk
How much does a workstation cost a company? According to the latest benchmarking study carried out by the Facility Management Research Centre at IFMA Italia, the answer is €3,018.

For the first time, the study has considered the cost per workstation as a key indicator for the analysis of all services. This is a parameter already widely used abroad because of its inherent qualities: it is comprehensive, concise, easy to calculate, and objective. Another advantage is that it reflects the complexity of a building, its facilities and company system much more accurately than the conventional cost per square meter. The cost per workstation takes into account factors such as administration costs and the way in which a company’s strategic decisions impact on its facility costs in general.

While it gives an overall picture of the importance of services on a company’s organization, the indicator can also be broken down in order to isolate and analyze the effect of individual key elements.

In this way, it is possible to identify additional sub-parameters (some of which can be compared almost directly against reports obtained from suppliers), for a clear picture of the efficiency levels achieved in the management and delivery of services.

The results of the comparison show that there is little difference between company premises in Milan and Rome. The average cost of a workstation in the capital of Lombardy is € 3,135, while in Rome the area is 20 m². While in Milan the area is usually bigger, more complex, and have larger common areas than those in Rome.

In other words, in Rome the concentration of workstations located inside a company’s premises is higher, on average.

If we take the example of cleaning services and facilities, this means that the cost per square meter of an office building in Rome would be 13% higher than in Milan, yet the cost per workstation would be lower.

In Milan, each workstation occupies a “gross internal area” (the building not including the perimeter walls and basement areas) of 28 m², while in Rome the area is 20 m². Another interesting result of the study is the extraordinary impact of two specific services on the total cost: catering (24%) and document management (24%) make up almost half the total expenditure. As the first element - catering - is strictly linked to the number of employees in a company, there is very little room for optimization.

By contrast, much can be done to increase efficiency and reduce costs in the case of document management (photocopying, printing, email, external mail and archiving). However, document management is a very broad area, and the individual cost items are often fragmented among the various departments in the company, which makes it hard to understand its importance even in terms of total expenditure. Also worth noting is that the total cost per workstation does not change substantially even if we consider buildings of different sizes. What changes is the impact of the various services on the total cost. Larger premises require more complex installations and more detailed maintenance plans with more frequent interventions, hence higher costs.

On the other hand, the impact of certain personnel-related services, such as cleaning, will fall as the size of the premises increases, mainly because a larger area provides more opportunity for exploiting synergies and economies of scale, and will also increase the bargaining power of the client.

The cost per workstation, although seemingly simple to calculate, requires a detailed and comprehensive knowledge of a company’s facilities, which unfortunately is not so common among Italian companies.

In the future, a company that is able to develop this type of awareness about its own organization could build a partnership with its global outsourcers that is based on the cost per workstation approach. This approach would give companies greater flexibility, and would allow the suppliers to adapt to the client’s needs for expansion or downsizing more successfully. During this critical period for the economy, when across-the-board cost-cutting is commonplace, the opportunity for a company to adjust its costs in relation to its growth could prove to be a significant advantage.

### Company Catering

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<thead>
<tr>
<th>Indicator</th>
<th>Unit of Measurement</th>
<th>Total Sample</th>
<th>Subsample &lt;400 meals per day</th>
<th>Subsample &gt;400 meals per day</th>
<th>Subsample Northern Italy</th>
<th>Subsample Central Southern Italy</th>
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<tr>
<td>Level of meal</td>
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<td>meals per day / workstation</td>
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<td>Cost per workstation</td>
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### Menu options

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<th>5 options</th>
<th>More than 5 options</th>
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<td>Choice of first course</td>
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<td>45%</td>
<td>24%</td>
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<td>Choice of second course (hot/cold)</td>
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### Archiving comparison indicators

<table>
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<tr>
<td>Cost per archiving unit</td>
<td>... per archiving unit</td>
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<tr>
<td>Size of facility</td>
<td>Archiving unit per CI</td>
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<tr>
<td>Average cost per workstation (... per workstation)</td>
<td>124.1</td>
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<tr>
<td>Cost per internal client</td>
<td>... per CI</td>
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Risk Management in Theory and Practice

FM Education Without Frontiers

By Ron Brouwer MA

The International Facility Management Program (IFMP) is a collaboration between seven FM degree courses in Germany, Finland, the Netherlands and Austria. This program, the content of which is supplied jointly by lecturers from all the participating faculties, was held for the twelfth time this summer and was attended by nineteen students from Espoo, Groningen, Hamburg, Heerlen, Kufstein and The Hague.

The IFMP is informally known as the ‘Summer Schoof’. This is because the program, which helps the participating faculties give an international dimension to their courses, largely takes place during the summer vacation. For six weeks in the months of August and September, the students are offered a well thought-out program, centered around a topical theme with international relevance, which changes each year. This gives them the opportunity to study these issues in greater depth than is possible during the normal academic year. The program is conducted in English and allows the participating students to gain an insight into their mutual cultural and social differences, while actively expanding their vocabulary in the relevant specialist jargon.

Topical theme with international relevance

A select group of students is assembled from the four participating countries, following an application procedure in which the students have to send in their CVs and a written explanation of why they would like to take part. The maximum group size of around twenty students guarantees that each participant can receive individual attention, which helps them to get the most out of the program. Some of the costs are borne by the participating faculties, while the actual training is funded by the EU’s ERASMUS exchange program, which enables students from 31 European countries to follow a part of their academic studies abroad. This year, the three two-week sections of the program were held successively in Espoo, Kufstein and Groningen.

As well as introductory lectures, the program consists primarily of practical assignments. In small groups, consisting of all four nationalities, the students carry out small-scale studies into facilities management problems. This year’s theme was risk management, focusing on issues such as fire safety, business continuity and integrated security management.

