In Brief

**Cost savings combined with improved quality**
One shared service centre for six municipalities
Marion Visser – De Boer, FMM

**A sculptural expression of Swissness**
Melanie Meinig, Zeno

**A click away from the Senate**
Maria Elisa Dalgrì, IFMA

**Contract ready**
Mark Hanson, Workplace Law

**Education**
The gateway to a new world
New ways of working in an educational environment
Ron Brouwer

**Research**
FM research in Austria, Germany and Switzerland
Christian Huber, Marie-Helen Kutting, Alexander Redlein, Kunibert Lennerts
Thomas Wehrmueller, Antje Junghans

------

### Working practices evolve at Cisco, thanks to facility services

**2010 Arseg Awards**

by Jean-Philippe Arrouet

Employees at Cisco France get the full benefit of new technologies, thanks to a new workplace environment. Valérie Simier, who drove this project to success, has recently been named Facility Manager of the Year 2010 by Arseg.

At Cisco France in Issy-les-Moulineaux, work spaces are on a human scale. Teams are grouped by territory to allow them to work better in project mode. In order to limit the risks of disruption or distraction, acoustics have been closely studied, and sound absorbers have been attached to the walls. Employees also have the option of using an audio privacy room (APR) to work in isolation, or to hold a private meeting, in one of these enclosed spaces which are available in every office area. The new communication technologies which the business offers to its clients have also been made available to its employees, to promote a flexible organisation which allows them to work outside of the office. This example of implementation has already proved its worth for Cisco France and its partner, OZ Consulting, by winning an Arseg award for the 2010 Arseg Awards.

---

**Comment**

**Peter Prischl**
Managing Director
Reality Consult

Facility Management has spread to all of the European Union and is practiced in countries such as Greece, Latvia or Romania. After 1990 FM has been transferred quickly to all of Eastern Europe by global firms and Western investment. But one key element of a sustainable FM development is still lacking: FM education.

In some countries, such as Hungary, universities have begun to offer FM studies. On the other hand, neither Poland nor Romania, the two most populous Eastern European countries, have dedicated education offerings. Neither does Bulgaria (all three with the exception of a few isolated university classes).

If we are serious about “European” FM, then we must stop ignoring over 100 million people and over a dozen countries. How can we rejoice about a “European FM standard” when the Eastern half of our continent is (almost) left out?

Professor Kunibert Lennerts, who holds the Chair in Facility Management at the Karlsruhe Institute of Technology (KIT) in Germany, has been active in many “New Europe” countries. He, some Bulgarian colleagues and myself came up with the idea for the Black Sea Facility Management Summer Academy. And it worked:

From 8 to 11 September, 18 participants from Romania and Bulgaria (two more from Russia had to cancel at the last moment), gathered in Varna on the shore of the Black Sea. The participants came from companies such as Société Général, E.ON Bulgaria, BNP Paribas, Procter & Gamble, Jones Lang LaSalle or Petrol Holding. Lecturers other than Professor Lennerts included Anton Guintchev and myself.

Topics included Strategic Real Estate and Facility Management, Real Estate Accounting and Reporting, Outsourcing, Fire Protection, Building Maintenance and Data and Information Management. An actual building audit was performed in small groups which were graded by the faculty. A diploma was awarded to all successful participants. My strongest reward was the interaction with all these bright, competent European professionals!

The feedback was universally positive. The organizer. Facility Management Consulting of Sofia, Bulgaria, plans the next Black Sea FM Academy for Summer 2012. But this is only a very small, if significant step.

If we really want to make “EuroFM”, Facility Management on a European scale, happen, we must include all of Europe into everything we do – strategy, concepts, definitions, education, (action) research, methods and tools. If we only wait for such developments, it will take too long, and it will hurt everybody’s business.

I call on all European FM community members to build at least one priority for 2012 involving Eastern Europe into their plans. I call on EuroFM to make Eastern Europe a conscious part of every event, group and activity. Only then can we call ourselves “EuroFM”!

---

EuroFM Insight November 2011
The individual at the centre of the facility services approach

Interview with Valérie Simier, Facility Manager of the Year 2010

“"Our approach to this project involved prioritising the well-being of employees. We have brought together the management, the workplace health and safety committee and the end users, to make the project a win-win situation”, explains Valérie Simier, Workplace Delivery Manager at Cisco France.

Although a perfect command of technical skills is necessary, this alone is not enough. Valérie Simier represents a conception of facility services in which communication and “change management” are essential.

Arseg Info: Your first Arseg award in 2009, a Global FM award, and now the title of Facility Manager of the Year for 2010: How would you explain this recognition from your peers?

V.S.: One of my main tasks is planning the property strategy for France, Belgium, Luxembourg, and the Nordic countries. You have to look at the local business needs and provide a solution. When Cisco acquired Tandberg, for example [in 2009], we had to integrate their teams as quickly as possible. We are no longer just a support function; we now have a global partnership approach with the general management of the company and the financial and IT teams.

A.I.: Cisco is an American company. How does this affiliation influence your practice in the area of facility services?

V.S.: Thanks to this double culture, we have been somewhat ahead in certain areas, such as externalisation, which we have been putting into practice since 1999, or globalisation of contracts. The same can be said for desk sharing: in France, we have one work station for every three employees. Abroad, we have reached one work station for every three employees.

On the other hand, the redevelopment of our Issy-les-Moulineaux site is somewhat ahead of the United States, where employees still work in assigned cubicles, which are partially enclosed work spaces. Moreover, we have replicated our project in other sites abroad, and its principles have been integrated into the group plan.

A.I.: In this redevelopment of work spaces, you insist on the importance of “change management”...

V.S.: Nowadays, communication is an integral part of the facility management profession. You must know how to communicate internally and adapt this communication, depending on whether it is addressed to the general management or to the end user to whom you are offering services.

For me, as a first step in the project, it was important to bring together the works council and the CHSCT by presenting them with the different options available. We also asked Cisco France employees to provide response strategies, which we have integrated into the project as much as possible.

Interview by Jean-Philippe Arrouet

An international career

From the early stages of her professional career, during which she worked in the hotel and catering industry, Valérie Simier has mixed with an international clientele. This allowed her to greatly develop her service skills and her English, which still come in handy today. At the turn of the 21st century, Valérie Simier, who was working for a welcome service provider at the time, seized the opportunity as a substitute to prove her worth at Cisco France. Some months later, she introduced facility management. In 2002, she reached the position of Facility Manager for the following year, Cisco entrusted her with the duties of Regional Facility Manager for France, the Middle East, Africa and Russia. In 2005, Valérie Simier took charge of property and facility services at GeoCam France. Four years later, she was responsible for facility services and property for Cisco France for France, Belgium, Luxembourg and the Nordic countries.

The scope of facility management at Cisco France

- 8 countries: France, Belgium, Luxembourg, Iceland, Finland, Norway, Sweden, Denmark
- 38 buildings or sites, including business centres, making up 80,500 m²
- 2,720 employees

Working practices evolve at Cisco, thanks to facility services

continued from page 1
FM research in Austria, Germany and Switzerland

by Christian Huber, Marie-Helen Kutning, Alexander Redlein, Kunibert Lennerts Thomas Wehrmueller, Antje Junghans

At the start of 2011, the EuroFM Research Network Group (RNG) conducted a survey to develop the European FM research agenda (EFMI 17). This article aims to deepen the insight in FM research in Austria, Germany and Switzerland. The vision for EuroFM is the advancement of FM knowledge and its application in research, education and practice. This article is the second publication in a series which provides information about ongoing research in EuroFM member Universities from several countries. The first article was about FM research in Nordic countries (EFMI 18). Further articles about FM research in the Netherlands and the UK are projected. These publications will support the cooperation between science and practice by recording what is new in FM research in Europe. Thanks to Christian Huber and Marie-Helen Kutning for coordinating this article, and to the Professors from the Universities and Universities of Applied Science in Kufstein, Vienna, Karlsruhe and Zurich for their contributions.

