Contractor Relations

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advantages in long term contractor relations? can the business make provisions for competitive

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possible emergence of a new ISO standard “Asset

Management?”

FM Departments Not Sufficiently Involved in New Building Projects

Edo den Hertog, Director of Integrated Facility Services at D&B The Facility Group discusses why FM departments are often overlooked in the planning and design of large office building projects.

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FM Success Starts Here

FRAPORT

Interaction of Property and Project

By Robert Altmannshofer

As a service provider and main contractor, the Real Estate and Facility Management (REFM) division of Fraport AG manages around 400 projects every year at Frankfurt Airport, with an investment volume of approximately half a billion euros. In terms of the real estate lifecycle, the REFM division is responsible for planning, construction and operation; as a modern full-service provider, it also guarantees the availability of the airport’s infrastructure. The editorial board of “”Der Facility Manager” rewarded this dynamic FM department with second place in the 2009 FM User Prize.

Climate-neutral growth and a 30% reduction in CO2 emissions per passenger or 100 kg of cargo - the expansion of Frankfurt Airport will be characterized by sustainable construction. This point was emphasized by the CEO of Fraport AG, Dr Stefan Schulte, at a press conference in mid-December. Given that it is a very special type of property, the technical management of the airport requires its own extensive expertise in the creation of value. At Fraport, real estate is not a means to an end but is an integral part of the value chain.

Several years ago, the capacity of the existing real estate had reached its limit. Since 2005, the development of the airport has therefore been accompanied by a continuous programme of expansion. This involves not just the new runway, but also new terminal buildings. “In the past, real estate had a relatively minor role,” says Martin Schlegel, Director of Real Estate and Facility Management at Fraport AG. “Today Fraport AG sees itself more as a real estate company which also operates an airport. The role of real estate as the main engine of development, the main source of revenue and the main cost driver provides a clear focus for our activities.”

Huge programme of investment

Approximately half a billion euros will therefore be devoted each year to the airport’s extensive development activities. €7 billion will be invested in total, of which €4 billion will be used for renovation work in the FRA-North area, i.e. the existing facilities. In terms of new construction, the extension of Pier A alone will cost around €500 million by 2012. This new 790 m long pier, including connection to the terminal, is designed to handle 6 million passengers a year. It provides seven positions for wide-body aircraft, including four for the Airbus A380, as well as an additional

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New Editorial Board Member

We are pleased to welcome Ondrej Štrup to the editorial board of European FM Insight, representing the Czech Republic, Hungary, Poland and Bulgaria. Ondrej is a partner in Hein Consulting, providing education, training and research. Ondrej has been active on the international FM stage for over ten years. He set up the Czech chapter of IFMA in 1999 and initiated IFMA’s World Workplace Europe in Prague in 2003. From 2002 to 2005 he was Corporate Facility Manager with Skanska Facilities Management CZ. He is an external lecturer at the Technical University of Ostrava and author of numerous articles as well as a contributor to the development of European FM standards. The editorial board looks forward to working with Ondrej and to wider coverage of FM developments in eastern Europe.

Richard Byatt - Chair, EFMI editorial board
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22,000 m² of retail and lounge space and a further 600 m³ of office space.

The Real Estate and Facility Management (REFM) division is responsible for project management and all real estate-related tasks at Fraport. In terms of the real estate lifecycle, it is responsible for planning, construction and operation, while ensuring that the entire value chain of Fraport is kept up to the required quality. With its 1,100 employees, the REFM division guarantees the continuous availability of the airport's infrastructure, from the runways to the roads and buildings. As a technical full-service provider for Fraport and its subsidiaries and external customers, it operates around the clock in the airport's real estate and facilities.

Integrated lifecycle approach
Based on its operational experience, the REFM division draws up the lifecycle-oriented design plans for its internal client, whether the project concerns a security checkpoint or an A380-compatible departure gate. "Given the special nature of the airport real estate, we have to ensure that we use high-quality, durable and, above all, reliable technology. The client says clearly. I need the facility for this or that purpose, and then it is up to us to specify the technical requirements and, based on these, to coordinate the initial draft plans with the client," says Bernd Hanke, Head of Airport Facility Management, describing the method of working within the group. In this regard, the interaction between architecture, technical planning and the optimization of operations is critical. "With our integrated approach we can achieve long-term cost optimization, in terms of capital investment and also with regard to operational costs and reductions in CO₂ emissions," says Hanke. Organizationaly, in addition to the planning department there is also a separate department for managing technical requirements.

One concrete example of this lifecycle-oriented approach is the ventilation in the new Pier A West, where subsequent operating costs are playing a significant role in the planning. "In addition to activated carbon filtration, we are also discussing having ionization filters here," says Hanke. "Other airports have had good experiences with them and we want to benefit from them too. The initial investment cost is certainly higher, but the breakeven point is reached after two to three years." The risk of making the wrong choice with this new technology could perhaps be reduced by installing empty cabinets for the activated carbon filters as a precaution, which would be entirely manageable in terms of capital investment.

Questions of operational functionality are now given much more attention in the planning stage than they were in the past. "On Terminal 2 we have a 12-metre high glass façade, which needs to be cleaned by rope access specialists. Such a situation will not be repeated with our new buildings," says Hanke. At the same time he refers to the constant give and take between the aesthetics of the architecture and the functionality of the buildings. The Fraport planners always try to find viable consensus solutions, as Hanke illustrates using the example of the lighting in the new A-Plus pier: "Light is incredibly important in the design of a building. I need to achieve a consensus that balances these important design aspects with the energy consumption values and the service life of the light sources. It is not just a question of always having strip lights with long-life bulbs."

The key role of property managers
Since the introduction of property-oriented facility management, the property manager has played a key role in construction projects. He/she is equivalent to the construction project manager, and also exercises authority over the site. "In other words, if the worst comes to the worst, he can order a company to leave the construction site," says Hanke, smiling. This new form of cooperation between planning, construction and operation has proven to be very positive. The property managers and their teams are assigned permanently to each property and can respond immediately if there are any shortcomings on site. "As long as the ceilings are still open, the property manager can see how the cables have been laid. He can see whether the pipes have been properly insulated, or whether the firewalls have been properly installed, or whether the firewalls have been installed correctly. And he will pay very close attention to these details, because as part of his operational duties he will be responsible, for 20 years or more, for what the builders have left behind."

This arrangement does away with the widespread 'it won't be my problem' attitude on the part of project managers employed by construction companies. The integrated approach creates mutual understanding and trust. The operational side also plays a direct role in the acceptance of construction work. In this area, Fraport relies on internal preliminary acceptance inspections, which are performed jointly by the construction and operational divisions, before the conventional building acceptance takes place. This two-stage acceptance has proven to be very successful, says Hanke, because a large number of defects can be corrected in advance and no longer need to appear on the non-conformance reports.

Five property managers are responsible for the terminals, while another seven cover the service and administration buildings. Permanently assigned teams take care of core real estate tasks - everything is included, from the roof and walls to building automation. Around 50% of building-related services are outsourced. However, when it comes to the airport-specific facilities, such as passenger boarding bridges or approach lighting, over 90% of the work is performed by in-house staff. The same applies, incidentally, to the lifts and escalators, as continues on page 3
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any problems with the personal transportation systems might lead to passenger backlogs, which would be unacceptable given the guaranteed transfer time of 45 minutes.

Operational tools

The REFM division has an extensive range of software tools available to it to assist it in its operations. All commercial processes relating to occupancy, leasing or concession management, as well as the management of malfunctions and complaints, take place in SAP. Room and facility specifications are kept in the CAFM tool visualFM from Loy & Hutz, which contains data from the room planning specifications. 120 buildings with 7,500 facilities and 170,000 data points are connected to the building control system.

In a project which has been ongoing for several years, Hanke and his team are working to continually improve the quality of data, to ensure that all legal and operational requirements can be met at all times. The goal is to provide all the required data in a sustainable and traceable manner. Given that there are around 420 buildings, this is a mammoth undertaking. In recent years, some 12,000 ring binders have been reviewed, updated, digitized and assigned to property folders. In a separate documentation project, the results of expert inspections and the subsequent actions are being uploaded into the property-oriented database. Controlled processes ensure that services can be provided in a transparent and consistent manner. The complexity of the airport real estate is made manageable by this property-oriented approach.

In their competition entry for the FM User Prize in 2009, Bernd Hanke and his team made it clear that at Fraport real estate and facility management is not a secondary operation, but an essential element in the value chain - characterized by modern ways of thinking and innovative organizational structures. The editorial board of "Der Facility Manager" rewarded this dynamic FM department with an excellent second place in the 2009 FM User Prize.