Business continuity

Business Continuity Management or BCM is a hot topic right now. This can be seen, among other things, from the door-to-door information campaign by the Dutch government, telling the public that a flu pandemic is imminent. A flu pandemic is a worldwide epidemic outbreak of a new flu virus. On average, this type of pandemic occurs once in every ten to fifty years. In the twentieth century the world was ravaged by three flu pandemics: Spanish flu in 1918, Asian flu in 1957 and Hong Kong flu in 1968. To prepare organizations for such a pandemic, in March 2008 the Dutch Ministries of Health and of the Interior - in collaboration with the Confederation of the Netherlands Industry and Employers and the Netherlands Federation of Small and Medium-sized Enterprises - issued a “Guide to business continuity in the event of a flu pandemic”. This gives a detailed description of the background, causes and forms of a pandemic, together with practical scenarios and remedial measures, including checklists and action plans. Thus, the guide helps organizations to prepare as fully as possible for a worst case scenario, so that even in the direst of circumstances business continuity can be maintained.

During a flu pandemic there will be a shortage of human resources, even though equipment will continue to be available; the traditional approach to business continuity is based on exactly the opposite premise. It goes without saying that it is essential to prepare for all scenarios, by identifying potential vulnerabilities and being ready for situations that threaten the continued existence of the business.

Identifying vulnerabilities and being prepared

It is clear that a complete continuity plan should be supported on an organization-wide basis. And that nothing should be left to chance. Issues such as awareness, policy, crisis management and communication must all be taken care of. The facilities management professional is the obvious person to draw up, implement and coordinate the continuity plan, which can then be used in emergency situations as the basis for deploying an action-oriented, multidisciplinary team.

However, drawing up a business continuity plan is anything but simple. For this reason, various FM knowledge platforms offer training courses in it, which are generally based on British Standard BS 25999. Course participants are awarded a certificate demonstrating that they are capable of complying with the - internationally accepted - quality requirements of the UK Business Continuity Institute (BCI).

Simulations

Halfway through the IFM program, after familiarizing themselves with the theory of BCM - based on the case of the flu pandemic - the students drew up potential scenarios and subsequently action plans for ensuring business continuity. During the final phase of the international training program, these theoretical foundations were translated into practice. The security plans of two establishments of the Hanze University in Groningen were put under the microscope, based on the current situation, and simulations were carried out to test the validity of the existing plans. This yielded new insights, which were then incorporated into the plans.

The students, who subsequently received certification, may justly call themselves experts in the field of integrated security management.

In addition to the specific FM elements in the program, the students also focused on the wider issue of collaboration, based on the team roles in the widely used model by Dr Meredith Belbin. Their collaboration was evaluated weekly, and the lessons learned formed the basis for the goals that the students set themselves for the next stage of the program. In this way, the international training program combined both cognitive and affective learning.

Having said that, the IFMP was not just all about hard work; there was also room for a little relaxation. Several excursions were organized, to various locations such as the Estonian capital Tallinn, the Allianz Arena in Munich, Innsbruck and Amsterdam. During their free weekend in the Netherlands, the students visited the island of Ameland. The glorious summer weather also gave the students ample opportunity, alongside the program of lectures and working groups, to visit the local pools or go on trips in the surrounding area.

IFMP will be held for the thirteenth time in 2010. The theme of risk management has proven to so internationally important and so topical that the participating faculties have now decided that the training program will once again focus on this issue next year.

The Academy of Facility Management at The Hague University will be celebrating its thirtieth anniversary in 2010. In its thirty years of existence it has grown from being a faculty of Applied Household Sciences (AHS), by way of Facility Services (FD), through to FM. To mark its anniversary, the Hague Academy of FM will host the first of the three stages of IFMP 2010, followed by Turku in Finland and Hamburg in Germany.

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Students and lecturers taking part in IFMP 2009. Photo: Annemarie Rijkens.
INTEGRATION of Core Business and Facility Management –
FM Integration: Meeting the challenge of evidence-based reasoning
1 and 2 June 2010, Hotel Eurostars Madrid Tower, Spain

General Topics

- Integration of Strategies and Business Models
- Integration of Technology and Infrastructure
- Integration of Processes, Services and Tasks
- Strategies after the Financial Crisis
- Sourcing strategies: FM = Make or Buy? – and general outsourcing practices
- People(s) / Processes / Places
- Policies in FM (Contracts / SLA / Main Tools / Services / Regulations / ...)
- Technology Trends and FM Automation
- Standardisation
- Workplace Trends: How to adopt them to the local world

Elements

- Business Conference
- Research Symposium
- Exhibition
- Students Poster Session
- European FM Awards Ceremony
- Social Programme and Side Events
- Welcome Reception
- Gala Dinner

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Collaboration and Cross-Fertilization of Ideas for a New Way of Working

by Rob Reynaert, Harald Rossing, Eric Vriens and Thijs van der Spil

De Nederlandsche Bank is reorganizing its Facility Services Department, to make it more commercially oriented and to enable it to respond more flexibly to future changes in the demand for FM support. Rob Reynaert, Head of the Facility Services Department, talks about the challenge facing his department. We want to change from an organization which primarily carries out tasks itself to an FM organization which plays a more guiding and monitoring role, with operational activities being outsourced as far as possible to external partners.

In 2004, the merger was completed between De Nederlandsche Bank (DNB) and the Pensions and Insurance Supervisory Authority (PVK). This merger gave rise to a radical process of change within DNB, called K2. The aim was to achieve both a cultural shift towards a greater commercial outlook and to improve efficiency.

Although that change process focused initially on DNB’s primary tasks, it also set the tone throughout the DNB organization. After the primary departments, it was the turn of the support departments.

The changes in the parent organization, taken together with a benchmark exercise highlighting the savings that could be made in certain parts of the FM organization, gave us the impetus to make changes in our department. On this basis, we conducted a reorganization study in collaboration with the consultants Twynstra Gudde. This produced a long term vision of a new form of organization for the FM department and of how to put that into practice.