Facility Management Research in Austria

Facility Management Research at the University of Applied Sciences Kufstein Tirol

Life cycle oriented quality optimisation of facilities: LQG

The FH_netzwerk_BAU (University of Applied Sciences Facility Network) consists of five universities of applied sciences (FH Kärnten, FH Kufstein, FH Joanneum, FH Oberösterreich, and FHS Burgenland), which have been liaising for quite some time now, and have joined forces in the LQG project.

One goal of the project is to link these five universities of applied sciences, in order to expand their expert knowledge in their respective areas of expertise. Part of the project headed by the FH Kufstein includes the integration of a series of external experts and support by the construction industry (IC Consulenten, Woschitz Engineering, ATP AG, ALUKÖNIGSTAHL, SFL Metallbau, and STRABAG AG). These do not only provide financial support, but also practical examples, which ensure that the research results are applied.

The goal of this LQG research project is not only to compile a data collection, but also to allow use of this information primarily in the construction industry. The starting point is existing methods, public research, database evaluations, and detailed building analyses. These are used to determine and compile database driven networking methods, construction component, and technical specifications for life cycle costs and ecological effects.

The FH_netzwerk_BAU and the developed methods provide Austrian planners and decision makers of building construction an early support for life cycle oriented quality optimisation. It should support the paradigm changing toward an integrative assessment covering the entire life-span costs, the ecological effects, and user satisfaction.

Therefore, each of the individual universities of applied sciences can process the achieved results, the developed techniques, and primarily the designed methods and apply them to research projects from the building industry. So far, there are very few competency centres for the integration of quality assurance and user satisfaction into the project development and into planning in Austria. Only a few companies so far offer calculations of LCC and LCA. However, the demand for improved methods increases significantly. Their experience with various measuring and testing facilities provides universities of applied sciences with the opportunity to offer additional projects with these qualifications. Finally, its comprehensive competence allows the network of universities of applied sciences to present itself in the future as a centre of competence, a one-stop shop almost, for research projects commissioned by commercial partners of the building industry (in particular, in complex and innovative development projects).

Maturity Assessments: Illustration of the Degree of Maturity of FM Processes for Hospitals

Many hospitals have already recognised the benefit of facility management, and have therefore implemented this into their organisation. However, the current state of research makes it difficult to carry out any comparable analysis because of a lack of process taxonomy.

In cooperation with the Pratt Institute in New York and the FH Kufstein, a research model was developed which will allow benchmark comparisons between hospitals. This can illustrate the degree of maturity of the facility management. This method allows hospitals to make transparent facility processes, to reveal optimisation potentials, and to suggest targeted initiatives, regardless of the number of beds and the medical specialty.

Energy Guidelines for Communities & Regions

The team at the Kufstein University of Applied Sciences develops energy guidelines for communities, cities, and regions. It collects the current energy-related data, and simulates and illustrates the current development of the energy demand and future energy supply. It demonstrates energy savings and increases in efficiencies, and it includes local renewable energy sources. Precise individual and local actions are developed within the framework of these energy guidelines. Citizens and local stakeholders are involved in these processes from the start. All data are recorded for display in a geographic information system (GIS), which can be updated. This allows implementing future energy concepts sustainably and in a coordinated manner.

Facility Management Research at Vienna University of Technology

At Vienna University of Technology, several departments are carrying out research in different areas of Facility and Real Estate Management. Therefore, the Facility and Real Estate Management research cluster was formed to support and expand the activities. The cluster now includes more than 35 researchers from different departments and faculties. The group incorporates researchers from the Faculty of Architecture and Planning, Civil Engineering and Informatics.

The Department of Industrial Building and Interdisciplinary Planning performs research in the following areas:

- Integrated Planning including Life Cycle orientated Planning and Construction
- Definition of Cost Benefits of Integrated Planning
- Resources Conserving Renovation
- Energy efficient industrial buildings
- Building Information Modelling and Industry Foundation Classes to optimise data gathering and exchange
- Post Occupancy Evaluation to develop strategies for sustainable planning, construction and utilisation

The IFM (Institute for Facility Management) carries out research mainly in the areas of:

- Value Added: Due to cost savings, increase of productivity and cost drivers.
- Trends and future of FM within Europe (widely spread surveys in several European countries to provide information on how the Facility Management discipline develops)
- Process optimisation and reference processes (more than 40 case studies from companies and healthcare organisations all over Europe to define best practise processes and derive reference processes)
- Relation processes and workplace strategy and management
- Risk management and internal control systems (expanding best practise processes by additional risk and control matrices and company wide risk management

continues on page 4
Facility Management Research in Germany
Research at University Level - Karlsruhe Institute of Technology (KIT)

The first professorship for Facility Management at university level was established in 2000 at the KIT (Karlsruhe Institute of Technology), formerly known as University of Karlsruhe (TH) at the Institute for Technology and Management in Construction.

KIT has carried out research since 2000 on hospital related areas. The so-called OPIK project (Optimisation and analysis of processes in hospitals) was established as a collaboration between hospitals, industry, and research. Research topics range from cost allocation to hospital layout planning. Twice a year, closed sessions for hospital benchmarking have been offered. Results in the area of Facility Management in hospitals have been published in three PhD theses (Dr. Jochen Abel, 2007; Dr. Karin Diez and Dr. Manadana Banedj-Shafi, 2009).

Since 2004, maintenance of built assets, especially maintenance budgeting and maintenance strategies, have also been an important area of research at the KIT. A number of research projects have been carried out in this area. Based on real life cycle data, it was possible to verify and validate theoretic estimations from literature for the first time. As a result, a new approach for the budgeting of maintenance measures, the so-called PABI method, was established within the PhD thesis of Dr. Carolin Bahr. The calculation method has been tested and developed further in collaboration with public and private organisations. Another PhD thesis (Dr. Uwe Pfründer, 2009) deals with maintenance strategies for building components.

Furthermore, sustainability of buildings has been an important area of research at the KIT for the last four years. A number of projects have been carried out in collaboration with well-known companies such as ECE or BASF. The main focus area has been the research on green building labelling and rating systems. The professorship has also been head of working groups within the German Sustainable Building Council (DGNB).

FM research in Austria, Germany and Switzerland
continued from page 3

- Compliance within FM
- IT support for FM (how can processes be supported by IT, what are the requirements and adequate solutions)
- Optimisation of service provision – integrated facility service provision

Several other researchers are joining this research cluster, which supports the interdisciplinary work and helps to find partners for new projects. In addition, new research fields are developed by this initiative.

Public Facility Management is a new research area of Thomas Dillinger and Alex Redlein. It integrates Facility and Real Estate Management with urban and space planning. The main goal is to include Life Cycle Evaluation in the optimisation and utilisation of the urban and space planning process.

Moreover, other universities like the Vienna University of Economics and Business are invited to join the cluster. The main goal is not only to provide single case studies, but solid research results.