Sustainability at Fraport AG

The issue of sustainability is high on the agenda at Fraport AG. Since late 2007, an environmental protection project aimed at controlling and reducing greenhouse gas emissions has been in place. It sets out, with clear responsibilities, what each division must do in order to protect the environment. At the same time, the environmental protection project formed the basis for the "Airport Carbon Accreditation (ACA)" from the Airports Council International Europe. In September, Fraport was the first European airport to receive certification for the "Reduction" level of accreditation. "This documents that we are already reducing the airport's CO2 emissions, in spite of the ongoing expansion, while many others are only standing still," explains Bernd Hanke, Head of Airport Facility Management. Emissions fell from 260,000 tonnes of CO2 in 2005 to 220,000 tonnes in 2008. In addition to the sustainable new construction activities, a significant contribution to this positive development was made by the large number of renovation measures aimed at energy optimization. A typical example is the project for the renovation of the ventilation system in Terminal 1. Terminal 1 was opened in 1972 and has been expanded in several phases. The 50 equipment rooms house around 900 large ventilation units, most of which have exceeded their useful service life on account of their age. They are now gradually being replaced by more modern technologies. "We want to save up to 60% energy there. When completed, this project alone will represent a saving of over 30,000 tonnes of CO2," says Hanke, explaining the dimensions of the project.

Many data sources are required for a service job. Controlled processes ensure that the generated data is retained throughout the facilities management value chain.

Photo: Fraport AG
New Managers at the Twin Towers of Bologna

By Maria Elisa Dalgri
From: Gestire, November 2009

In 1996, the council of the principal town of the Emilia Romagna region was one of the first in Italy to outsource its services. Thirteen years on, the Director of Public Works takes stock of the project, and looks back on how management of the public administration has evolved.

The importance of facilities management within Italian public administrations varies widely, but Bologna City Council has always been a particularly dynamic example in the field. It was also one of the very first to consider the issues related to outsourcing. It began to explore FM shortly after the discipline was first introduced in Italy, and its experience has evolved steadily over the years.

To find out more about the current state of play, we interviewed Enzo Scudellari, Director of the Department of Intermediate Communications and IT for Public Works at Bologna City Council.

Tell us about your outsourcing plan.

The project began in the early 1990s, and led to global service agreements being identified as the primary channel through which outsourcing could be implemented. The first agreements were sealed in 1996. From many angles, it was a pioneering initiative, given that it was one of the first examples of Global Service to be used by an Italian public authority.

Apart from the main objective of guaranteeing a high level of quality for maintenance services, there were many demands behind the launch of that project. We soon realized that outsourcing through that type of contract was the route to follow if we wanted results, as it was compatible with our desire to improve efficiency in the council administration, given the need to limit or reduce the cost of our maintenance workforce. Our search for the best type of agreement to secure improved services at a lower cost led us to outsourcing, via results-based tender procedures.

Initially, we chose a solution that envisaged a different type of contract for each maintenance area for which the council was responsible: landscaping, highways, road signs, buildings and street lighting.

In 2003, we renewed our decision to opt for Global Service as the principal management tool for maintenance services, and tried a different approach: identifying a single organization who could handle all of Bologna City Council’s key maintenance services (including the heating and building cleaning contract). However, that experience proved to be problematic in some respects, which was why we returned to the original set-up last year, breaking down the service into the separate areas.

What went wrong in the case of the sole supplier.

No single operator could cope with contracts of that size, which incorporated extremely diverse services. As a result, the tenders were often won by businesses that formed temporary associations or consortia, as in our case. Unfortunately, the consortium that came forward turned out to be more of an administrative organization than a technical one. The lead contractor, a vital figure who can ensure proper coordination and add real added value, was missing.

All the consortium members fulfilled their roles correctly, but they didn’t feel the need to communicate, exchange information or create synergies with the others - so much so that at the end of the consortium agreement, they went back to competing against each other on the market.

Even though each company was willing to collaborate fully, service diversity was an obstacle that was too high to overcome. Each type of service demanded a different management model, among which clear synergies had to be established, otherwise coordination could have been almost impossible. In our case, the consortium seemed to be more of a virtual entity, without the prerogatives (its own operational facilities and specific resources) that would allow it to be successful in such a demanding challenge.

Often, an individual authority doesn’t have this capacity of coordination.

It’s true, but great strides have been made in that respect. At the start of this experience, even we felt a little daunted by the size of the task ahead, but over the past decade we have learned a great deal, and have developed tools that in our view really help ensuring the effective management of the process as a whole. The success of an outsourcing venture is always the result of a joint effort between two sides: client and supplier. Over the years, I have seen both sides grow and gain in experience and expertise, which is why perhaps, in the future, even in Italy we will be able to hold successful large-scale public tender procedures. But at the moment neither demand nor supply have the necessary degree of maturity.

Perhaps the most important part of a Facility Management agreement is the result of the results. What is your review?

First of all, it means being familiar with your own assets, their strengths, weaknesses, and their status at any given time. That information has to be measured and quantified, otherwise it’s completely useless. It also has to be updated promptly, and regularly: it is no use having month-old information about a particular service - to work properly you need to know specific data on a day to day basis.

But all that information has to be managed and coordinated.

This is the most critical step, and we decided to use a rather different approach from the one conventionally used in service contracts. We have our own information system, but we don’t impose it on our suppliers as well. All we require is that suppliers have an interface that allows service data to be received by our system in accordance with our deadlines and criteria on content, and that their technology is compatible with the public administration’s standards.

That way, we have our own system and the supplier has his, each side operates independently, and the sole point of contact is a flow of information. In my view it’s the best solution for everyone.

“Someone needs to pull together all the strings of the various services, manage the big picture and align it with the rest of the administration’s activities.”

Why?

Service management revolves around an information system. Asking your supplier to modify his system means asking him not to work with the most efficient tool that he already uses to manage his work. That inevitably leads to a decline in service quality.

Also, to implement a new system, a supplier has to make investments in an information system. Asking your supplier to modify his system means asking him to carry out such a delicate task not only fails to solve the problem, but adds another level of complexity: it is not easy to decide which controls can be outsourced by the client, and in any case some of them can never be externalized - especially by a public administration whose users demand transparency.

Delegating controls certainly makes the whole process too complicated. There is only one case in which I think this type of company could be useful, and that’s when you decide to place them alongside your own staff when carrying out the controls. In essence, it involves using them for a kind of on-the-job training - which is there a great need for in Italy, at least in my opinion. But controls cannot be delegated to a third party, a little sense.

What do you think about having a single supplier?

What do you think about those companies who place themselves between client and supplier in order to check the supplier’s work?

I think that placing an third party between client and provider and asking him to carry out such a delicate task not only fails to solve the problem, but adds another level of complexity: it is not easy to decide which controls can be outsourced by the client, and in any case some of them can never be externalized - especially by a public administration whose users demand transparency. Delegating controls certainly makes the whole process too complicated. There is only one case in which I think this type of company could be useful, and that’s when you decide to place them alongside your own staff when carrying out the controls. In essence, it involves using them for a kind of on-the-job training - which is there a great need for in Italy, at least in my opinion. But controls cannot be delegated to a third party, a little sense.

What do you think about having a Facility Manager in every public authority?

I think it’s too early for that. Public administrations don’t yet have the level of awareness required for that type of position. Although it is true that over the past 15 to 20 years much has been done to develop the concept of management control in the public sector, we are still far from having a consolidated culture in the field. Against that background, a facility manager can certainly not be over-qualified: his level of training and strategic abilities are too specialized for him to be successful in a context like the public administration, which from many angles is still backward. He would end up talking a language that nobody is yet able to fully understand, and would be an “outsider” in the very organization he is supposed to form part of.

What is certain, however, is the need for somebody to take on the duties and responsibilities of a facilities manager, especially in larger public authorities. Without someone fulfilling that role, with the power and resources needed to accomplish it, it is difficult for public administrations to achieve optimal management of complex results-based
Hand Over & Deliver
By Peter Excell

Building services engineers used to disappear over the horizon leaving the FM to pick up the pieces if the building failed to perform. Peter Excell explains that a new culture called Soft Landings is changing all that.

The complete lifecycle cost of a building dwarfs the initial construction price. The salaries of those occupying a commercial property, for example, are estimated at around 90 percent of the total life cost of that building. Keeping those occupants happy, healthy and productive has to be the main preoccupation of any FM.

Heating, ventilation, lighting and air conditioning are critical to providing the necessary conditions for occupants to thrive. Even the technical experts with the best knowledge of how to make them work properly are rarely seen on the premises once the building has been handed over. It is a fundamental flaw that has created plenty of disappointment over the years as too many buildings have failed to match their occupants’ expectations and needs. FMs have a multitude of issues to grapple with and are the people who best understand how a building is being used and, therefore, what indoor conditions they require. However, if the building services are not up to the task, they often embark on a course of ‘quick fixes’ that push up costs and rarely solve the problem.

The current economic downturn and the emergence of Energy Performance and Display Energy Certificates (EPCs and DECs) highlighted the difficulty FMs have in getting buildings to match the energy efficiency targets aspirated to by their original design teams. Even some relatively new buildings are missing their targets and the problems can be traced right back to when they were designed.

"Clients rarely think about whether they can afford to run a building - they just decide if they can afford to build it," said CIHE technical director Hywel Davies during a recent debate on the subject. "Often the most trivial details can have a profound impact on the long-term cost of operating a facility."

The ability to take a long-term view rather than a low cost first approach has dogged many efforts to ensure the systems we design today will still deliver in 20 or 30 years’ time without having to be radically and expensively altered. However, ironically the recession might just be working to our advantage by changing people’s priorities.