The challenge facing us was to create a future-proof facilities organization, by reducing our costs and staff numbers to enable us to perform in a competitive fashion. The ultimate goal is to adapt flexibly to the demand from our clients, without having to implement drastic and often painful organizational changes: to make flexibility a characteristic of the FM organization. We already knew that outsourcing activities was not a panacea for saving costs, but it would give us the necessary flexibility and allow us to benefit from the continuous development of expertise in the market. We were convinced that before we started outsourcing, we first had to put our own house in order and learn how to play a managing role more effectively. We thought that the best way to do this was to adopt a demand/supply model; we looked at each section of the department to see where we could disengage ourselves from the supply of services or where we could outsource those services. In practice, we were left with a hybrid situation, where we decided, based for instance on our security policy, to keep certain activities in house.

Starting points for the demand/supply model.

To successfully implement this change, you must first place your own processes under the microscope; otherwise you will simply be transferring the problem to someone else when you start outsourcing. At the front end, we took the opportunity to rationalize and standardize our products and services. At the back end, we looked into optimizing our processes. In both cases it appeared that a more effective use of our Planon Facilities Management Information System (FMIS), and its further integration within our operations, would enable us to better perform the role of a demand organization. The starting points for this change were:

- to enable clients to use the intranet to make independent selections of products and services
- to set up efficient processes, from the receipt of client queries through to their handling
- to be able to monitor and manage these processes, allowing clients to track the progress of their own queries
- to consolidate the data on these processes into management information
- to train our FM colleagues and our suppliers in this new way of working.

Professional relationship with our supplier.

We approached the necessary adjustments to our FMIS in a structured manner. The first step was to hold discussions with our supplier Planon. Because our change in course and its ultimate success would depend to a great deal on the deployment and use of our FMIS, we embarked on a period of intensive cooperation with Planon. In fact, we began to look at things in an entirely new way. We were looking for a long-term solution, given that it would involve a business relationship lasting several years - something that you really need to invest in. We did that by seeing Planon as a partner rather than just as a supplier, and by involving them in our business operations and our reorganization process. From this there arose a mutual interest, which made the changeover easier. Both parties understood the value of and the need for the change, the role the system played in it, knew each other’s limitations and were giving out the same message.

Throughout the entire process, and afterwards, we remained in constant communication with each other. The mutual awareness that we, as the client, were in control of the change process should not be underestimated. A supplier requires information, internal capacity and an understanding of the business operations and objectives in order to arrive at the correct implementation of a technical solution. You must organize and formalize this responsibility in documents with your supplier, but also with your own IT department. This forms the basis for the way in which the agreements that have been made can be put into practice and clearly indicates which party will be responsible for which role. That is the way to create added value in a business relationship, and it is in this way that we were able to achieve the benefits we expected. For us, setting up a professional relationship with our supplier was one of the pillars of the demand/supply model.

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Collaboration and Cross-Fertilization of Ideas for a New Way of Working

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Organizational change with an IT component.

While it was clear to us what we needed to do, it was not easy to imagine how we could involve our colleagues in this process of change. They were a good group of people, who had demonstrated their commitment to the organization over many years, but they were now confronted by this major change, with all the associated uncertainty and worry. We wanted to encourage our people in the right way and to make use of the good interpersonal relationships that we enjoyed. At that same time, a concrete result needed to be specified, one that was clearly defined and for which we would be accountable. It was gratifying to see colleagues in all sections gradually overcoming their scepticism, being prepared to roll up their sleeves and ultimately demonstrating great commitment in helping to bring about the desired change - whether it concerned the operation of the FMIS or a different way of working with external contractors. This transformed our task into an organizational change with an IT component, but one which was supported and accepted by the people who had to carry it out.

Working in a common interest.

Starting from this basis, we outlined the remainder of the process. The knowledge of our FM processes, clients and suppliers was something we already had in-house, in the form of our colleagues. Our vision of the new way of working was clearly described in our long-term plan. Our supplier Planon advised us as to how and where this plan could be supported by the FMIS.

We brought these disciplines together in the steering and project groups, consisting of ourselves as the client, our IT and Communications departments, our own process owners, the FMIS management organization and the supplier. Our future Service Desk was also represented. This new way of working also requires a new way of managing - something that we are keeping in house. Monitoring the correct handling of client queries and the consequent inability to report on them, but also on the possibilities of the system that we had not been utilizing up to that point. The outcome was that, taking into account the future situation, we could start offering our client the ability to independently record, in a digital manner, almost all complaints, wishes, requests for information and malfunctions. The handling of these could also be largely standardized and facilitated by the system. This means, of course, that clear agreements have to be reached on monitoring, customer care, lead times and recording. Roles need to be assigned, particularly if most of the work is to be outsourced to external partners. They may be less familiar with our organization and culture, but still need to reflect our values, because they are an integral part of our service provision.

At the same time, we looked at the information needs of all parties. Otherwise, you might have to set up your entire system again from scratch if it turns out that it does not meet your requirements. We did this not only for our own internal information flows but also for those of external partners. For example, the catering contractor needs to be able to report on total sales and the quantity of standard services and customized services. In this way we were able to help each other.

To train our own colleagues and external partners in the use of the system, we organized courses, given by trainers from our FMIS supplier. These courses discussed the background and objectives of the reorganization and the transition to the new way of working. We also used this opportunity to carry out a final test of the implementation of the system, after which everything could be carefully documented: work instructions for contracting partners and our clients, and technical documentation for the management organization, so that we can easily assess the impact of any future changes.

From analysis to implementation.

The process started with the making of an inventory of the current use of the system. This focused on the well-known bottlenecks, such as the incomplete recording of client queries and the consequent inability to report on them, but also on the possibilities of the system that we had not been utilizing up to that point. The outcome was that, taking into account the future situation, we could start offering our client the ability to independently record, in a digital manner, almost all complaints, wishes, requests for information and malfunctions. The handling of these could also be largely standardized and facilitated by the system. This means, of course, that clear agreements have to be reached on monitoring, customer care, lead times and recording. Roles need to be assigned, particularly if most of the work is to be outsourced to external partners. They may be less familiar with our organization and culture, but still need to reflect our values, because they are an integral part of our service provision.

Complaints, wishes, requests for information and malfunctions would no longer be reported by phone, but over the intranet.

The results of the demand/supply model.