Facility Management Research in Switzerland
Research at University Level - Karlsruhe Institute of Technology (KIT)

Research at University Level - Karlsruhe Institute of Technology (KIT)

The first professorship for Facility Management at university level was established in 2000 at the KIT (Karlsruhe Institute of Technology), formerly known as University of Karlsruhe (TH) at the Institute for Technology and Management in Construction.

KIT has carried out research since 2000 on hospital related areas. The so-called OPIK project (Optimisation and analysis of processes in hospitals) was established as a collaboration between hospitals, industry, and research. Research topics range from cost allocation to hospital layout planning. Twice a year, closed sessions for hospital benchmarking have been offered. Results in the area of Facility Management in hospitals have been published in three PhD theses (Dr. Jochen Abel, 2007; Dr. Karin Diez and Dr. Manadana Banedj-Shafi, 2009).

Since 2004, maintenance of built assets, especially maintenance budgeting and maintenance strategies, have also been an important area of research at the KIT. A number of research projects have been carried out in this area. Based on real life cycle data, it was possible to verify and validate theoretic estimations from literature for the first time. As a result, a new approach for the budgeting of maintenance measures, the so-called PABI method, was established within the PhD thesis of Dr. Carolin Bahr. The calculation method has been tested and developed further in collaboration with public and private organisations. Another PhD thesis (Dr. Uwe Pfründer, 2009) deals with maintenance strategies for building components.

Furthermore, sustainability of buildings has been an important area of research at the KIT for the last four years. A number of projects have been carried out in collaboration with well-known companies such as ECE or BASF. The main focus area has been the research on green building labelling and rating systems. The professorship has also been head of working groups within the German Sustainable Building Council (DGNB).

Facility Management Research in Switzerland
Research at University Level - Karlsruhe Institute of Technology (KIT)

Research at University Level - Karlsruhe Institute of Technology (KIT)

The first professorship for Facility Management at university level was established in 2000 at the KIT (Karlsruhe Institute of Technology), formerly known as University of Karlsruhe (TH) at the Institute for Technology and Management in Construction.

KIT has carried out research since 2000 on hospital related areas. The so-called OPIK project (Optimisation and analysis of processes in hospitals) was established as a collaboration between hospitals, industry, and research. Research topics range from cost allocation to hospital layout planning. Twice a year, closed sessions for hospital benchmarking have been offered. Results in the area of Facility Management in hospitals have been published in three PhD theses (Dr. Jochen Abel, 2007; Dr. Karin Diez and Dr. Manadana Banedj-Shafi, 2009).

Since 2004, maintenance of built assets, especially maintenance budgeting and maintenance strategies, have also been an important area of research at the KIT. A number of research projects have been carried out in this area. Based on real life cycle data, it was possible to verify and validate theoretic estimations from literature for the first time. As a result, a new approach for the budgeting of maintenance measures, the so-called PABI method, was established within the PhD thesis of Dr. Carolin Bahr. The calculation method has been tested and developed further in collaboration with public and private organisations. Another PhD thesis (Dr. Uwe Pfründer, 2009) deals with maintenance strategies for building components.

Furthermore, sustainability of buildings has been an important area of research at the KIT for the last four years. A number of projects have been carried out in collaboration with well-known companies such as ECE or BASF. The main focus area has been the research on green building labelling and rating systems. The professorship has also been head of working groups within the German Sustainable Building Council (DGNB).

Facility Management Research in Switzerland
Research at University Level - Karlsruhe Institute of Technology (KIT)

Research at University Level - Karlsruhe Institute of Technology (KIT)

The first professorship for Facility Management at university level was established in 2000 at the KIT (Karlsruhe Institute of Technology), formerly known as University of Karlsruhe (TH) at the Institute for Technology and Management in Construction.

KIT has carried out research since 2000 on hospital related areas. The so-called OPIK project (Optimisation and analysis of processes in hospitals) was established as a collaboration between hospitals, industry, and research. Research topics range from cost allocation to hospital layout planning. Twice a year, closed sessions for hospital benchmarking have been offered. Results in the area of Facility Management in hospitals have been published in three PhD theses (Dr. Jochen Abel, 2007; Dr. Karin Diez and Dr. Manadana Banedj-Shafi, 2009).

Since 2004, maintenance of built assets, especially maintenance budgeting and maintenance strategies, have also been an important area of research at the KIT. A number of research projects have been carried out in this area. Based on real life cycle data, it was possible to verify and validate theoretic estimations from literature for the first time. As a result, a new approach for the budgeting of maintenance measures, the so-called PABI method, was established within the PhD thesis of Dr. Carolin Bahr. The calculation method has been tested and developed further in collaboration with public and private organisations. Another PhD thesis (Dr. Uwe Pfründer, 2009) deals with maintenance strategies for building components.

Furthermore, sustainability of buildings has been an important area of research at the KIT for the last four years. A number of projects have been carried out in collaboration with well-known companies such as ECE or BASF. The main focus area has been the research on green building labelling and rating systems. The professorship has also been head of working groups within the German Sustainable Building Council (DGNB).

Facility Management Research in Switzerland
Research at University Level - Karlsruhe Institute of Technology (KIT)

Research at University Level - Karlsruhe Institute of Technology (KIT)

The first professorship for Facility Management at university level was established in 2000 at the KIT (Karlsruhe Institute of Technology), formerly known as University of Karlsruhe (TH) at the Institute for Technology and Management in Construction.

KIT has carried out research since 2000 on hospital related areas. The so-called OPIK project (Optimisation and analysis of processes in hospitals) was established as a collaboration between hospitals, industry, and research. Research topics range from cost allocation to hospital layout planning. Twice a year, closed sessions for hospital benchmarking have been offered. Results in the area of Facility Management in hospitals have been published in three PhD theses (Dr. Jochen Abel, 2007; Dr. Karin Diez and Dr. Manadana Banedj-Shafi, 2009).

Since 2004, maintenance of built assets, especially maintenance budgeting and maintenance strategies, have also been an important area of research at the KIT. A number of research projects have been carried out in this area. Based on real life cycle data, it was possible to verify and validate theoretic estimations from literature for the first time. As a result, a new approach for the budgeting of maintenance measures, the so-called PABI method, was established within the PhD thesis of Dr. Carolin Bahr. The calculation method has been tested and developed further in collaboration with public and private organisations. Another PhD thesis (Dr. Uwe Pfründer, 2009) deals with maintenance strategies for building components.

Furthermore, sustainability of buildings has been an important area of research at the KIT for the last four years. A number of projects have been carried out in collaboration with well-known companies such as ECE or BASF. The main focus area has been the research on green building labelling and rating systems. The professorship has also been head of working groups within the German Sustainable Building Council (DGNB).
Cost savings combined with improved quality
One shared service centre for six municipalities
by Marion Visser – De Boer

The Drechtsteden Shared Service Centre (SCD) is the first shared service centre within Dutch local government that not only provides services for its partners, but also offers advice and assistance in the formulation of support service policy. The SCD was established as part of the Drechtsteden Joint Arrangement (GRD) and performs the tasks that have been transferred to it by one or more of the participating municipalities. The partnership involves the municipalities of Alblasserdam, Dordrecht, Hendrik-Ido-Ambacht, Papendrecht, Sliedrecht, Zwijndrecht and the region of Zuid-Holland Zuid. This article describes the developments within the FM branch of the SCD.