In light of the economic downturn and increased environmental awareness the focus is now shifting from eco-friendly new buildings to ultra efficient existing buildings; developing a healthy relationship with property owners to achieve optimal facility performance," according to Professor Tony Thomas of London South Bank University, which has developed a training programme to help FMs tackle ongoing operational issues. However ‘new build’ comprises only a small percentage of the built environment landscape...existing buildings provide the major opportunity to reduce emissions and energy consumption from buildings.

There is a growing enthusiasm among FMs for resource efficiency, but to fully understand where your building is going wrong and to introduce measures to tackle it, some investment is required in measures such as energy audits, re-commissioning programmes and new, low carbon emitting technologies. There is therefore been a very little between the professional design team and the people who end up operating the completed building.

Design engineers equipped to tweak and fine tune energy consuming systems like HVAC and lighting, are nowhere to be seen when the building runs into trouble further down the line.

Soft Landings was a principle first studied by the Estates Department at Cambridge University and included designers, contractors, and was led by the architect Mark Way, of RMJM London. It can complement the standard procurement system, but places an increased emphasis in five main areas:

- Briefing
- Managing expectations during design and delivery
- Preparing for handover
- Initial aftercare in the weeks immediately after handover
- Extended aftercare and feedback over the first three years of occupancy.

Soft Landings has been adopted by BSRIA which is spearheading a campaign to have it adopted across the building sector. It seeks to transform the whole approach to design and handover of building projects - including major refits of existing buildings where the influence of the design team beyond the first three years of occupation through five stages (see top right).

The complete lifecycle cost of a building dwarfs the initial construction price; developing a healthy relationship with property owners to achieve optimal facility performance, according to Professor Tony Thomas of London South Bank University. It is a radical change of approach, but one that is badly needed and, in fact, must go further. Buildings are responsible for over 50 percent of the country’s entire carbon emissions and about 80 percent of the buildings that will still be in use in 2050 have already been built. By that year, the Government is legally bound to have cut carbon emissions by 80 percent.

The principle of Soft Landings should be extended and adapted to take in as much of the existing building stock as possible. We cannot achieve the massive reductions in energy waste and carbon emissions that we must if we only concentrate on new build. The key to that Soft Landings gathers in the first three years of a new building’s life through occupant questionnaires; energy audits and energy performance certificate scan be equally be applied to buildings that have been in use for longer. De-bugging those systems is a tougher task, but a systematic process of re-commissioning under-performing building services should be an obvious first step for any FM looking to re-boot a building that is upsetting its occupants and costing far too much to heat and/or cool.

There is much that can be achieved by tackling basic inefficiencies in building services such as re-setting or installing for the first time full control systems for heating and cooling. Systems should be defaulled to ‘off’ rather than ‘on’. When pumps and motors are due for renewal, FMs should as a matter of course, look to replace these with modern energy efficient variable speed models, and energy efficient lighting systems to also replace much of the lighting currently in use in commercial buildings.

In many instances, occupant discomfort is linked to poor energy performance. If things could be as poorly balanced, people at one end of the office will have totally different conditions to those at the other. You will then have some people opening windows to reduce overheating and others bringing in additional heating in a bid to warm up cold spots - the dissatisfaction of the occupants will only be matched by the fury of the financial director when he sees the fuel bill. Many building services contractors now have experience in energy monitoring and targeting, aftercare services including the use of post-occupancy feedback techniques and remedial programmes because more of their clients now insist on it. Service and maintenance programmes are a key element in helping FMs maintain comfort levels and meet energy efficiency goals and the guidelines set out in the HVCA’s SFG20 best practice guidance are now widely adopted to that end.

Training and familiarisation is also a must if FMs are going to get the best out of any technical fix in their building. It is also important for building owners to understand what technologies are appropriate and realistic for their building. Wind turbines might look great as a statement of ‘green’ credentials, but in many urban settings they deliver very mixed results and the money would have been better spent improving insulation, upgrading the glazing and improving the boiler.

Having a Soft Landings team in place does, of course, cost money. However, BSRIA believes this could be as little as 0.1 percent of the total contract budget. Considered in the overall context of the lifecycle cost of operating a building, this is an extremely small price to pay.

Peter Excell is chairman of the HVCA’s Service and Facilities Group and associate director of Rollright Facilities Ltd. www hvca.org.uk
Space as a Resource

By Gaël Garreau, Aurélie Lezer, Patrick Peres, Delphine Roy-Boulestin et Stéphanie Sereni, MBA in Human Resource Management, University of Paris-Dauphine, Graduation Year 6, Nov. 2009

A planned move to new premises or leaving old ones upsets users’ regular routines and familiar points of reference. By making the workspace a major policy priority, organizations could gain in terms of forward planning, efficiency and return on investment... without neglecting the well-being of their employees.

Creating new points of reference is not always easy for employees, especially when they feel that a change has been forced upon them. For this reason, the success of a planned move to new premises or leaving old ones also depends on being able to anticipate commercial, structural, organizational or technological changes in such a way that it does not become necessary to turn workspaces upside down or to upset employees’ regular routines. It is certainly true that endless changes or relocations considerably increase the latent sensation of instability caused by the profound and rapid changes that occur in today’s commercial and technological work environment.

Operating on the basis that the workspace is not just an investment but also a resource, an increasing number of companies may be able to develop real workspace strategies. Such policies would no longer consist of a mere financial transaction based on the value of the property owned or rented out by the company (when it has its own property). The strategies mentioned should be coherent both in terms of the moving operation, so as to be able to define its guiding principles and the types of action to be taken, but also in terms of its approach to occupying the new location: should it buy or rent, have a centralized head office or be scattered around various sites, and what should the location and size of the production units be?

A working environment manager

In order to improve the control of all the aspects relating to the workspace, companies that have the means and the size to do so could appoint a “working environment manager” or a person specifically responsible for developing a workspace policy that takes into account the company’s current and future needs. This person could report to the human resources department and work closely with the administrative services department. In the case of those companies that do not have the necessary means or size, this approach could provide the opportunity to motivate the administrative services department, in conjunction with human resources, by conferring on them a workspace and environmental role, since they are the ones who in the end manage all the practical details of the logistical and material aspects of the company. It is also to them that we turn when there are malfunctions, especially in the case of property projects (building work, moving out of premises, moving back in, etc.), when more often than not they were neither at the origin of the project nor responsible for the decision to proceed with it. This person or department acting in an expert role, would be entrusted with seeking to optimize in the widest sense of the term, leading to organizational, spatial, financial, environmental, and bio-psycho-social optimization, thus making it possible to derive the greatest benefit from the initial investment, with all its repercussions on the total salary budget, by creating added value not only for the company, but also for the employees, who would thus gain a direct personal and professional advantage for themselves. Companies would thus equip themselves with a real capacity to make the workspace a fully-fledged factor in the company’s success, in terms of both its image and its evolution over time, with regard to both work organization and “productivity”. The adoption of an integrated strategy towards the workspace boils down to taking into consideration three basic factors: man, space, and technology, combined with a concern to ensure the optimal financial conditions for the company. This allows for a capacity to anticipate the future evolution of the organization, and such an approach should form an integral part of companies’ three-year or five-year strategic plans. It should anticipate the three stages through which projects linked to the workspace traditionally pass: the initial concept; implementation (including construction and design); and post-project management. These three phases follow one after the other in chronological sequence, but each of them should in their turn take fully into account the three basic factors referred to above as integral parts of a global ecosystem (or organizational ecology, see box).

- Man: What is our identity? Should we change? Who would we like to be?
- Space: What type of space do we need for our activity? And where?
- Technology: How will the new information and communication technologies improve our future activities and affect our ways of working and of operating?

By taking such an approach (see diagram), organizations can then adopt as their own any plans for moving to new premises or leaving old ones, the idea not being to say that there are “right” answers to problems concerning the workspace, but rather to orientate responses towards winning solutions.

Organizational ecology

This approach to organizational macro-sociology is based on general and evolving ecological models concerning the impact of environmental questions on companies’ structures and operations. Organizational ecology explains how social, economic and political conditions (and even biological and sociological conditions) affect the changing make-up of companies.

Property, Asset or Facility Management?

by Ondrej Strup, Hein Consulting and FM Institute, Czech Republic

In June this year a preparatory meeting of delegates from various countries was held in London, UK with the objective of assessing the possible emergence of a new ISO standard for "Asset Management". As the official delegate of the Czech Republic, I presented some insights into my country's understanding of Asset Management and how it is put into practice. As well as many new insights, I recorded one aspect which I would like to share in more depth in this paper.

For over ten years I have been a promoter of the field of Facility Management in the Czech Republic, I am a delegate of the Czech Republic on the CEN/TC 348 committee, which is gradually putting into practice the various parts of the "EN 15 221 - Facility Management" EU standard, and I also participate in work abroad associated with this field. In London, however, I found myself amongst some highly enthusiastic supporters of the field of Asset Management. I went to the meeting with a notion of the importance of this field, and, at the same time, I noticed how the subject of Asset Management forms an integral part of EN 15221. The reality of my meeting with Asset Managers was, however, somewhat different. In their presentation of Asset Management I felt that each participant presented much of what I had previously come across at Facility Management meetings. Questions of the registration of assets, its management, maintenance and prevention work were almost identical to that which is now codified in EN 15221. Once I had presented the components of EN 15221 "Facility Management" which were already in force to the participants at this meeting, there was initially a polite silence followed by considerable dismay. I realized that I was walking on "thin ice". However, I was not going to accept a situation where managers in the EU would be promoting two parallel standards - the European EN "Facility Management" standard and world ISO "Asset Management" standard, which may even in some areas be in disagreement.