We have been working in this new way for a few months now and the results are quite clear. The unique recording of client queries gives us an insight into and control over the receipt and handling of those queries. Of these, 95% are handled via the intranet, while the remaining 5% mainly represent customized activities. Clients know how to reach us digitally and, after a period of adjustment, are happy. They have an understandable menu, available via the intranet, containing standardized products and services; they know the conditions and can track the handling of their requests themselves. The results that have been achieved are mainly due to extensive communications aimed at key users, which help to prevent any misunderstandings. The Self-Service concept is technically feasible, but we have had to demonstrate both to clients and to our own colleagues that it is also works from an organizational point of view. This remains an ongoing process, but the rollout of the Service Desk has otherwise been smooth, and its staff are no longer in house.

At the same time, we always keep a finger on the pulse. We have the means to make adjustments where necessary and to obtain information on the performance of our suppliers. Our service provision has become transparent, more commercially oriented and flexible in scope. In this way we have made a good start with our new way of working.
Green for Existing Buildings
By Guido Petinelli

Green building is fundamentally altering real estate markets. The trends are clear: tenants are demanding greener facilities; governments are implementing increasingly stronger mandates; and concern about climate change is fueling a growing responsible investment movement.

A redefinition of what constitutes Class A real estate is underway. Green building has become the new standard of quality for new construction. But new construction only accounts for 2% of all buildings. The biggest challenge - and opportunity - lies within the existing stock.

The US Green Building Council (USGBC) has recognized this and has developed a variation of its LEED certification system called LEED for Existing Buildings: Operations & Maintenance (LEED EBOM).

[LEED is…]

LEED EBOM provides the framework necessary to implement sustainable operations and maintenance practices in buildings. Specifically, the LEED EBOM rating system addresses:
- Site maintenance programs
- Water and energy use
- Environmentally preferred products and practices for cleaning
- Sustainable purchasing policies
- Waste management
- Ongoing indoor environmental quality.

The certification system provides a clear entry point for any building that is seeking to both reduce operating expenses and pursue a green strategy. LEED EBOM’s focus on operations and its emphasis on processes have finally made green building a major topic of interest to facility managers. Architects and engineers were the first to jump on the green building bandwagon, and then came product manufacturers and developers, followed by real estate service firms. Facility managers are the latest wave to recognize the importance of green buildings.

Jones Lang LaSalle’s purchase of Building.com in 2010 marked the shift. This move reflects the rise of sustainability as a matter of core strategic importance. So does CushmanWakefield’s recent partnership agreement with the U.S. Environmental Protection Agency (EPA) to reduce the environmental impact of more than 3,200 offices and buildings managed by the firm in the U.S. CB Richard Ellis has committed to certifying 100 existing buildings under the LEED EBOM system.

LEED EBOM registration have increased from 96 registrations in 2006 to 725 registrations in 2007 to the current 2,368 registrations globally. The system is just entering Brazil, where 6 projects are registered. There are a total of 124 projects registered for LEED certification in Brazil.

Implementing green building strategies to existing buildings not only reduce operating costs but provide a competitive product.

Green operational practices do not necessarily require significant capital investment or cutting-edge technology; they can be simple strategies that include reducing unnecessary weekend operating hours, upgrading waste management policies, purchasing healthier cleaning chemicals, reducing water costs through strategic landscape management, and parking garage ventilation system management.

After all, green operations is about building management fundamentals and utilizing industry best practices to actively manage a real estate asset. In this economic climate, owners and managers recognize that operational strategies are a great way to control operating costs, increase cash flow, and improve total returns.

The biggest barrier to greening any building today lies in the lack of trained, knowledgeable professionals. Having the necessary expertise to implement the best set of green strategies to produce the best return on investment is fundamental. This lack of experience often results in higher first costs. The best way for building owners and managers to avoid this is to:

1. Build capacity in house. Facility managers should work with consultants to train their teams and build green strategies into their everyday business-as-usual process.

2. Identify and retain a trusted strategic partner who can be a guide and resource for your internal team.

3. Take an inventory of your current practices and perform a gap analysis. Most facility managers will be surprised to find how close some of their processes are to compliance with a system like LEED EBOM.

4. Lastly, audit your portfolio of buildings and score them 1-10 according to the risk of return on investment for greening them (10 posing the least risk). You should tackle those who score 9 and 10. You will find that those who score 1, 2, 3, 4 are just not worth tackling until a major renovation is due. Those with scores of 5, 6, 7 and 8 are the hardest to predict and generally required a highly experienced team in order to avoid higher upfront costs.

Perhaps the most valuable lesson to facility managers is this one: your ability to communicate the benefits of green buildings to your clients is as important as your ability to provide them with a green product. As an example, most facility management companies already have in place energy and resource efficiency strategies. However, the benefits of these strategies pale in comparison to those of occupant health and comfort. Happy, healthy and productive employees, patients, students, etc… result in much greater value to owners and tenants.

The transformation of the real estate market towards more sustainable practices is accelerating and unstoppable. The existing building market is the next big challenge/opportunity for the green movement and facility managers are best positioned to take the lead. Those who fail to act quickly will undoubtedly suffer the consequences, while those who expand their service offerings will see new opportunities to grow their top line.

Guido Petinelli is an architect graduated from McGill University (Montreal, Canada). Acting in the Business Development in the Building Construction area, he has wide international experience, bringing together people, organizations and resources in search of promoting the building industry, directing it to sustainable practices. He founded PetinelliT, a consultancy company that aims to find Green Building solutions. He was responsible for leading the creation and development of new Green Building Councils of WorldGBC, where he expanded the network of partners and supporters of the Green Building movement in North and South America, Europe, Africa and Middle East. He performed an essential role in establishing GBC Brazil, where he is a member of the Founding Council, as well as the LEED® Directive Committee. He also acted as LEED® consultant for World Trade Center in Dubai, which has 1 million square feet and is one of the biggest LEED® designs of the world.

Article by INFRA Magazine - www.revistainfra.com.br
Is it Hard to be First?

The Budapest shopping mall responds to difficult times by merging spaces and acquiring larger tenants, while also reducing energy costs.