The Drechtsteden Joint Arrangement originated as the precursor of a single Drechtsteden municipality. In the run-up to this, a number of services were combined and the idea arose of setting up a single Drechtsteden Shared Service Centre (SCD). The aim was to allow each municipality to concentrate more fully on its primary process, while the sharing of knowledge within the supporting processes would result in an improvement in quality. Because the services could be provided by the SCD in a more businesslike manner by adopting a client-supplier model, it was also anticipated that cost savings could be achieved.

The SCD provides services and offers advice and support for policy making in the areas of legal affairs, communication, finance, facilities management, HR, purchasing, documentation and information provision. A separate account management department was set up within the SCD to oversee the establishment of strategic client-supplier relationships.

“Everything is negotiable, but the standard is always the starting point”

Annelies Meijers was hired to sketch out the requirements for the facilities management section within the SCD. She helped establish this section and then handed over the reins to Sanjo Lehmann, who was in charge for two and half years. Peter van Breda has since been appointed Facilities and Purchasing Manager. His remit also includes documentation and information provision. His task is to further streamline processes where necessary and to merge departments in order to save costs. The three of them talk about the developments within the FM branch of the SCD.

“Initially, the Berenschot management consultants drew up the organisation and staffing report for the entire Drechtsteden Service Centre. Next, for each sector, specialists were asked to develop the report into a transition plan for their particular discipline. I did that for facilities management. It was a very turbulent time. The building in which the SCD is based had yet to be built and fitted out. At the same time, we were busy setting up an FM business within the SCD. The shop did not yet exist, but it was already open,” says Meijers, outlining the situation.

Big bang

On the 1st of April 2008, the SCD opened for business; the launch took the form of a “big bang”. All the disciplines were represented right from the outset. Meijers: “Every discipline within the SCD was developed in the course of workshop sessions. During the workshop sessions, civil servants from the municipalities exchanged ideas and expectations about the work processes, in order to design a new department with appropriate processes, staff and resources. The FM workshop brought together the facilities managers and coordinators from the various municipalities. They provided input and direction for the new FM company. When the sketch became clear and had been approved, the facilities manager was appointed. Together with the facilities manager, we fleshed out the sketch and coloured it in.”

“We discussed all the processes, from the sorting of the mail to the method to use for relocation. In each case, we adopted the process used by the municipality with the best practice in that specific area. We then fine-tuned it here with our own team, thus generating our own culture and FM.”

We try to standardise things as much as possible, because in that way we can achieve the required savings, but we also continue to offer customised solutions. We can still have a certain local colour, for instance for the usher services. There are local differences, and we can accept that. Everything is negotiable, but the standard is always the starting point,” says Lehmann.

What is the most difficult thing about establishing joint procedures?

“I found that the most difficult thing was to get people to let go of their usual routines. These municipal officials don’t see their jobs as just work, they are really connected to their organisation. It is their mayor. It is their building. They then have to start thinking about how they can use their skills for other municipalities, sometimes when based in a building that is not even located in their own municipality. By communicating a lot about how things could be organised in the FM business, but also by consulting with other disciplines, we managed to break through this resistance,” explains Meijers.

What role did the executive officers play in this process?

Meijers: “The Mayor of Dordrecht, in particular, was a major driving force behind the project. The town clerks and mayors saw that the SCD could be of benefit to the municipalities. Some municipalities are so small that they could never develop the specialised services that are now being offered through the SCD. But there was also a certain amount of wariness. The executive officers initially indicated that everything should be regulated by service contracts and service level agreements, but a prenuptial agreement doesn’t necessarily mean you’re going to have a good marriage. We still needed to earn their trust.”

Lehmann: “For this reason the ‘counterpart’ system was quickly introduced. The various counterparts are our opposite numbers at the implementation level on site and actually fill the role of client on behalf of the municipalities. The FM company initially concluded all agreements with the counterparts.”

“Earning and retaining trust is still an issue that requires attention. It is something we need to work on all the time, particularly with the small municipalities. Since the creation of the SCD the bar has been set even higher. Today, we are also talking increasingly with the Directors of Operations of each municipality, because we want to discuss the developments and the services that we provide. This also applies to the mayors and the councillors. We want to involve them as much as possible in the provision of services.

The municipality has not only outsourced the services, but also the knowledge, so much must therefore be confident that things are being done properly. For this reason, the account managers still have a very prominent position in our organisation. At first, the account managers also had an operational role, but now they mostly work on a tactical and strategic level,” adds Van Breda.

“I found that the most difficult thing was to get people to let go of their usual routines”

Personnel

The support service staff have been transferred from the municipalities to the SCD. Many employees now work in the SCD building, but some people who perform operational functions, for example in the usher service, still work in their ‘own’ municipalities. “We had thought that it would be easy to exchange personnel through the SCD. We wanted to save on FTEs and make it easier to absorb long-term absences,” explains Meijers.

Lehmann: “To get people used to the idea that they were going to be part of a new organisation, we ran various projects about different ways of working. Ultimately, however, it is something that people need to come to terms with themselves, and for some staff who had been working in the same place for a long time that proved to be very difficult.

On occasions, you also have to deal with conflicting interests, when the local politicians want to have a greater say or demand more than is offered by our standard service provision.

To assist with this, we have FM coordinators. They are present every day at the various sites to provide guidance to the staff. That’s going well, but it’s a process of trial and error.

Initially, the staff found that, although they were being paid by a different organisation, they were still doing the same work. This has taught us that we needed to be a little bit closer to the process; in some cases that worked very well, but in other cases it was counterproductive. It is almost as if you have to adopt a different approach for each employee. The FM coordinators put a lot of time and effort into this, especially at the beginning.

There were also exchanges of staff between the municipalities. That also continues on page 6.
helped, because it gave them a greater insight into how other municipalities deal with certain issues. People also came from the municipalities to the central site in Dordrecht to see how things are done here. Once again, this involves people talking to each other, and when that happens in a positive manner, a connection is formed.”

“Earning and retaining trust is still an issue that requires attention”

“In some places we are still experimenting with the exchange of staff between sites. That’s not the case everywhere. For example, it is very important for the municipal usher service that there should be a link between the usher, the council members and the municipal executive. There is an agreement in place that we should go to the sites where their services are required,” says Van Breda.

Does the SCD still provide many FM services in-house?

Meijers: “We have adopted a demand/supply model. The idea was to separate out the management and implementation functions in order to bring greater transparency to the process. Implementation takes place close to the client and management at a distance, to direct the business processes that were initially performed in-house, but which in future can be outsourced.

In addition, all the existing contracts had to be revised in order to streamline them and to conclude framework contracts with one service provider for all the participating municipalities.”

Van Breda nods in agreement: “Virtually all the existing contracts have now been put out to tender again. The resulting benefits can now be seen on the balance sheet. We are also managing all the contracts now. Our targets were set in advance. In 2010, we were in the black, which means that we achieved our targets – and we did that with a clear improvement in quality.

Reprographics, mail, reception services, technical services and usher services are still performed in-house. Outsourcing the usher services is considered taboo, but with all the other services we can look into whether it might be beneficial, in terms of quality or flexibility, to outsource them.

Under pressure to make budget cuts, municipalities sometimes want to purchase fewer services, in which case outsourcing will also create more opportunities for the SCD to assist the client organisation. We therefore want to expand outsourcing, unless there are compelling reasons not to do so, as is the case with the usher services.”