I was therefore very pleased to see that I managed to persuade the participants at this meeting that part of the forthcoming ISO "Asset Management" standard would be the definition of the sister disciplines Property Management and Facility Management. In this paper I would like to open an immodest "international" discussion regarding this issue. For the sake of completeness, I would also like to add a discussion on Property Management.

Common and individual objectives of these disciplines

The subject of Property, Asset and Facility Management is the optimization of the management of asset management and support processes. The objective is to achieve overall savings in support and asset management, faster processing of requests, more efficient use of property and support for all users of assets and company employees. The final result in the field of companies' basic activities is increased work efficiency due to less time lost (increased productivity).

If we want to separate out the basic objectives of the individual branches, one can state with reference to current practice that Property Management is about the optimum use of operated or managed space, and Asset Management is about ensuring the optimum value of managed assets, and, finally, Facility Management must provide high quality support for users of real estate or company employees. If we simplify these objectives, the subjects of each individual fields are as follows:

- Property Management - management of office space
- Asset Management - management of assets
- Facility Management - provision of support services to users and employees

It is clear that the contact areas in several fields overlap and the existence of these fields in many respects supplement one another. It is all the more important to precisely define these fields as a global standard. In the following paragraphs we will attempt to achieve some initial approximate future definitions.

Property Management

Let us start with what is in my opinion a very vague definition cited from open sources [1]:

Property Management is the operation of commercial, industrial and/or residential real estate. This is much akin to the role of management in any business. Property Management is also the management of personal property, equipment, tools and physical capital assets acquired and that are used to build, maintain and repair end item deliverables. Property Management involves the processes, systems and manpower required to manage the life cycle of all property acquired as defined above including acquisition, control, accountability, maintenance, utilization, and disposition.

From the above definition one would imply that the task of Property Management is the complete management and development of all types of asset, particularly real estate, and related processes. However, if we focus on where most Property Managers are to be found, we discover that they are primarily in the United States, where the concept of Property Management encompasses a much broader range of processes than elsewhere in the world. In general, in other countries a large percentage of Property managers are employed by real estate companies. Their primary mission is to sell or lease the most advantageous property space. Their task is to ensure maximum profit per m2/ft2. If we transpose the role of Property Manager into an internal function in any large company, his or her objective would be, by contrast, to ensure the most efficient use of a company's own and leased premises.

Maximum effectiveness does not mean here the maximum "concentration" of employees in the area, but the optimal balance between the spatial requirements of specific employees (users of the property) and the costs invested in the securing thereof. Currently we are seeing a gradual shift away from pointless minimization of space per employee to a frugal combination of different types of workplaces, so that although this might lead to minimal demands on space per employee, at the same time the necessary comfort appropriate to the given type of activity is also provided.

Property Managers must combine a sense of spatial dislocation, a sense for personal issues and psychology, perceive the technical aspects of a turbulently changing environment and cooperate with company management so that at any time the environment and the dislocation of workers is optimally prepared for the requirements of the basic processes that a company must ensure. As we will concentrate on below, a Property Manager must always cooperate with an Asset Manager or Facility Manager, but it is best if such a manager is one person integrating all three areas. This issue, however, shall be discussed at the end of this paper.

Given that the above definition does not correspond with the conclusions of this paper, the author wishes to propose an alternative definition (the author welcomes the opposition of the professional public also in light of the fact that he would gladly present the newly-conceived definition for discussion within the forthcoming ISO "Asset Management" standard:

Property management is an area of management, the subject of which is the optimum utilization of space in a company's own or leased property. The objective of Property Management is to provide such spatial conditions that economically, physically and psychologically suit the owners and users of property or land.

Property Management must work closely with Asset Management and Facility Management in support of occupiers/employees of companies with the objective of ensuring the comprehensive provision of effective management of spatial and property management for the purposes of owners/users.

Asset Management

The following definition is a quote from the globally accepted standard [2]:

Asset management is defined as systematic and coordinated activities and practices through which an organization optimally and sustainably manages its assets and asset systems, their associated performance, risks
and expenditures over their life cycles for the purpose of achieving its organizational strategic plan. This definition much more precisely defines the role of Asset Management within the three described types of management. Asset Management aims to always ensure an optimal value of assets for their owner. By optimal value we mean the commercial, aesthetic, functional or other value that brings the property owner maximum benefit within the required term (short or long). Often the objective of the Asset Manager is to maintain property at the highest possible commercial value but, if the owner so wishes, value other than purely financial may also be taken into account. Asset management may, therefore, be compared to the previous “trusteeship” the objective of which was the operational security of real estate, its continuous maintenance and associated optimal renovation. An important component of Asset Management is investment strategy and its implementation, which is closely related to the continuous development of the property (here there is a requirement to separate new investment from investment in maintenance and the assurance of an optimum life-span of the assets).

For an easier understanding of the objectives of this paper, we could say that good quality Asset Management will operate also in a completely empty and unused building. An Asset Manager’s role is to care for the property as such, but it is not his or her role to look after the satisfaction of its users (this is a highly theoretical situation, because in practice users always need to be perceived and taken into account). In contrast to Asset Managers, the direct care of the users of a property is the main focus of Facility Managers.

Since the above definition fits within the scope of this paper, the author recommends that it remain intact:

Asset management refers to the systematic and coordinated activities and procedures in organizations throughout the life cycle, optimally and consistently administers its property and assets related to their condition and performance, risk, and expense, in order to achieve its organizational strategic plans.

Facility management
Definitions quoted from the EU standard [3]:

Facility management is integration of processes within an organization to maintain and develop the agreed services which support and improve the effectiveness of its primary activities.

From this definition it is evident that the subject of Facility Management is the management of services that promote the development of a company's core activities. This primarily concerns supporting FM services. The standard hereafter refers to the need for the integrated management of these services and not, as is now customary to call Facility Management, to ensure individual support services. At the same time the standard clearly mentions the equality of internal and external (purchased) service provision.

In the context of the theme of this paper it should be stressed that the priority object of interest of Facility Management is the person that uses the property. Facility Managers are in a leading position when addressing the everyday needs of users/employees. However, since they can guarantee such persons the provision of all support requirements, including a high quality workplace, Asset Managers and Property Managers work in direct partnership. In practice Facility Managers are primarily directly addressed by users/employees, and in comparison Asset Managers or Property Managers more frequently communicate with company management and are therefore generally considered to be more relevant.

Reciprocity of Property, Asset and Facility Management
All three mentioned areas of management have much in common. The most important issue is that of process management. Registration and reporting play an integral role, however these are purely unavoidable inputs to management processes. Although from the perspective of owners the value of an asset is particularly important, the efficiency of core activities is considerably more important, and this is usually strongly influenced by the productivity of employees. It can therefore be said that care for employees and property users should be a private matter. The high quality support thereof leads to a reduction in inefficient downtime, an increase in efficiency and thereby increased profits. Through the requirements of these people, however, we arrive at the necessity for high-quality management of office space (where these persons are active and work) and also the requirement for high quality property management (high quality and trouble-free buildings are a sine qua non for employee productivity). It therefore arises out of the above deliberation that all three areas are equally important for the running of a company.

Here the following question might be posed: “Do you need to employ three experts (Property Manager, Asset Manager and Facility Manager) in each company? When managing large, mostly multinational companies with large numbers of employees, with enormous assets and significant amounts of office space, then surely management should appoint to all three positions. In this case it is necessary to precisely define the “constraints” of their competence and it is appropriate to appoint a supervising manager who would manage and coordinate their work. In most businesses, however, it is sufficient to appoint a single manager who covers the management of the entire area outlined above. Which of the above titles should therefore be attributed to him or her? The answer to this question may be found in the principal activities of this manager.

Should the company dispose of or decide to acquire significant property portfolios, then certainly they should appoint a Property Manager. Given the content of their work, such experts feature in particular in the organizational charts of real estate agencies. We also find Property Managers in companies that manage large rental complexes, and whose major activity is the renting of apartments or offices, dealing with tenants, cost analysis, etc. Companies whose major component is property in turn appoint an Asset Manager. These experts are thus recruited mainly from companies managing large or high value assets (e.g. owners of production plants and electricity distribution concerns, mining operations and petroleum distribution, potable water plants, etc.). In such companies large-scale assets are managed often in long life-cycles involving by and large featureless maintenance procedures. In such instances the assets significantly exceed the scope of the management of office/loorspace and the management of services for a smaller number of employees. In most companies, however, the need for staff support is more important than management of assets and property. This is the area that is occupied by facility managers. Their content, of course, include asset management and optimize the use of space, but for them concern for the needs of employees/users takes a clear priority.