Duna Plaza, the first shopping mall in the country, opened in October of 1996 and reached its current size two years later with the expansion of the shopping areas and the completion of the parking garage. On its 43.5 thousand square meters available for (commercial) lease, nearly two hundred stores are offering their merchandise; there is a multiplex cinema, a fitness center, and more than two hundred seats in a dozen restaurants. Access is easy: there is a subway station and Váci Road makes it accessible for motorists (there are a total of 1603 parking spaces at the Plaza). If we look at the three catchment areas, then 300,000 residents can be targeted in the neighborhood; mostly those in district 13, as well as those living in Újpest (district 4 of Budapest).

Originally this was an Israeli investment project, which was then bought out by the French Klépierre-Ségcé Group (more about the parent company in the box below) who is managing it through Ségcé Magyarország Kft. “On a national level, these, too, have merged through large scale restructuring. Another consequence is that the area expansions were and are combined with the acquisition of well-known brand names. “We have already filled the places of those leaving, or we are in negotiations with new tenants.” The ratio of the vacant areas is therefore the same as it was before February. Any remaining gaps are areas of no more than 30-50 square meters.

Service providers need to be replaced!

Duna Plaza is the largest building amongst the 12 owned by the company; technical operations, cleaning services and security are carried out by different subcontractors. In the countryside, cleaning and security services are generally assigned to a single external contractor. The tendering processes are performed directly by the center, and, in order to achieve more favorable financial terms, they are negotiating for not just one building but for all of them. The term of the each contract is always one year; upon expiration the contracts are reviewed or a new tender is announced.

So, they operate all of Duna Plaza themselves, via subcontractors. The 12 escalators and 18 elevators have been working continuously since the opening in 1996; major overhauls are carried out as planned, complying with the different regulations currently in place. By the way, the technical subcontractor firm itself also hires external contractors, the identity of which is set forth in their own contract.

Cleaning and security had been contracted out to a single company until December of last year. It was decided, however, that a new cleaning service be contracted starting January this year; the security service, however, remained as before. “We were not satisfied with the cleanliness. We believe that if the same people work at the same place for an extensive period of time, then in most cases the quality suffers” - added the technical director. And, although there are no problems with the services, this should not prevent the announcement of tenders inviting outside contractors. We can therefore not rule out that calls for tender will be published at the end of the year. “I don’t think we are the only ones to believe that there is no harm in receiving a few offers; if for nothing else, to test the market prices.” There are six full-time employees in operations; cleaning services are performed by seven people daily and security by eight. There is 24-hour surveillance, all-night security guards and one dispatcher (who handles the daily general matters) works in the monitoring room. The technical team consists of one electrician, one mechanic and one general maintenance worker. Security surveillance in the office building is also 24 hour, separate from the mall. Two of the outside contractors are Hungarian and one is in joint ownership; they are all medium-sized businesses.

At the 1996 startup, the total number of technical and security staff was higher than it is now, “they are all downsized to the optimum”. This is partially due to having reached the most economical number of staff by installing security cameras all throughout the building.

Looking for alternative resources

The two parts of the building (with their different functions) are both equipped with air conditioning, with three large turbo cooling systems (with cooling towers and air handling units). Energy consumption in general, and particularly that of the cooling equipment, is the highest expenditure. This is why they entered the free market last year; not only because it is compulsory but because of lower tariffs.

In 2008, a total of approximately 18 million kilowatt-hours of electricity was used, and this amount is expected to be used again this year. Several things have changed over the last time period. Before the mentioned store refurbishments, added cooling needs emerged on the tenants’ part, which was satisfied by the installation of additional air conditioning machines. Another is that the share ratio between the building (the common areas) and the tenants has changed. At the same time, their aim continues on page 10.
was to measure the tenants’ consumption directly while providing individual cooling/heating for the larger tenants.

Gas usage was roughly 600 thousand cubic meters last year, and this remains at the same level in 2009 as well; gas is being purchased from the free market since July.

Energy consumption is being reviewed and a report from outside experts was completed in 2008. Measurements were taken for a whole year to determine the impact of having a wind generator or solar panels installed on the roof. The collected data are currently being processed. The question to whether there is going to be changes, a new investment, and if there is, when, is being answered with: “we are examining every possibility; what is certain is that improving the existing technology from 1996 would involve a lot of money. Had alternative energy resources been incorporated at the time of construction, our expenses would be a lot less by now. “This was perhaps the price we had to pay for being the first shopping mall in the country” - presumed Árpád Szabó.

A few things have been achieved, though. In the main building energy efficient light bulbs were installed on the long corridors. Their consumption is being measured, the main question being whether it will be worthwhile to replace them all later on in the entire building. (One tenth of the total electricity usage is for lighting.) Also, the larger air handling units are being checked more frequently; one or two machines of the total of fifty can be refurbished annually.

If there is no camera…

The biggest problem caused by unwanted visitors is the graffiti, especially in the emergency stairways and in the parking garage. “Removal of graffiti is a constant battle.” As far as thefts, however, there is the occasional petty theft occurring from time to time, but these are handled relatively well by the security service. “Unfortunately, there is some damage caused occasionally in the restrooms as well; for this reason we completely remodeled the ladies’ room on the second floor.” Apart from that, neither the number nor the value of incidents has increased since 2007.

12 billion euro property

The two main business goals of Klépierre-Ségécé are development and investment. Their majority stakeholder is BNP Paribas (50.7 %), its portfolio reached 12 billion euro in 2008. They are present in 13 European countries, they own 376 shopping malls, four million square meters are in their direct ownership or under their management, and they employ 1538 people. In Hungary, 12 shopping malls are in the group’s ownership, they manage another four, 211 thousand square meters combined, with the help of 127 staff. The group has also been developing a new project in Budapest since December of 2007. The Corvin Atrium was opened this year, with an area of 34 thousand square meters, in the Corvin-Szégyony area of district 8. It will be home to a supermarket, nine medium-sized stores and 150 smaller stores.
On February 11th, Professor Antoine Lainé was invited to speak at a "Dinner 4 FM" event, organized by the IFMA. GlaxoSmithKline was the host of this conference meeting on the theme of "How to anticipate the lasting changes that affect the executive management of a Facility Manager."