“People had to make an effort to detach themselves from their municipalities”

What do the staff think about working at the SCD now?

“After a year, we carried out a small employee satisfaction survey. It showed that people did not yet feel themselves to be SCD employees. As a result, we put a lot of effort into communication. A magazine was launched to keep everyone informed. It was agreed to hold staff meetings on a decentralised basis and that the management team will regularly visit the various sites to keep in touch with the employees.

We also tried to make people feel more a part of the SCD team by introducing a company uniform. I don’t think that as an employer you can force people to walk around in a company uniform. For example, we told the technical department that on account of their jobs they were entitled to protective clothing, which would bear the SCD logo. People were then free to decide whether to wear that or their own clothes, but we would not pay for their own choice of clothes. It was mainly people in operational jobs who decided to wear the company uniform. People who perform a combination of office and operational tasks tend to wear their own clothes,” says Lehmann.

Van Breda laughs: “We also made a bit of a mistake in this area. At one point we put our ushers in the SCD uniform. That was a mistake, because on many occasions, such as weddings, they want to show that they belong to the municipality. We were a bit too ambitious in that instance.”

“People had to make an effort to detach themselves from their municipalities, but they are getting used to it now. There is a difference between the SCD staff who work at the municipal sites and the SCD staff who work in the SCD building. The first group still feels more involved with and connected to the municipalities than to the SCD itself.

Many employees are now beginning to see for themselves the benefits of working in a larger, but also more specialised environment. A good example of this is the Documentation and Information Provision department, where you can really see the advantage of combining all the municipalities’ forces. In the past, the staff were spread over several locations and just had to do their best on their own. Now there has been a significant investment in people and resources, and we are beginning to reap the rewards. Many more services are being provided, with improved quality, even with 40% fewer staff,” states Van Breda.

And the clients?

Van Breda: “A client satisfaction survey was carried out recently and it showed that, across the board, the SCD scored an impressive seven. Asked whether they thought that service provision had improved, 75% of respondents said that it had, so we’ve certainly done well in that area. We’ve surveyed both managers and employees, and both groups indicate that they are happy with our services.”

Has the SCD now been fully accepted?

Van Breda: “I would venture to say that this is the case. I am also led to believe that by the fact that all the municipalities have extended their contract with the SCD for another three years. A lot of work has been put in to get us to this position. We have had a lot of communication with our clients about what the SCD could do for them.”

Meijers nods in agreement: “We have put a lot of time and energy into communicating the vision and mission of the SCD. From the outset, we worked on a product/service catalogue for the SCD so that we could clearly show the municipalities the services and products we can provide. In addition, a lot of effort was put into setting up the joint digital service desk for all the SCD services.

To set up an SSC you need enthusiastic executive officers”

The municipalities also wanted to retain a local physical service desk, so that officials could at least deal with notifications and applications at their own site. I was not particularly fond of this, because the desk staff would do all day, especially given the vision that we had of replacing a physical desk with a solely digital service desk.

We then decided to set up a kind of outpost in the form of a beautifully designed service desk in the colours of the SCD. This service desk is doing a great job. It has worked brilliantly in enhancing the image of the SCD within each individual municipality, both for our own employees, who stand proudly behind the beautiful desk, and for the municipal officials who are given an impression of the SCD and what it can do for them.”

“The need for a physical point of contact is now gradually being reduced. People are finding the SCD very easily via the digital route. They have definitely had a role to play in giving us a human face for the clients, but I think the service desks in the municipalities will have disappeared in a few years’ time,” says Van Breda, outlining the current situation.

What advice would you give to other municipalities who are thinking about setting up an SSC?

Van Breda: “I would recommend that a certain amount of room for manoeuvre should be built in at the start of the project. The mistake that was made here is that it was decided to adopt best practices, while at the same time trying to make cutbacks of 10%. That represents a mammoth task at the start of an organisation, while you yourself are still finding your feet. It can feel like something of a straightjacket. You set up a new structure and then the expectation changes straightaway. There is an immediate emphasis on being more business-like. That requires a lot of attention and communication. It is a question of perseverance.”

“Here, a lot of attention was devoted to instrumental issues, such as a product/service catalogue, but relatively little attention to building trust among both employees and clients. I would advise municipalities to pay more attention to this aspect.

Moreover, to set up an SSC you also need enthusiastic executive officers. If you don’t have that, you won’t get anywhere. You need enthusiastic executive officers with a spirit of adventure, because you don’t know exactly where you’re going to end up,” says Meijers, describing her experiences.

How do you see the future of the SCD?

Van Breda: “We would like to serve even more organisations. The municipality of Dordrecht has asked us if we would be willing to take care of repairs and maintenance for another eighty buildings. This is a significant expansion of our services. At the moment, we are mainly active in office buildings, but this would extend our range to sports centres, swimming pools, community centres, museums and monuments. The organisation is now ready to take this step.”

“We initially stuck very closely to the product/service catalogue etc, but now you can see that specific bespoke agreements are also being made. This can and should be the case, but the management team’s vision of the role of the SCD in the future is very important,” says Lehmann.
A sculptural expression of Swissness

by Melanie Meinig

Precise, restrained, but at the same time embodying the highest architectural standards – this is how the new skyscraper from Gigon Guyer Architects in Zurich West has been described. At a height of 126 metres and with 36 floors, it is currently the tallest building in Switzerland, leaving the Trade Fair Tower in Basel in second place. A rental space of 40,000 m² makes it one of the largest office buildings in the country.

In the future, the building will act as a magnet for the surrounding area, attracting development to the district of Zurich West. The Maag-Areal, a former closed-off industrial estate containing a gear factory, is being regenerated with a mixture of residential and office buildings. “The Prime Tower is the symbol for the quantum leap that Zurich West is taking,” says Kathrin Martelli, a Zurich City Councillor and the Director of Building. “The Tower is a good ambassador for the sensitive development of high-rise buildings in Zurich. (...) It is in exactly the right place,” adds Councillor André Odermatt, Chairman of the Structural Engineering Department of the City of Zurich.

After being showered with so much lavish praise before even being completed, will the Prime Tower live up to all the hype? The next few years will show us whether the project really can be the driving force behind the regeneration of Zurich West. When you look at the architecture of the building, however, you really want to believe that it can. Architects Annette Gigon and Mike Guyer have come up with a restrained and visually coherent design that fits in well with the existing buildings, while at the same time the green façade of the Tower allows it to stand out self-confidently from its environment. Previous buildings in Switzerland by the same architects include the lecture hall at the University of Zurich, the Liner Museum in Appenzell and the Kirchner Museum in Davos. Their design for the Prime Tower project was the winner of a high-calibre international competition involving top-ranking architects.

As far as the timetable for implementing the project was concerned, those involved in its planning had set themselves ambitious goals. The 36 floors of the 126 m tall building were to be constructed in a period of just 18 months. “This was the first time that a self-climbing hydraulic formwork had been used on an office tower in Switzerland. The innovative slab formwork system also proved to be very successful. Thanks to these technologies, the construction time could be reduced significantly compared to conventional methods,” says Jacky Gillmann, Managing Director of Losinger Construction AG, which, as part of a consortium with Karl Steiner AG, built the Prime Tower and the two annex buildings Cubus and Diagonal.