EU Standard EN 15 221 “Facility Management” in its current and forthcoming sections anticipate the aforementioned synergy between all three positions and in its provisions it assumes the establishment of Facility Managers in integrative management positions all three areas. In the list of FM services in this standard we find both administration and management of premises and workplaces (which should fall under the responsibility of the Property Manager), and also the registration and maintenance of technical infrastructure, energy and investment management activities (which, according to the model discussed above, should fall within the scope of Asset Management). Going further I anticipate that the new “Asset Management” ISO standard and the so-far unspecified standard for “Property Management” should also include in its management scope the entire area of all three types of management whereby the given management system would straddle all fields. It will be necessary to watch very carefully the interlinking between these standards so that they complement each other or mutually identify themselves, and for individual professionals to offer a complete package. Property, Asset and Facility Managers will then always have “their own” standard, which would comprehensively unify their field of management, identify their main areas and indicate where additional areas for the management of associated disciplines lie. If this is not successful, a situation will not arise whereby European CEOs will be forced to address the situation as to whether to follow the “Asset Management” ISO standard or the EN “Facility Management” standard. We are at the beginning of this process, so we still have enough time to address this issue on a worldwide basis.

Long-Term Effects of Activity-Based Working

By: Nicky Moseelam, Anca Gosselink and Marion Beijer

Little is known about the effects of activity-based working in the long term. Even if staff are happy with the concept of activity-based working when it is first introduced, are they still as happy after a few years? Does the concept provide adequate support for activities involving communication or concentration? Does it affect employees' productivity and health? And how sustainable is the concept of activity-based working in any case?

As part of her final-year research project at the Center for People and Buildings (CfPB), Nicky Moseelam (a student at the NHTV Breda University of Applied Sciences) contributed to research into the long-term effects of activity-based working. This involved looking at the employee satisfaction, productivity and health of employees (Beijer, Maarleveld, and Brunia, 2009). Activity-based working is a form of flexible working: the workplace is best fitted for specific activities, such as focused working, making phone calls, group work, meetings and filing.

The long-term effects were studied at the Facility Services Centre of the Tax Administration (B/CFD) in Utrecht. Five research methods, derived from the CfPB's working environment diagnostic tool (WODI), were used in the study: literature review, document analysis, measurement of occupancy rates, questionnaire (WODI) and focus group interviews. WODI measures in a systematic manner the use and perception of the working environment.

Motivation

In April 2002, the CfPB moved into a new building in Utrecht with an activity-based workplace concept. The old premises had become too small on account of the growth of the organisation.

In 2003, shortly after the CfPB had moved in, the CfPB carried out a study into the staff's perception of and satisfaction with the working environment, their health and the image of the new workplace. The staff were generally very satisfied with their new premises and workplace concept. There were some issues surrounding filing and the perceived lack of privacy resulting from the new, more open working environment. Almost seven years after they moved in, was the long-term effects of this new workplace concept? How satisfied are the staff now? How is the concept being used and how are new employees introduced to it? What about occupancy rates? Are there any differences in perception between 2003 and 2009 and, if so, what are the causes and consequences of these differences?

Changes after moving in

Over the past seven years, the workplace concept of B/CFD has hardly changed. There have been no structural alterations, internal relocations, new policies implemented or large-scale replacement of furniture. There are, however, a number of aspects that have changed:

- on account of the low occupancy rate in the early years, it was decided to lease out part of the building to another business unit within the organisation. The result is that in 2009 there are fewer workspaces available for B/CFD than in 2003.
- in recent years the organisation has grown and expanded with the addition of a new department. There are more employees in 2009 than in 2003.
- the 'phone zones' have been removed because they were not being used. The 'push zones' (charging and updating points for laptops) are no longer in use on account of developments in technology.
- the 'landing zones' have disappeared because they were in the wing that has been leased out.
- the 'web zones' (separate areas for accessing the Internet) have been reduced in number as a result of cutbacks.
- a number of lockers and filing cabinets have been added.

2009 research results

In 2009, the staff are still very satisfied with their premises (figure 1), also in comparison with other organisations surveyed by the CfPB. In terms of their working environment, the staff are most satisfied with:

- the atmosphere and look of the interior (79% satisfied)
- the layout of the building (77% satisfied)
- the opportunities for communication and social interaction (72% satisfied)

The employees are also very satisfied with the accessibility of the building, the opportunities for working outside the office and the content and complexity of their work. The 2009 evaluation has highlighted some issues requiring attention, including:

- the indoor climate (40% dissatisfied)
- the filing and storage facilities (39% dissatisfied)
- privacy (37% dissatisfied)

Long-term effects

The results in 2009 were compared with the results in 2003. We examined significant differences with p < 0.05. This represents a certainty of at least 95% that the difference actually exists and is not the result of chance.

Habitation and image

Many employees are satisfied with the image of the office and their working environment, but the score is lower than in 2003. The same applies to the facilities (such as coffee and tea vending machines, photocopying facilities and furniture). Habituation to the working environment and the facilities may be playing a role here. The facilities are no longer as exciting and new as they were seven years ago. More than three quarters of the staff indicate that they would not want to go back to the old traditional concept.

Openness and accessibility of colleagues

In 2002 B/CFD chose to adopt a transparent and open structure. In 2009 its employees are significantly more satisfied than in 2003 with both the physical accessibility and the accessibility by telephone of themselves and of other people (colleagues and external parties). This also applies to their satisfaction about being accessible at all times.

Change in working patterns

The employees' working patterns have changed. In 2003 the employees indicated that they spent 44% of their time on focused working. In 2009 this percentage has fallen to 32%. More time is spent on meetings in 2009 than in 2003. According to the staff, the office has become more of a 'meeting place' where people mostly work in teams and there is a lot of follow-up consultation. Work which requires focused concentration is, as far as possible, carried out at home, on the train or at another office.

Use of the working environment

The number of employees has risen, while at the same time fewer workspaces are available as a result of one wing of the building being leased out. The working environment is therefore much busier in 2009 than it was in 2003. This has led to a more intensive use of the available workspaces. On average, 76% of workspaces available in the office were occupied. The multifunctional spaces (library, project table, team rooms and lounge) are occupied on average 48% of the time.

The employees' favourite workspaces are the cabins and the open workspaces. These workspaces have the highest average occupancy rates (88% and 83%). What is striking is that both areas are temporarily unoccupied: between 30% and 40% of the time. When the concept was first introduced the image of the office and their working environment, including an agreement that employees would leave a workspace empty if they were not using it for more than two hours. In spite of this clean desk rule, almost two thirds of the employees indicate that they never or only occasionally leave their desk empty. Many employees find this difficult, because they would have to clear away all their things and log out. They prefer not to have to take their things with them and find it annoying to have to reconnect and boot up the laptop on their return. This takes too much time, according to the employees. In general, it appears that the policies have been watered down and that new employees are not made fully aware of the policies or how the workplace concept should be used.

Availability of workplaces

The flexibility factor has changed over time. The flexibility factor continues on page 10.
Long-Term Effects of Activity-Based Working

Continued from page 9

represents the ratio between the number of workspaces and the number of employees. When the concept was introduced, the flexibility factor was 1.2; i.e. 1.2 workspaces were available for each employee. In 2009 this has fallen to 0.8 workspaces per employee. This means that it is less easy for employees to find a workspace and they want to work on at that time. In 2003, 88% of employees indicated that they could always find a workspace and 80% of people found the space they wished to work on at that time. In 2009, 60% of employees say they can always find a workspace and 50% can always find the space they want.

In particular, employees are less satisfied in 2009 about the opportunities for focused working: 30% are dissatisfied compared to 3% in 2003. In interviews, employees indicate that the problem is mainly the result of the cabins being occupied. These are the first areas to be occupied in the morning and then remain so throughout the day. It is striking that focused working has decreased significantly as an activity, but that nonetheless employees use the cabins for the whole day or (often) keep them occupied by leaving their things there. It will therefore be necessary to talk to the staff again about the activity-based use of workspaces.

In 2009, people are significantly less satisfied with the rooms for (in)formal meetings and the support that the working environment provides for scheduled meetings. This is connected with the use of these areas. The meeting and team rooms are occupied on average 60% of the time. In particular, Mondays, Tuesdays and Thursday mornings are busy times.

IT facilities becoming outdated

After seven years, not much has changed in the organisation in terms of IT. The staff are significantly less satisfied with the technology (wireless working, electronic access, computers) than they were in 2003. One possible explanation is that the technology is outdated, combined with the fact that employees are accustomed to using new technology at home. At B/CFD, full Internet access is only possible from just a few separate Internet areas. At their workspace, employees only have limited Internet access (only approved sites that appear on a ‘white list’ can be accessed) and there is no wireless network in the office for security reasons.

Productivity and health

In 2003, half the people believed that the working environment encouraged productivity. In 2009 this has fallen to a third. The employees believe that in general the working environment has a positive effect on productivity, communication with colleagues and interactive office work. They feel it has a less positive effect on focused working, making phone calls and filing activities. The dissatisfaction with regard to making phone calls may be explained by the disappearance of the ‘phone zones’. The cabins are not sufficiently available for quiet work and/or making phone calls. The closed team areas are the only alternative space for these activities.

The working environment does not lead to any workplace-related health problems. In 2009 there has been a decrease in problems such as headache, fatigue, shoulder, wrist or arm complaints, stress and colds. The fall in health problems ranges from 12% (fatigue and stress), 19% (headaches) to 29% (colds and shoulder, wrist and arm complaints).