Professor Lainé’s remarks called into question certain aspects of FM.

Intellectual development, and scientific research in particular, fundamentally involves not ruling out any path of investigation. In his talk, Professor Lainé presented a number of ideas and called into question certain aspects of FM. Furthermore, the buffet dinner that followed the conference hummed with the exchange of views on the issues raised by the speaker. A sign, no doubt, that a fresh breeze from the South is good for airing out the beliefs that are, in the long run, perhaps at risk of becoming doctrine ...

Concerning these beliefs, Antoine Lainé remained very cautious: he began his talk by expressing his doubts about FM actually understanding the current developments. He suggested that the audience reflect on the big questions being asked by those who work in the field.

"I’m not a psychic," he said, "and I’m not here to tell fortunes - this has to do with research - but we can reflect on the changes that are disturbing the economy, the real estate sector and our own activities, in order to understand what will impact the FM world in the coming years."

A Changing World

"The slowdown in growth brings an awareness of the fact that for the first time since the post-war years, tomorrow will not be necessarily better than yesterday. We are witnessing the breakdown of the process of continuous growth. The only thing that is growing is uncertainty. There is no longer anything certain in doctrines and business models. This was preceded by a re-evaluation of the government. Globalization, as well as the authority taken by corporations and the financial world have called into question the ability of the government [1] to construct the world in which we live."

Another side to the change highlighted by Lainé is "the disappearance of "mystical aspirations" replaced, in part, by humanitarian or environmental causes. It somewhat makes up for our guilt about the state that we have let the world become. There are new goals to strive for, but in what direction? The compass, too, needs to be rebuilt."

The economy has also been affected by the globalization of competition. Not a new phenomenon but one which is now marked by a decrease in profit margins and operating freedom for corporations, as well as the disappearance of an economic paradise. Corporations are resorting to Malthusian tactics in most sectors. This results in fiscal weakness and in an increase in financial risk-taking, in particular the increase in power centralized in corporations. A power coming close to that of a government...

Antoine Lainé also criticized the phenomenon of ephemeral business strategies. "The word long-term has disappeared from the vocabulary of business executives!"

Finally, the speaker mentioned the "growing distrust with respect to the economic discourse due to the failure of the system and its ability to self-regulate, as revealed by the current crisis. There is a huge reconstruction task ahead. In addition, there is an emerging realization that any contribution to the increase of wealth has a financial, social and environmental cost. These costs must be incorporated into the reconstruction of a new economic system."

An Evolving Real Estate Sector

According to Lainé, the real estate sector is in the middle of a radical transformation due to changes affecting technical equipment and materials, largely related to sustainable development.

"The next generation probably will not have air conditioning in their offices. We are witnessing a re-evaluation - certainly in the service industry and perhaps also in the real estate sector itself - of methods, materials and certain accepted construction know-how. This leads to the development of the High Quality Environmental Standard (HQE) [2], for example."

Lainé makes an interesting point on this subject: The contrast between the lifespan of buildings and the durability of their facilities. "We are noticing that buildings have shorter and shorter life spans, while all the equipment we have installed in them is more and more durable. This calls into question the need for preventive maintenance…"

Another consideration: how we use these buildings. In our homes, whatever the season, the weather or the time of day, we open and close these premises at the same times. There are regions where we are adapting the level of activity and the opening times of the buildings according to the climate and the resulting energy usage."

Comfort and productivity: a contradiction

"The sociology of work is evolving with internal clients increasingly demanding new services: daycares, personal assistant services..." notes Lainé. "To the point where we can question if all that is part of the Facility Manager’s job. The corporation’s response to this demand is closely tied to their human resources strategy and concerns about loyalty. So, is it worth it to bear the costs for all these services even though it is a strategy of disloyalty? What’s more, this is a perfectly respectable strategy."

The speaker expanded his thoughts on workspace and its appropriation: "How do we build spaces where people feel comfortable? Should we even provide comfort zones for people? Providing comfort for them will not develop their ability to adapt. Here's where FM meets HR. An "education" in frugality, should be the rule of energy management from now on. We must explain to the occupants of these buildings that every request from them costs money. That the supplementary services requested are not a right…That every demand diminishes the profitability of the corporation and its ability to survive."

The Evolution of Outsourcing

"We saw rampant outsourcing due to a refocusing on the core business, the reduction of staff and the elimination of certain activities."

Books by A. Lainé


A reference book on general services regarding how much space to give an activity in a corporation, how to control and verify the relevance of budgets, how to optimize functionality without compromising corporate results and how to determine if outsourcing constitutes an efficient and sustainable solution.


This work from the collection "100 questions pour comprendre et agir" is the first in French to discuss Facility Management in the real estate sector.

continues on page 12
Pro-FM Conference
Towards an Education in Responsibility
continued from page 11

Today, we are moving towards projects based on the theories popular in Anglo-Saxon countries: resource [3] and transaction [4] theories. Research is currently underway to theorize on these propositions.

Changing FM Practices

“We are witnessing the proliferation of information in a profession that has long remained hidden, says Lainé. We now have very good databases at a European level, a sharing of the best professional practices, and conferences like this where we share our knowledge…”

Even more changes: The non-customized allocation of workspaces. This, combined with diminishing inter-human relations thanks to ICT tools, should make managers examine the drift towards an “autistic” workforce...

We are also observing that maintenance service providers are now supplying only corrective maintenance (which would be enough given the lifespan of buildings) and have abandoned their preventive strategy. The cost of maintenance can account for 20% of the FM’s budget in the service industry. It is, therefore, an entire budget that could disappear. But also, the profession itself is changing. Maintenance personnel more and more have a need for engineering and qualified workers to ensure compliance with regulations, and less of a need for people capable of maintaining the equipment.”