From February 2008 onwards, before the project was actually commenced, a start could be made on the preparatory work, the decontamination operation and the demolition of existing buildings, after which the groundbreaking ceremony was held for the Prime Tower in November 2008. By October of the following year, the 10th floor had already been reached, and then in February 2010 work could start on the interior fittings. Only a few months later, the 36th floor had been completed. A total of 6,000 tonnes of reinforcing steel and 36,000 m³ of concrete were used. The building volume is 280,000 m³, while the outer surface area of the façade is 20,500 m².

The Prime Tower is owned by Swiss Prime Site, a publicly listed Swiss real estate investment company. The company invests primarily in high-quality properties in Switzerland’s key economic centres, and its portfolio also includes the Trade Fair Tower in Basel and the Sihlcity shopping centre in Zurich.

Location

A big attraction for potential tenants is the site’s proximity to the airport, central railway station and the motorway. Zurich Airport, for example, is only 10 to 12 minutes away. For professional people who have to travel on business a lot, this would be an important factor in choosing a location. In addition, the central Zurich railway station with intercity and long-distance connections can be reached in just two minutes. The Hardbrücke rapid transit railway station, the western ring road
A sculptural expression of Swissness
continued from page 7

(directions north and south) and the access road to the A1 motorway are all located right next to the building.

Architecture
The shimmering green tower looks different from every angle, as the surface of the building reflects light and the surrounding environment differently on each side. The façade responds to its environment with indentations and projections, while at the same time creating a smooth overall impression. The restrained design, with its differently shaped areas, creates a simple and elegant tension, without any architectural over-élaboration. The projections and overhangs are supported statically by slanting the supports of the façade over two or three floors. The prefabricated windows, which are frameless on the exterior, are equipped with triple-glazing. Every second window can be opened individually, which also allows them to be used for smoke extraction in the event of a fire. The building itself is constructed in a concrete frame design with three buttressing cores, which allows the visually compelling sleek exterior to be combined with an extremely versatile interior.

Usage
A largely column-free interior means that tenants can flexibly divide and furnish each floor according to their needs. Thanks to the massive cores and the generous glazing, plenty of daylight reaches the interior, creating pleasant working conditions. The Tower, with its octagonal cross-section, becomes wider towards the top, with the polyhedral areas in the ground plan correspondingly changing shape and becoming larger.

The Tower offers a wide variety of possible uses, with the main part of the building being devoted to office space. This office space can be laid out in a variety of ways, from single offices to team-based working areas to open space areas for up to 120 workplaces per floor. Each floor can be rented as a whole or by up to four independent parties. The size of the individual rental units varies between 300 and 20,000 m². The corporate identity of individual firms can be displayed outside by an individual company nameplate at the entrance, and inside at reception, in the lobby area and in the lift. The individual areas are served by eight lifts. An electronic badge entry system guarantees the security of the units. A hollow floor design means that subsequent changes in the use of the building will be possible.

The ground floor, which contains cafés, restaurants and shops, is open to the public, thus drawing the city space into the building and naturally integrating it with its environment. The top floor houses the “Skylounge”, with a gourmet restaurant, bar and lounge. The 36 floors offer views over the city and as far as Lake Zurich and the Alps, depending on the position of the room.

Annex buildings and Platform
The Prime Tower, together with its annex buildings “Cubus” and “Diagonal”, forms a single coherent complex. The complex’s heterogeneous mix of businesses, offices, restaurants and culture reflects the district of Zurich West. The “Cubus” building, with seven floors and at a height of 25 metres, has a total rental space of around 5,400 m². The building is located right next to the rapid transit railway station and is ideal for smaller agencies and firms, especially in creative fields, such as graphic designers or architects.

At a height of 21 metres and with five floors, “Diagonal”, a listed building which used to be industrial premises, offers a rental space of approximately 2,400 m². On the ground floor and first floor there is a restaurant, while the second and fourth floors will be used by a gallery. The renovation of the building allowed it to be integrated into the project, and it forms an exciting contrast to the modern glass and the surrounding environment. The building will be possible.

The ground floor is intended for public facilities, such as shops, cafés and restaurants, as well as a logistics zone for deliveries. The office space in the building has been leased to Ernst & Young, and will become the new Zurich base for the consulting firm’s approximately 1,000 Swiss employees.

Credit Suisse green property sustainability rating
The new seal of quality from Credit Suisse Real Estate Asset Management was developed in collaboration with Amstein + Walthert, a Zurich-based engineering and planning firm. Greenproperty views sustainable building as a comprehensive system which focuses on people. Ecological, economic, and social aspects of sustainability are grouped around the core of this evaluation system. It is based on the recommendations of the Swiss Society of Engineers and Architects (SIA) in its publication 112/1: “Sustainable Building – Structural Engineering” and the Minergie standards. A total of 35 criteria are rated, in five groups. They represent the key areas that determine the sustainability of a building: usage, infrastructure, energy, materials, and life cycle. A total of 86 indicators are assigned to the qualitative and quantitative criteria so that sustainability can be measured. The quality seal, which is awarded by independent appraisers, is based on a comprehensive, yet highly practical assessment, which guarantees maximum applicability.

Property: Prime Tower
Location: Hardstraße, Maag-Areal, Zurich West
Client, investors, owners: Swiss Prime Site AG, Froburgstraße 15, CH-4601 Olten, Switzerland
Architects: Annette Gigon / Mike Guyer, Carmenstrasse 28, CH-8032 Zurich, Switzerland

Net rental space, total: approx. 40,000 m²
Net rental space per floor: approx. 1,100 to 1,280 m²
Building height: 126 m
Floors: 36
Competition: April to October 2004
Planning/implementation: 2004 to 2011
Construction period: 2008/9 to 2011
Overall project:
Prime Tower: approx. 40,000 m²
Cubus: approx. 5,000 m²
Diagonal: approx. 2,000 m²

Use of floor space:
Services: approx. 42,400 m²
Cafés/restaurants: approx. 1,200 m²
Sales: approx. 700 m²
Miscellaneous (e.g. storage, archives): approx. 2,700 m²

Workplaces: approx. 1,600 to 2,000
Parking spaces, total: 260

Investment volume (Prime Tower, Platform, Cubus, Diagonal): around 355 million Swiss francs
The gateway to a new world
New ways of working in an educational environment
by Ron Brouwer

This summer, students attending the IFMP 2011 gained an insight into the ‘new world of work’ - newWOW. The programme, which helps the seven participating universities from Germany, Finland, the Netherlands and Austria to give an international dimension to their courses, largely takes place during the summer holidays and is therefore also called a ‘summer school’.

The IFMP – International Facility Management Programme – is a collaboration between seven FM degree courses in Germany, Finland, the Netherlands and Austria. The programme offers students the opportunity to study issues in greater depth than is possible during the regular academic programme. In three groups, involving all four nationalities, the students conduct small-scale studies into a facility management related issue. The programme also allows the participating students to gain an insight into their mutual cultural and social differences and similarities, while actively expanding their vocabulary in the relevant specialist vernacular. They also gradually pick up the expressions used in the host countries, which are included in the study guide produced exclusively for the IFMP. This year, the host countries were Finland, the Netherlands and Germany. The working language is English.

The students are selected from the four participating countries following an application procedure in which they have to send in their CVs and a written motivation to participate. The maximum group size of around twenty students guarantees individual attention, which helps students to get the most out of the programme. The lion’s share of the costs is borne by the participating universities; the training programme is sponsored by the EU’s Erasmus ‘Lifelong Learning’ exchange programme, which enables students from 31 European countries to undertake a part of their academic studies abroad.