Conclusion

In general, the employees are still very happy with the working environment and the workplace concept. The development of the concept has in the long term produced a pleasant working environment in which employees feel at home and can carry out their work. A significant increase in staff numbers and a changed activity pattern have been handled without any problems. B/CFD’s activity-based workplace concept appears to be sustainable and successful. There are a few minor issues, which may be explained partly as the result of habituation and partly as the result of advances in technology and knowledge. Furthermore, continued attention needs to be paid to appropriate employee behaviour with regard to occupying workspaces and the introduction of the concept to new employees.

Recommendations for FM

A number of lessons may be learned from this study. If you are a facilities manager who is about to introduce a new office concept in your organisation, you might want to pay attention to the following points:

- Provide a detailed explanation of the workplace concept in the induction programme for new employees
- Avoid any dilution of the policies. This may lead to rooms being temporarily unoccupied for long periods. Continue to inform the organisation about the concept and the associated policies. Make management and the employees themselves responsible for enforcing these policies.
- Highlight any signs of facilities becoming outdated by regularly evaluating services, resources and the working process.

The Center for People and Buildings (CFPB) is a research centre that focuses on the relationship between people, work and the working environment, with the aim of promoting research, product development and the transfer of knowledge in this area. Website: www.cfpb.nl

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FM Departments Not Sufficiently Involved in New Building Projects
By Edo den Hertog, Director of Integrated Facility Services at D&B The Facility Group

Within large organizations, FM departments are still only involved to a minimal extent in new office building projects. The development of these prestigious new offices certainly receives the close attention of senior management, but they often forget (consciously or unconsciously) to involve their own facilities professionals in the planning and design of these magnificent new buildings. A common mistake that may, at a later stage, cost organizations a considerable amount of money.

Magnificent buildings are springing up throughout the Netherlands. In a few years time, the A2 motorway will be a major artery of the Dutch economy, which is leading to more and more striking buildings being built outside the major conurbations. Large organizations usually relocate to new headquarters around once every twenty years. Especially in the world of banking, insurance and consultancy, organizations like to project an image of success, confidence, quality, innovation, entrepreneurship and a pleasant working environment. ‘Sustainability’ is also increasingly a factor, because organizations naturally like to demonstrate their corporate social responsibility.

Organizations are inspired by architects who use innovative and sustainable materials in their cradle-to-cradle designs. In addition, one sees an increasing number of applications in which energy is generated by roof-mounted solar panels or by underground thermal energy storage (UTES), a technique for storing energy in the ground in the form of heat or cold and then using it for heating or cooling buildings. These are wonderful ways of preventing further damage to the environment, if implemented properly.

Operating costs

If organizations listen to their FM departments, their facility operating costs can be reduced even further. These operating costs will often be many times the original amount required for the construction of a new office building, but are given relatively little attention in the development phase. Facility managers know better than anyone where the opportunities for cost reduction are, but are not sufficiently involved in this phase, if indeed they are involved at all. Within the average twenty year period that a head office is occupied, a great deal of changes will occur within the organization. Departments expand or shrink as a result of market developments, new groups of occupants need to be accommodated in the building following mergers, or former colleagues simply leave. The building must be able to constantly reflect the development of the organization. There are organizations in which employees are moved to a new workplace on average once a year. The facility manager knows better than anyone what the occupation of the building is and that the building should have (some) flexible walls that can be moved quickly and easily in the event of internal relocations. All too often, the facility manager is not invited to share this knowledge.

During the new construction project, the facility manager may also advise on the selection of standard office furniture throughout the whole building, to avoid unnecessary relocation of furniture. For example, easily adjustable furniture should be used, which allows employees to quickly adapt their desk and chair to their own personal preferences. This can be achieved with a personal facility card, on which the height of the working surface is pre-programmed. Inserting this facility card will then automatically cause an electric motor to adjust the desk to the ergonomically correct working height for the employee. This is an ideal solution, especially in an environment in which there are many contract workers and part-time employees.

Pooling

Within an office building there are usually receptionists, security personnel, telephone operators, hospitality staff and service desk employees. Often they are housed in different locations within the building. Pooling facility services in a single physical environment also leads to substantial cost reductions. Locating these service activities in physical proximity can save substantial costs for the deployment of facilities management staff. By employing a highly trained security or hospitality host, those positions can even be combined within a single job description. The architect should be given instructions by the facility manager to be able to take this into account when drawing up plans for a combined reception and security desk and when determining the location of the panels in this desk for monitoring the building-related installations and security installations. In addition, provision should be made for being able to answer the phone professionally, which often takes place in the quieter back office behind the desk (front office). Other facility functions within the building also call for attention when designing new offices, such as what catering facilities are required in the new premises. In many cases it is assumed that the occupants of the new office building will want to be able to eat healthy, varied and inexpensive meals in their average lunch time of 21 minutes. But is this really what the customers of the company restaurant want?

Relaxing

At a time when production levels are high and everyone is bombarded with a multitude of data from computers and mobile phones, there is a need, more than ever before, to be able to take some time out at work and relax. In addition, the quality of these scarce opportunities for relaxation must increase further, because employees want to reward themselves for all their hard work. A delicious lunch is part of this, and they might even want to invite their family and friends to join them, because they see each other so little. The restaurant must therefore be designed with this in mind.

Above all, the process starts by asking your own employees - the future occupants of the building - what needs should be met within the new offices. The facility managers will then work with the contracted suppliers of facility products and services to ensure that these wishes are translated into new and innovative concepts. This will, of course, take place in consultation with the architects of future buildings, so that they can better understand the functionality of ‘their’ buildings and translate it into new state-of-the-art concepts. devouring serious thought in advance to the design of the future (facility) services, by involving one’s own facility management department, allows professional advances to be made which benefit the core business.

After all, the development of a new building offers many possibilities which were previously unimaginable on account of the design and layout of the current offices. Seize this opportunity!
FM Success Starts Here
By Julie Knudson

When stepping into a new facility position—whether it’s your first time managing the built environment or you’re an experienced facility manager starting a new job—you want to hit the ground running. User requests, emergencies and budget issues won’t wait, and your ability to quickly gather critical pieces of information will pave the way to a successful transition.

The following questions are designed to root out key information quickly so you can gain an insight into the true scope of your new role, understand how best to work with other departments to meet your goals, and learn the ins and outs of how your new employer operates. Checking off each area on this list is a quick way to jumpstart your facility management career.

Are all building drawings current? When was the last modification? (subhead)

Building drawings are the life-blood of the built environment and should be among the first pieces of information you gather. Knowing the location of electronic as well as hard copy files can save you valuable time later, and awareness of any out-of-date drawings could prevent an embarrassing or even dangerous mistake down the road. Learn who’s responsible for modifying the drawings. If it’s an outside source such as an architect, contact them to introduce yourself and find out their fee structure for making changes. It’s a good idea to batch changes when possible but if modifications are significant, it’s better to bite the bullet and do them as soon as possible. While you’re familiarizing yourself with the drawing files, use this opportunity to work with your team and the information technology (IT) group to determine how documents are stored and protected. Hard copies should be neatly stored in hanging or flat files built just for this purpose and electronic copies should be automatically backed up to an off-site location that can be accessed remotely. A variety of people-building inspectors, emergency responders and internal team members-rely on your drawings. Treat them as a vital part of your infrastructure from day one.

The importance of this function warrants a few follow-up questions: What are the responsibilities of my group? Has everyone received the proper training and tools to accomplish their assigned tasks? How frequently are preparedness drills run, and who manages them? When an emergency strikes, you’ll have no time for research. Find out now what planning is already in place and confirm that your team is ready to participate. You’re also likely to be coordinating activities with other groups such as IT, human resources (HR) and the executive team. Read the minutes from past meetings to learn what planning has already been done. Determine the scope of your group’s responsibilities during every sort of emergency, and then discuss their understanding of what’s expected of them. Be specific when asking about support tools or additional training they may require-such as handheld radios, passwords for remote access to building drawings, and operator training to view and control security cameras-anything that will be critical when assisting emergency responders or coordinating recovery activities. Once you have a good understanding of the current lay of the land, you’ll be able to add any necessary training or equipment to your budget.

What are our current obligations and responsibilities?

Another top priority should be laying your hands on copies of all existing contracts, vendor lists and maintenance agreements. Before you tackle the challenges that are sure to come, you need to understand your current obligations. When evaluating opportunities to save money, there are a number of avenues to explore. How are costs impacted by consolidating services, leveraging buying levels, grouping individual site services under a national contract, or bringing currently outsourced services in-house? Your ability to reduce costs or modify service levels may be hampered by existing contracts, so getting the details early will help you set reasonable goals. This is also a good time to learn how negotiations and buying decisions are made, who is involved during major contract discussions, and what help other departments can offer.

What’s the status of disaster preparedness and recovery planning?

The following questions are designed to root out key information quickly so you can gain an insight into the true scope of your new role, understand how best to work with other departments to meet your goals, and learn the ins and outs of how your new employer operates. Checking off each area on this list is a quick way to jumpstart your facility management career.