The speaker then listed in no particular order a series of changes:

- “A re-engineering of former services: the need for security in a less secure world, the requirement for providing health-related information regarding air and water quality posted in the work place, for example;
- changes in catering: From the collective food service of the post-war years, when food was provided on-site to help personnel resist illness, we have come to the opposite situation where we are building tools for collective dieting;
- as regards travel, the low-cost strategy has become standard with a reduction of travel time and luxuries associated with travel, if not the elimination of air travel altogether;
- the elimination of reception services, mostly due to the widespread use of mobile phones;
- paperless archiving, electronic signatures and dematerialized legal evidence. The next generation will have paperless offices;
- fleet management conscientious of using less-polluting cars…”

A new time, a new name and conclusion

“In France, Professor Lainé remarked in conclusion, we are even witnessing a change of name and therefore of identity of the Facility Manager: the old "General Services Manager", a term that is tending towards extinction, is now becoming “Work Environment Manager.”

He concluded by saying: “Everything I have said casts doubt on many things, but that does not make it negative: the future is full of challenges and tools to organize. This may seem disturbing in that we haven’t yet mastered every aspect, but it shouldn’t worry us. On the contrary, if FM has long been a profession of followers, now we are expected to anticipate and to think long-term. Our role is enriched by allowing general managers to look at the aspects we have discussed and to change their approach. We cannot be service providers to the extreme, hence the need for detailed user education.

We are currently gaining a new economic legitimacy (the Facility Manager now actively participates in the company’s performance) as well as social, because facility management necessarily includes a social dimension, but also there is this new education of responsibility and effort, which must be created. There’s a whole new world opening up and it’s very interesting…”

Footnotes
1. Note however, that the necessity to rebuild the economy on new foundations has recently shown that the government might very well be called on to resume its preeminence and authority in the economic sector.
2. High Quality Environmental Standard - www.assohqe.org
3. “Anything that could be qualified as a strength or a weakness of a given firm. In more formal terms, the resources of a firm that at any given moment can be defined as active (tangible or intangible) and which are associated with the firm on a quasi-permanent basis” The transaction costs theory, of which the economist Oliver E. Williamson is considered the founding father, postulates that economic agents are only equipped with a limited rationality which behave in an opportunistic manner.

Portrait
Professor Antoine Lainé is the Director of Studies at the “Real Estate Management Services” branch of the University Paris-Est Marne-La-Vallée and a professor at the National School of Bridges and Roads.

The university offers a “Real Estate Management and Engineering” degree as well as a Masters in Facilities Management and Real Estate Engineering, which welcomes 100 students. As for the teachers, around 70% come from the professional world. The university is always looking for Facility Managers willing to give their time to relate their experience and every year 5 to 10 posts are available. Take note, enthusiasts…”

GlaxoSmithKline was the host of this conference organized by the IFMA.
The use of geothermal energy, optimized technology and a compact building form can lead to massive reductions in a building’s CO2 emissions and energy consumption. When it ordered the complete refurbishment of the Triemli City Hospital in 2004, this was the direction that the City of Zurich wanted the new building to take. It is intended that the new hospital will meet the criteria of the “2000 Watt Society”.

Today, an average person consumes around 6300 watts each year. To achieve the desired goal, energy consumption must therefore be reduced by more than two thirds. The new Triemli City Hospital must be built to the “Minergie-P eco” standard, a label defined by the Swiss Society of Engineers and Architects (SIA). This is an ambitious goal, as no hospital in Switzerland currently fulfils these criteria. On average, a hospital of the size of Triemli consumes twice as much energy and emits four times the quantity of greenhouse gases.

**First the energy plan, then the architecture**

How is it possible to save that much energy? Among other things, by standing the usual procedure for a construction project on its head, according to project manager Christian Hardmeier of the city’s Building Surveyor’s Office. The first step was not, as usual, to hold an architectural competition, but rather a competition for an overall energy plan. Major engineering firms both inside and outside Switzerland took part in the competition, which was eventually won by the firm Enerconom from Bern. From that point on, it was clear that the main focus would be on geothermal energy and that the 2000 watt goal was achievable.

The excavation would have to be as small as possible, because otherwise it would consume too much “embodied energy”. This is the energy that is consumed in the production, transportation, storage, sale and disposal of a product. The main building material to be used will be recycled concrete. The architects were obliged to give the building a compact form, because this makes the most sense from the point of view of both energy consumption and operational use. And consistent attention was paid to the use of durable materials, as this also reduces the consumption of embodied energy.

In all cases, of course, a balance needs to be struck between costs and benefits. Should better windows be installed, or would it be preferable to invest the money in the ventilation system?

For the architects Aeschlimann Prêtre Hasler Architekten, the planners of the Triemli City Hospital, getting used to working with the Minergie technology was not a problem, as Thomas Hasler explains. “With a hospital, the building services are central in any case,” says the architect. Balconies, parapets, windows: everything was geared towards ensuring that as little light, heating or...
continued from page 13

cooling as possible was required and that the blinds did not need to be constantly lowered. "These days, building envelopes are so good that in principle no heating at all is required," says Werner Kälin, who is the city official responsible for building technology.

In a hospital, however, particular attention must be paid to the needs of individual patients, so a loam ceiling heating system was in fact installed in the ward block. The loam regulates the humidity, and the system contains water pipes which provide heating or cooling, depending on the season.

Hot water from geothermal energy

The hot water does not come from the boiler, but is produced from geothermal energy, in two ways. Firstly by means of ground source heat pumps, such as those which can be found in many domestic residences. With this technology, a bore hole up to 250 meters deep is drilled into the earth in order to heat water. A more spectacular project is also planned for an adjacent plot of land at Triemli City Hospital. A 30 meter rig will soon be built there to drill a 3000 meter deep hole into the ground. At this depth, it is hoped, there will be thermal water, which could be used to supply not only the hospital, but also surrounding properties. This geothermal deep drilling project, funded by EWZ (the Zurich municipal power company), will cost around 18 million Swiss francs. In spite of this high figure, the city's experts believe that the heat generation costs will be much lower than for an electrically powered boiler, as long as the drilling is successful. If no hot water is found, the energy goals of the ward block could also be achieved using a wood chip heating system.