The fourteenth edition of the programme took place between August 8 and September 16, and was attended by 17 (upcoming) third-year students from Espoo, Groningen, Hamburg, Heerlen, KuFstein and Turku. As usual, lecturers from all the participating universities jointly shaped the contents of the programme, supported by guest lecturers who are experts in the new world of work. This year, the three two-week sections of the programme were held successively in Finland (Laurea University of Applied Sciences, Leppävaara Espoo Campus), The Netherlands (The Hague University of Applied Sciences / Hanze University Groningen) and Germany (Hamburg University of Applied Sciences / HAW Hamburg).

As well as introductory lectures, which in addition to the central theme also dealt with issues such as group processes, project management, presentation techniques and reporting skills, the programme consisted mainly of practical assignments which the project groups worked on in the afternoons.

NewWOW
Within the theme of the New World of Work, abbreviated to the buzzword ‘newWOW’, the programme focused on the educational environment. NewWOW is a very topical issue. The FM trade press is full of articles on the subject; some journals have even devoted entire editions to it. Specialist consultants are busy implementing new ways of working in organisations of all sizes. The participants in IFMP 2011 specialised in ‘newWOW in academic settings’. They focused their literature-based and practical research specifically on the varying perspectives of management, employees and students.

Finland
During the first leg of the programme, which took place at the Laurea University of Applied Sciences in Espoo, Finland, the students were given an introduction to newWOW in general, they familiarised themselves with the theory on the subject, and were informed of the newWOW simulation in HAW Hamburg where – as in 2010 – the programme was to be concluded. In this way the students were introduced to potential scenarios and the associated action plans in connection with newWOW.

Senior Lecturer Pekka Matvejeff took care of the educational programming and the coordination of the Finnish section. Internationally recognized researchers from Aalto University Built Environment Services Research Group, VTT Technical Research Centre of Finland and University Properties of Finland highlighted the latest research findings in the world of newWOW. Finland based companies Conbalance, NCC Development, Arctic Connect and Granlund Group brought their expertise to the students’ learning process and contributed excellently in creating the overall picture of the theme.

In addition, two excursions were organised, in which the students learned about practical applications of new ways of working in a contemporary office environment. Led by Mr. Mikkonen, the group visited Microsoft Finland and SOL Corporation, the leader in newWOW in Finland, where the principles of the new ways of working have been applied for more than 20 years. The latter excursion also included an interesting discussion with a panel consisting of representatives from the facility services industry in Finland. And, of course, both within and outside the educational context, the students were able to visit this historic university city on the Baltic Sea, with the focus being on the influence of end users on the design of the built environment.

The Netherlands
The day before the educational programme, the Academy of Facility Management at The Hague University, which acted as the second host university, welcomed the participating students with an introductory session called ‘Get in touch with the Dutch’. To the accompaniment of typically Dutch torch songs (‘smartlappen’), they were introduced to the customs and traditions of the Dutch people, while enjoying local delicacies such as croquettes, pancakes and ‘oranjebitter’. During the week’s study, they were, within the educational environment of The Hague Academy of Facility Management, taken on a tour of the hard and soft elements of newWOW in academic settings. Lecturer Monique Dressen addressed the material aspects involved in the new ways of working (bricks & bytes), lecturer Hans Drost dealt with the associated behavioural aspects, while I myself primarily focused on reporting and processes. As usual, the students would require for the conclusion of the six-week programme. Wednesday was devoted to an excursion to Microsoft Netherlands, where hosts Serina Maallerink and Marije Oude Hergersink gave the students an on-site introduction to the theory and practice of the new ways of working. Once again, the importance was emphasised of the balance between work and personal life, virtual and physical presence, goals and commitment – and the associated behavioural aspects relating, among other things, to the peaks and troughs in human biorhythms, resources including technology – and environment, transparency and mutual trust.

Lecturers Johan Offerman, Jaap Wijnjka and Ah Reitumaa of the Hanze University Groningen were responsible for the educational element of the programme during the second half of the Dutch leg. They were assisted by Matty Kammaing, a graduate of the Hanze programme, Jan Joost Flijm of Draaijer and Partners and Sheila Zautzen of Veldhoen & Partners.

During this week, the programme focused on research skills, such as literature research and surveys, virtual reality and scenario planning in relation to newWOW with the Dutch educational environment and the implementation of the new activity-oriented ways of working within it. Site visits were also made to the Zernike campus to see, for example, how an old building can be adapted to make it suitable for the new ways of learning and working.

Germany
During the final phase of the international training programme in Hamburg, these theoretical foundations were translated into practice. As in the previous year, lecturers Christoph Wegmann, Fritz Krogholler and Ulrike Pfannes from the HAW Hamburg were responsible for the educational element of the programme during its third and final leg. Prof. Gabriele Perger gave a guest lecture on health issues relating to newWOW. In Hamburg, the students concentrated on the practice adopted by the HAW Hamburg and its plans for implementing newWOW proposals and recommendations on site, focusing on the university’s management, employees and students. This involved, among other things, analytical and practical research into the current situation and intercultural field work. The results of the six-week programme of training and research were presented on the final day to the international team of lecturers, the Dean, Prof. Dr. Claus Wacker, and
The incredible computerisation of part of Italy’s Parliament involved 7 important historic buildings, 3,000 rooms and 60,000 square metres, all networked together. One of the project’s initiators reveals the secrets of the IT system created to manage the spaces, information, services and providers used by one of Italy’s principal institutions.

The buildings traditionally used by the Italian Parliament are particularly difficult to manage, and could therefore benefit greatly from the use of an IT system that would bring order and allow rapid access to the wealth of information required to manage its services efficiently. Several years ago, the Italian Senate took delivery of an advanced computer system. One of the key figures involved in the project, engineer Ciro D’Urso, Head of the Office for the Development of Automated Information Systems at the Senate’s IT department, tells us more.

What are the characteristics of the Senate buildings involved in this project?
Most of the estate in question is located in central Rome, in seven buildings of great historic importance with a total surface area of 60,000 m2, divided into 3,000 rooms used as offices or technical rooms. The project most often encountered with the management of this type of building is the historic aspect: they sometimes contain unusual, antique or highly valuable furnishings.

This gives us a whole series of challenges to be tackled on a daily basis: for example – how to reconcile fire and workplace safety regulations with the special nature of these buildings.

What were the aims of this IT project?
There were several. In chronological order, the first objective was to obtain, at long last, a single, centralised digital archive containing all the data relating to the Senate buildings. We are talking about a complete database, including a classification of the various types of asset found in each room and detailed plans of every space. In many cases, this information was only available on paper, and there might have been several copies of the plans (some more up to date than others), for each floor or building.

So there was a big problem with consistency, and the duplication of data relating to the buildings. The implementation of this IT system has now given us a single database which is regularly updated.

The gateway to a new world
continued from page 9
the two Vice Deans, Prof. Dr. Rainer Sawatzki and Prof. Dr. Michael Häusler. The main recommendations, in addition to the existing master plan, concerned achieving the necessary cultural shift and creating support for newWOW.

Hard work and relaxation
The students, who subsequently received certification, may justly call themselves experts in the field of newWOW. In addition to the specific FM elements in the programme, the students also focused on the wider issue of collaboration, based on the working group roles in the widely used Belbin test. Their collaboration was evaluated at each location, and the lessons learned formed the basis for the goals that the students set themselves for the next stage of the programme. In this way, the international training programme combined both cognitive and affective learning.