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The importance of this function warrants a few follow-up questions: What are the responsibilities of my group? Has everyone received the proper training and tools to accomplish their assigned tasks? How frequently are preparedness drills run, and who manages them? When an emergency strikes, you’ll have no time for research. Find out now what planning is already in place and confirm that your team is ready to participate. You’re also likely to be coordinating activities with other groups such as IT, human resources (HR) and the executive team. Read the minutes from past meetings to learn what planning has already been done. Determine the scope of your group’s responsibilities during every sort of emergency, and then discuss their understanding of what’s expected of them. Be specific when asking about support tools or additional training they may require-such as handheld radios, passwords for remote access to building drawings, and operator training to view and control security cameras-anything that will be critical when assisting emergency responders or coordinating recovery activities. Once you have a good understanding of the current lay of the land, you’ll be able to add any necessary training or equipment to your budget.

How are budgets created and expenditure levels communicated?

The budget process involves different mechanisms in every company. Learn how information such as monthly actuals and deviations are distributed, when reports and data are due, and what the finance department expects from you when it’s time to formulate the budget for the next year. Sometimes the formal budget process doesn’t resemble the real world, so tap the historical knowledge of your team. Are deadlines frequently changed? Is it common to go through multiple rounds of cuts and negotiations? Are expense and capital budgets formulated using the same methodology? Are there other groups in the company whose activities impact your budget? Staffing levels often affect space and other costs, so HR will be a critical partner. Data center heating, ventilating and air-conditioning costs may be impacted by new equipment or services-talk with IT to determine their plans. Also work with your team to understand past purchasing patterns, as this information will be helpful when identifying potential areas for cost control going forward. If your company relies on an intranet or other shared access point for disseminating information, test your login and password early to ensure that you are ready to go.

Where are specifications books, operations and maintenance manuals and standard operating procedures stored?

Quick access to these materials will be handy in a time crunch. Become familiar with the location and indexing of your group’s documentation. Identify opportunities to use electronic reference material when possible, as space considerations, automatic updates and sharing information outside your group may make this format beneficial in the long run. For both electronic and hard copy documentation, be sure you understand who is responsible for adding to and maintaining the materials your group uses. If anything requires routine updating, put it on the department’s calendar now. Establishing good document management practices up front will emphasize its importance to the rest of your team.

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Some pieces of information are universal in facility management. Use this checklist as a starting point to ensure that you have the most critical items at your fingertips.

- Organizational chart for the entire company, including titles and/or pay grades.
- Chart of accounts from finance to help you evaluate invoices for approval.
- Building drawings to establish where people, equipment and resources are located.
- Contact lists for your department, key members of the executive team and vendors.
- Emergency, evacuation and disaster recovery plans.
- Key control list(s) with key hierarchy.
- Budgets for current and previous years.
- Facilities procedures. (If these don’t exist in written form, work with your team to get the information out of their heads and onto paper.)
- Contracts for all major vendors and critical building components.
- Job descriptions for all employees under your direction.
- Calendar of events if your company is event-driven, such as a theatre or museum.
Are all preventive maintenance and routine tasks up to date?

Knowing the current state of all preventive maintenance tasks and routine repairs or replacements is important when preparing your department's budget to cover services as well as equipment and spare parts. This information will also help you better understand your group's normal workload and may pinpoint areas for increased efficiency. Review data from any Computerized Maintenance Management System or other system being used, and then talk with your technicians, engineers and operators. Ask if there are repair or maintenance tasks they routinely conduct that aren't included in the normal property management schedule for a particular piece of equipment. Is your team utilizing all the services included in equipment warranties or maintenance agreements? If you're spending too much time or money replacing and repairing items, involve the manufacturer to determine if everything is operating properly or investigate the feasibility of a replacement.

What are the terms of our current lease agreements?

A thorough review of existing lease agreements will show you potential opportunities for savings-through amending the terms of the lease, by utilizing outside services your landlord is required to provide, or by leveraging available tenant improvement dollars. You may also uncover responsibilities that have fallen off the radar of the executive group, such as acting as a landlord for a small sub-tenant. Be sure to seek out lease agreements for all locations in your portfolio. Take the time to understand your options under the rights of first refusal. Now is also a good time to contact the landlord or property management company and introduce yourself as their new primary point of contact.

How is continuing education approved and budgeted?

Hopefully you inquired about the continuing education policy during the interview process. You may be subject to a waiting period, so find out how quickly you can get into the program. It's best to have a clear idea which classes you want to take right off the bat, then discuss your course objectives and final goals with your supervisor. Be ready to demonstrate the direct benefit your additional skills and knowledge will bring to the company, in the event you encounter push-back during the initial discussions. With the continued budget cuts happening across the industry, there's a chance your employer won't approve some or all of your continuing education plan. You don't want to lose too much time during a transition from one employer to the next and having an action plan in place-and a contingency plan in the event you're required to pay for tuition yourself-will allow you to move forward as quickly as your new employer's policies and your own budget will allow.

When looking for answers to these questions, you're likely to find that much of the initial knowledge comes from your own team. Their experience and understanding of how things get done in your new organization is vital, so devote ample time to picking their brains. Other department leaders will be able to offer tips on navigating the budget process and the mechanics of sharing information internally. HR, your supervisor and members of the senior staff can explain expectations surrounding goal-setting, mentoring, performance monitoring and career development.

Throughout this process, you're likely to uncover any number of major projects in need of attention. If you find a significant amount of work needs to be done, it's time to dust off your triage skills. Note which areas have outstanding action items, and then prioritize those tasks based on urgency and availability of resources. By establishing clear and realistic goals, you'll position yourself and your team for success.

Julie Knudson has more than 15 years of experience managing a multi-facility environment and previously served on the board for the Seattle Chapter of IFMA. She is principal at Olympic Bay Management where she consults on select projects and uses her owner-side experience to advise industry vendors on ways to create better relationships with facility managers. Knudson may be contacted at +1-425-374-4664 or julie@olympicbay.com.
Management of Long Term Contractor Relations

By Atle Sundøy

Most companies have close long-term relationships with individual suppliers. This is a natural development in situations in which there is increasing integration within the value chain, with ever greater proportions of companies' overall value creation being generated by suppliers and subcontractors. Dependence on suppliers is rising, and a company's competitiveness and ability to innovate are increasingly being influenced by its suppliers. What are the consequences of this in terms of costs, and how can a company secure a competitive advantage in its long-term supplier relationships?

Traditionally, purchasing has always been one of a company's most important tools for creating competition with regard to supplies. This is because an open competition between several bidders usually results in lower prices and better purchasing conditions. The buyer announces a competitive tender, receives and evaluates bids, conducts negotiations and awards a contract. When the contract expires or is completed, and a new need arises, the same process is repeated. The focus is always on finding "the overall most economical" supplier for the individual contract, and contracts are awarded to those who are deemed to be the most competitive, as measured at the time.

This type of supplier relationship is only possible if the switching cost (the cost associated with changing from one supplier to another) is low, the interfaces are well defined, the products or services to be supplied are clear and well specified and there are a sufficient number of suppliers who can and will submit competitive bids. In addition, the risk associated with switching suppliers must be deemed to be acceptable. Purchases of non-strategic goods and services are examples of supplies that are well suited for the repeated use of competitive tenders. The supplies are generally standardized, many different bidders can supply the same or comparable products or services, the switching cost is low and the risk associated with changing suppliers is minimal.

When the strategic importance of the supplied goods or services increases, other types of supplier relationships will be required. This is because a substantial part of a company's competitiveness and development is derived from its suppliers. Critical components and subsystems, subcontracting, strategic raw materials, complex services and production-critical software are examples of supplies where it may be necessary to involve suppliers closely with the company's own production and value creation. In such cases, the supplier is a strategic partner and changing suppliers represents a strategic decision of great importance for the company's growth and development. In this case, the focus in the supplier relationship is no longer on the direct cost of supplies but on the contribution that the supplier can make to the company's value creation. The suppliers selected as long-term partners will be those who can, over time, create the most value for the company. The criteria for selecting such partners will first and foremost be the supplier's ability and capacity to innovate. This type of supplier relationship requires a different approach than the repeated use of competitive tenders. Both the buyer and the seller must be willing to invest in the relationship in order to achieve the desired results: the increased value and profitability of the end product.

In many cases, contracts are routinely renegotiated at regular intervals. All bidders are treated equally, and no value is attached to any previous successful working relationship between the customer and a supplier. In public sector procurement, it may even be against the regulations to calculate switching costs, as this might be construed as leading to unfair competition. This means that the value and benefits of a long-term strategic working relationship may continue to be lost. This is a particular challenge if it has taken a long time and significant resources to develop effective and efficient delivery models. Suppliers are, of course, well aware of this and are therefore unwilling to invest any more in developing the relationship than can be recouped during the existing contract period.

In other cases, long-term supplier relationships are the result of a series of more or less automatic renewals of existing contracts, either because of an agreement on strategic content. The supplier has become a "permanent supplier", resulting in a lack of in-house resources and expertise, complex interfaces, specifications unique to one supplier, a high switching cost and internal resistance to change. An old contract will be only too happy to reinforce this by working hard to increase the barriers to switching suppliers. The supplier relationship gradually changes from a competitive situation to one in which the company finds itself with a self-inflicted sole supplier, described inaccurately as a "strategic supplier". This type of supplier relationship should not be confused with a strategic partnership, and the result is generally a negative competitive advantage due to the unnecessarily high price of goods and services.