As energy savings are to be made during both construction and operation, additional effort is required at the planning stage. Neither the architects nor the engineers, technicians or tradesmen are accustomed to working in accordance with such strict energy requirements.

"We have to check everything," says Kälin, "otherwise our contractors would slip back into the old ways." Up to now all the requirements have been met - but only just. The hospital will, however, be a showcase for energy savings, especially in relation to its external building structure. As far as the medical devices in that building are concerned, their power consumption continues to rise year after year.

Overall, all this effort will pay off, and not just in environmental terms. Sustainable building also makes economic sense in the long term, because the operating costs are lower, maintains Hardmeier. He believes, however, that conventional cost calculations, which only take into account the investment costs, give an incomplete picture. For example, the energy-saving measures in the budget for the ward block have resulted in additional costs of around 3%. If oil prices remain at today's level, the additional investment of several million Swiss francs will be recouped in between ten and twenty years. At the same time, the "Minergie" building design also represents an insurance against rising energy prices.

An energy plan also for Kunsthau Zurich

The City of Zurich has also specified an energy-saving design for its next big project, the extension to the Kunsthau, the city's world-famous art gallery. In this case, however, the city's experts believe the strict Minergie-P standard would be excessive, as the lighting in a gallery produces a lot of waste heat. A building envelope that was too airtight would be counterproductive. But even for the Kunsthau the first stage was to draw up an energy plan, which was then included in the architectural competition.

History of the City Hospital

Four of the seven construction projects that were defined for the Triemli City Hospital in 1994 have now been implemented. In 2004, Zurich City Council gave the go-ahead for the other construction projects. The hospital complex itself was built between 1963 and 1970 and was able to be put into operation step by step from September 1970 onwards. A first phase of renovation and rebuilding of this high-quality hospital complex began in the 1990s. In 1994 the overall plan defined eight construction projects, of which the extension of the nuclear medicine section, the relocation of the pharmacy to the maternity ward and the extension and partial rebuilding of the treatment wing were considered to be the most important and have now been implemented.

The existing ward block could not be renovated in its current form: a conversion would have necessitated expensive provisional arrangements, as structural considerations prevented the walls from being moved. An entirely new building proved to be the best and most economical solution. A new ward block will allow processes to be optimized and will meet the structural requirements of a contemporary hospital. The architects Aeschlimann Prêtre Hasler AG and their planning team are responsible for the project. This modern, striking and functional building is scheduled to be officially opened at the end of 2013.

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It is Time to Say Thank You and Farewell

Albert MM Pilger, Ing.Mag., CFM, IFMA Fellow

With the end of 2009, my chairmanship comes to a close and I have the pleasure of handing over my post to Wayne Tantrum, the new EuroFM Chairman.

It was a great honour for me to be the chairman of this remarkable association. During my time as vice chair, José Luis Garcia Cuartero and I undertook many projects and we were delighted to deliver the results of these to our valued members.

There is not enough space to list them all but I would like to highlight a few. The annual European FM Conference is the meeting point for the European Facility Professionals. The EFMC June 2009 meeting in Amsterdam this year was particularly memorable. The FM Awards and the EuroFM Student Poster Competition were also unforgettable, not only for the students but also for the professionals. Our European Facility Management Education Guide has been distributed nationally as well as abroad.

After 3 years as Chair of the EuroFM Practice Network Group (PNG), it is time to say goodbye. Participating in the development and professionalization of the organization and network group has been a great journey, and I am excited to see how new initiatives, and a new group of leaders, will take us even further.

The PNG network meetings have had a high attendance and representation of 10 to 15 different nationalities. In the future, I hope to see a stronger involvement from the local organizations in the countries where meetings are held.

This year, we have offered a joint study trip and discussion with the other EuroFM network groups, which has been very well received. Going forward, the creation of the new EuroFM website with the help of the PNG will enable network meeting participation on-line, which I am sure will increase involvement and expand the meeting opportunities far beyond the current 3 times per year. The new website could also bring new life to PNG initiatives such as Market Research, Knowledge Mapping or Mentoring.

The European FM Conference, EFMC, has become the go-to event for FM in Europe over the last couple of years. This depends a lot on the fact that the Programme Advisory Group, reporting to the PNG each year has done a fantastic job in putting together an interesting and attractive programme. For EFMC2010, the group is lead by Albert Pilger, outgoing Chair of EuroFM, and the programme will be finalized shortly.

Four years ago, the PNG started to invite all leaders from all the PNG member associations to a discussion during the EFMC. This is now a well attended forum, where results and new initiatives are presented and ideas are exchanged.

The Facility Management Professional Qualification (FMP) for Europe started as a joint project with IFMA in 2007. A Feasibility Study and report were undertaken and delivered to the member associations. PNG has decided to take part in the project through a European team of Subject Matter Experts (SME) that will mirror the committee that the IFMA will put together. Dave Wilson is leading this group from EuroFM, and he will be participating as a European SME.

For the last four years, EuroFM PNG has been collaborating with the University of Rotterdam and Facilities Management Netherlands, FMN, on current FM issues through projects with third-year students. At the PNG network meeting in January, the theme for this year’s project will be presented.

The EuroFM Education guide has previously consisted of university programs only. Since many good courses in FM in Europe are provided by institutions and trainers that are not connected to a university, the EuroFM board made the decision to include professional training in the guide this year. Hopefully, we will see more professional training in the guide going forward, and a stronger collaboration with the ENG.

In 2009, PNG and IFMA agreed to collaborate on a series of sustainability guides. EuroFM has offered to contribute to the project by collaborating with European authors or Europeans who could provide content to the guides. If you or your organization is interested in participating, please get in touch with the EuroFM secretariat.

I am very pleased to announce that the New Chair of The PNG is David Martinez, from IFMA Spain, who is a familiar face to the members of EuroFM. I know he will do a great job for the organization, and I wish him good luck with his new challenge. Last but not least, I would like to thank all of you, who have been engaged in the PNG the last three years. It has been great to get to know you, and to work with you, and I hope you will continue supporting PNG for an even better organization in the future.
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