In order to achieve competitive advantages in long-term supplier relationships, it is therefore necessary to define long-term objectives and a purchasing strategy that supports the company's goals. So what are the most important criteria for successful strategic partnership agreements? We shall look at five factors that we believe are critical.

1. Strategic vision and plan

As mentioned above, long-term supplier relationships are of central strategic importance to the company's future growth and development. It is therefore essential that such relationships become a part of the company's strategic vision and plan. One aspect of the company's strategic plan involves defining its business strategy and core competencies and the need for strategic partners. The selection and development of strategic partnerships is one of the most important factors in the success of many companies. Properly managed, it can increase the company's competitiveness, generate growth and lead to higher salaries.
Dear Members,

I hope you have all had a relaxing summer and are refreshed ready for the challenges that are thrown your way? For me, the last few months have been quite exciting representing EuroFM as Chairman. In addition, our association has covered a lot of ground to promote our members’ interests and for this I am grateful to the commitment of our current board. Thank you.

ROFMA

One of our newer members, ROFMA (Romanian Facility Management Association), invited me to attend their annual conference as a guest speaker and it was a pleasure to see how they are trying to support their local facility management profession. I addressed a 200 strong audience on some of the key issues facing our profession across Europe and encouraged them to continue to develop goals and objectives that promote facility management as a profession. They are doing, in my opinion, an excellent job and I wish the team of ROFMA every success in the future.

We also outlined the progress achieved so far with the European Standard EN15221. Those delegates that I spoke to largely welcomed the prospect of standardisation in FM in Europe but some concerns were expressed that the standard should not be too rigid but a framework to support European FM that is at different stages of development in different regions.

EFMC Gala Dinner and European Awards

We took this opportunity to bestow “An honourable lifetime membership” upon Professor Keith Alexander for ‘services rendered’ to EuroFM, the organisation he helped form and which he chaired for 15 years. The citation read ‘to recognise a lifetime of services rendered’ to EuroFM, the organisation he helped form and which he chaired for 15 years. The citation read ‘to recognise a lifetime of achievement in and around EuroFM and in the field of facilities management.’ Thank you Keith.

European FM Award

Finally we presented the awards including the Spanish best practice awards. I am always enormously proud of our awards and our partnership with PFM who help support this.

The Sodexo and Procter & Gamble FM teams collected the prestigious “Partners Across Borders” category. (Picture above)

The winners of the other European FM Awards categories were Susanne Balslev Nielsen of DTU Technical University of Denmark who won the European FM Researcher of the Year, and Kriz Scheeres of NHTV Broda University of Applied Science, winner of the European FM Student of the Year Award.

I congratulate all the winners and runners up for their dedication to solving the challenge facing facility management in light of the national, cultural, regulatory and language differences across the different European regions.

Members Meeting in Lisbon

All EuroFM members are warmly invited to participate at the EuroFM Members Meeting on 23rd - 25th September 2010 in Lisbon, Portugal. The theme for the event is “FM the past, present and future” and our hosts are APFM (Portuguese Facility Management Association) who are also holding their 4th Annual Conference.

Legend has it that Lisbon was founded by Ulysses. The name comes from “Olissipo”, which has its origins in the Phoenician words “Aliss Ubbo”, meaning “enchanting port” and more recently Lisbon has been voted “Best Destination 2010 by the European Consumers Choice.

We have a packed agenda and in addition we need to vote in 2 new board members for the posts of “Chair of Research and Chair of Corporate associates as our existing board members step down at the end of this year.

Therefore I hope to see you in Lisbon for what I expect will be a fantastic members meeting and networking event and please register as soon as possible. (Registration form at www.eurofm.org)

Finally I would wish all our readers every success with the advancement of the FM profession and I hope to meet some of you in the near future.

Warm Regards
Wayne Tantrum
Chairman of EuroFM
Research Network Group

Dr Margaret Nelson, Chair

10th Annual Research Symposium

The 10th annual EuroFM Research Symposium will be taking place in Lisbon, Portugal between 24th and 25th of September 2010. Agenda and registration will be available via www.eurofm.org. The theme for this meeting will be FM Past, Present and Futures.

Postgraduate Research Network

Postgraduate research students at member organisations are invited to participate in EuroFM research symposium in Lisbon, Portugal. Please contact Prof Lukas Windlinger, Zurich University of Applied Sciences, Switzerland, wind@zhaw.ch if you are interested in joining the postgraduate research network, or visit http://www.linkedin.com/groups? hom e=gid=3042631&trk=anet_eg_hm.

EuroFM Projects

FM Futures Project

• The report for the first phase of this project is available on the EuroFM and IFMA websites for members download. Non-members of EuroFM or IFMA can contact the EuroFM secretariat eurofm@eurofm.org to purchase a copy of the report (cost 25 Euros).

• A second report will be produced after the Lisbon workshop. This report will be available for free download by members on the EuroFM website. Non members can contact the EuroFM secretariat eurofm@eurofm.org to purchase a copy of the report.

• EuroFM Value Added Project

To find out more about this research or to participate, kindly contact Prof Per Anker Jensen, Centre for Facilities Management, DTU pank@man.dtu.dk.

• EuroFM Workplace Management Project

To find out more about this research or to participate, kindly contact Dr Suvi Nenonen, Facility Services Research Group (FSRG), Helsinki University of Technology, suvi.nenonen@tkk.fi.

Research Opportunities

• This section will be used to introduce research opportunities. Please contact Dr M Nelson, margaret.nelson@eurofm.org for further information.

11th Annual Research Symposium

The 11th Annual Research Symposium will be held in Copenhagen, Denmark in 2012. Call for Papers will be launched at EFMC2011 Vienna.

Education Network Group

Klaus Homann, Chair

EuroFM Student Awards 2010

This year’s EuroFM awards in Lisbon saw an exciting poster competition and remarkable interviews with the finalists for the European Student of the Year award.

All three finalists in the Student of the Year contest proved to be very strong candidates. The jury (Antje Junghans, Andreas Rohregger and Pédro Lo) challenged the finalists by questioning them on their academic achievements, their knowledge of international issues in FM and their aspiration to become an FM professional. Finally, the jury unanimously voted for Kriz Scheeres as EuroFM’s Student of the Year 2010. Kriz was born in South Africa and is a student from NHTV in Breda (Netherlands). She is keen to return to South Africa in the future and contribute to the development of FM in her home country.

The winner of this year’s student poster competition is also a student from NHTV! Sanne Ouwendijk won the audience over in the closing plenary session with the presentation of her study project “Optimizing the ratio between facility costs and client satisfaction”. In her research Sanne examined the effect of soft influencing factors on internal client satisfaction and determined which factors should be considered when setting up a sensory profile for organizations. She rounded out her assignment by conducting an experiment at Amsterdam Airport Schiphol on the influence of different odorous substances on clients’ perception of cleanliness.

The two other finalists of the student poster competition, also invited to show their entries to the EFMC in Lisbon, were:

• Susanne Baveld from SAXION University of Applied Sciences (Netherlands) with her project on the development of a systematic approach to determine a company’s “healthy” in several aspects of Facility Management.

• Riina Hendriks and Ernest Boeuring from Jyvaskyl University of Applied Sciences (Finland) with their project on “Sustainability in Catering”.

We are looking forward to next year’s awards, this time in Vienna. The call for posters and for applications for the Student of the Year award will be announced after the next EuroFM meeting in Lisbon.

Sponsors needed!

Offering these awards is an important and honourable duty of our association! It is our way of attracting the best of Europe’s students in Facility Management to our profession. By doing so, we also support the industry by meeting with highly qualified and motivated potential employees. However, these awards can only be possible if companies are willing to support us as sponsors.

We urgently need sponsors for next year’s awards! Should you decide to support us, please do not hesitate to contact me at any time! homann@dhbw-stuttgart.de

Practice Network Group

David Martinez, Chair

There is no other way to start this report except by thanking all of you that made having the best European Facility Management Conference so far in EuroFM history possible. EFMC10 in Lisbon has been the largest conference, not only in number of attendees but also in number of sponsors and the rate of satisfaction achieved. We are already working on the next event, which will take place in Lisbon in 2011 and kindly invite you to submit papers for the business conference and the research symposium.

Following the official implication in the role that EuroFM as an organization within the European Normalization project “CEN/TC 348 Facility Management”, and for the first time since the agreement was signed, we had a representative in the recent Technical Committee that took place in Delft some weeks ago. There, EuroFM’s voice was heard by the national representatives, proving once more the recognition of our organization at the highest level. The EN 15221 series will have soon 4 new European norms regarding quality, classification, processes and space measurement in Facility Management. In addition to this, a seventh norm in benchmarking is cooking in the oven.

Aligned with this, the project “market Data” with the objective of collection of FM benchmarking data from most part of EU based on EN 15221 principles, has just been launched. If you want to participate or collaborate at any level, please contact us, the more data, the more reliable it will be.

As a network, the only way to fully benefit from PNG is to interact with it. It has to be a two-way relationship. We need to hear from you, we need to know what you need or what you are looking for and then we will act as a network, and try to find it within our reach. Several projects are already on going.

I want to say goodbye with the invitation to participate in the next member meeting to be held in the beautiful city of Lisbon in late September.
# Editorial Board

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