Nonetheless, the IFMP was not just about hard work; there was also room for relaxation. On their free weekend in Espoo, the group split up into two

A click away from the Senate
by Maria Elisa Dalgrì

Our second main aim was to have an electronic system that could organise and manage all the information relating to fire regulations and safety in the workplace. This would allow us to produce the required travel reports and legal documentation within a very short space of time, with the bonus of knowing that what we were publishing was correct and up to date.

Ultimately, the data is now much better quality than it was before, and this gives us more freedom and allows a greater depth of analysis. At the same time, it has significantly enhanced the efficiency and effectiveness of all our facility management services, including large-scale operations such as building restoration or reorganisation projects.

Surely part of the convenience also comes from the ability to manage and fully control users’ access to this type of information.

Exactly. We have set up an access control system that allows users to view and change only the information they need to do their work. In practice, each user has a profile which allows him or her to edit selected information, with read-only access to other data.

We have also set up strict protocols that guide them with the usual ongoing work on updating the information, so that we won’t find ourselves with duplicated or inconsistent information, as before. By doing that, our service providers and contractors (maintenance workers, for example) are now able to plan their activities according to precise plans, and update them once the work is complete. The process is straightforward and needs minimal training; all they have to do is follow the step-by-step instructions given in the project documentation.

Who are the main users of this system?
As already mentioned, these are the personnel of external contractors, including the suppliers of consumables such as stationery, who can use the system to find out exactly where to deliver the goods.

But the main reason this system was implemented was to meet the needs of the Estate Management Service, which is the department responsible for most facility management activities. The internal client usually comprises all the offices responsible for managing activities related to the Senate buildings, such as the Internal Supplies Office. This means that the number of applications – and potential users – is infinite. The system has also been integrated with the Human Resources Department, which houses all personnel-related information. This makes the management of staff services even simpler.

Something else which is now much faster and simpler is a process peculiar to the Senate: the allocation of space to the various Parliamentary groups. The computer system allows us to draw up a room allocation plan very quickly, taking into account various factors such as the size of each group, the floor area and quality of the space, and its proximity to facilities which might be of particular importance.

Do you expect to develop the IT system further in the future, and integrate it with Senate facility management?
Yes. First of all, we are still working on a survey of the facilities. This is not a simple process, as we need to start from scratch for each facility, updating and standardising various types of data as we go. Second, we are looking to make the system interface simpler and easier to use, so it can be understood immediately by a greater number of users.

What advice would you give to a colleague about to install facility management software?
The relationship with users is fundamental, because the success of an IT system depends to a large extent on how – and how much – it will be used. It might look great on paper, and this one is, but if people find it hard to use, they won’t even understand the benefits and the software will end up being shelved. That’s why it is important that the system is not only efficient and easy to use, it also has to provide users with everything they need to understand how it works.

Training courses for example.
Yes, but not only that. Preliminary training is of course very important, but an intensive course lasting just a few days is not enough. Once people actually find themselves using the system, they can’t just be left alone. You can’t expect them to remember everything they were told on the course, or to look in the handbook whenever they have a query. That is why you need the collaboration of the system provider in order to form a team that can offer user support during the initial go-live phase, so that they acquire real confidence with the software.

Ron Brouwer MA is a lecturer with the Faculty of Facility Management of The Hague University and a member of the FMI editorial board.

One of the project’s initiators reveals the secrets of the IT system created to manage the spaces, information, services and providers used by one of Italy’s principal institutions.
Contract ready

by Mark Hanson

Marc Hanson outlines the key aspects to consider when drawing up an FM contract, from the tendering process to determining the services specifications.

A facilities management contract, like any other contract, is essentially a legally binding and enforceable bargain between two or more parties. Each party contributes something to the bargain – the facilities management contractor the provision of certain services, the client payment for those services.

For a bilateral contract (such as a facilities management contract) to be legally binding, there must be:

- an offer from one party;
- unconditional acceptance of that offer by the other party; and
- ‘consideration’ provided by each party for the promise made by the other party.

In a facilities management contract, the price paid by the client and the services carried out by a facilities management contractor would form their respective consideration.

Tendering

When a client sends out an invitation to tender to a facilities management contractor, this is not usually an ‘offer’. Invitations to tender are usually no more than an offer to negotiate. It is the facilities management contractor’s tender to carry out the services contemplated by the client’s invitation to tender that will usually amount to the ‘offer’. When the client accepts the facilities management contractor’s tender and each party gives consideration, then, provided both parties have an intention to be legally bound, a legally enforceable contract will come into place.

It is important to note that offer and acceptance can be in writing, orally or by conduct. However, if a tenderer states that it is only capable of acceptance by the client in writing, then any acceptance from the client must be in writing for a contract to come into place. It is not unusual for unsuccessful tendering facilities management contractors to demand payment of their costs of tendering from the client. Costs of tendering are not recoverable, although a facilities management contractor may, in certain circumstances, be able to claim payment for specific work done during tendering at the request of the client.

It is of course unusual for a facilities management contractor’s tender offer to be accepted without qualification by a client. The facilities management contractor may have queried the terms of the proposed facilities management contract, reserved his position pending receipt of further technical information, or suggested alterations to the scope of the services to be provided. The client and the facilities management contractor may then enter into negotiations not only in relation to the tendered price but also in relation to revisions to the facilities management contract and to the scope of services.

Any revised proposals from the client will effectively negate the original offer from the facilities management contractor and form a fresh ‘counter offer’ from the client to the facilities management contractor.

As negotiations progress, each party may make to the other numerous offers and counter offers until eventually the parties reach agreement on the price, contract terms and services and one of them ‘accepts’ the other’s final ‘offer’. It is usually at this point that formal contract documentation is prepared and signed by the parties.

Is there a binding contract?

The process of negotiating a facilities management contract can be protracted. In many cases, facilities management contractors may start providing services and the client may start paying for them without any formal contract having been signed. Where the relationship between the client and the facilities management contractor subsequently breaks down, it can be difficult to establish whether there was actually a binding contract between the parties and if there was, on what terms it was made.

Whether a binding contract exists between a facilities management contractor and a client in such circumstances will depend on a number of factors:

- Did the parties intend to create legal relations between them?
- At the time that the contract was allegedly made, had the parties agreed upon the terms that they regarded as being a prerequisite to a contract being formed?
- Did the terms of the alleged contract include all the essential terms of contract which need to be agreed for any contract to be legally binding; for example were the price, the services and the timing of the delivery of the services agreed?
- Had there been an acceptance of the alleged ‘offer’ or evidence showing that the ‘offer’ had been accepted? Unless the above criteria can be satisfied, it is unlikely that any enforceable contract will be in place.

Letters of intent

A letter of intent is a communication from a client expressing an intention to enter into a contract in the future. The effect of the letter of intent depends upon the objective meaning of the words used.

It is common for clients to issue letters of intent to facilities management contractors authorising the facilities management contractor to start providing the services notwithstanding the fact that the letter of intent has not been followed up with any price or contract terms. Usually a letter of intent is merely a statement by the client of his intention to enter into a contract at a future date.

Such letters will not ordinarily be binding on the parties and the facilities management contractor usually have no obligation to compensate the facilities management contractor for the loss of the contract, should it not be awarded to him.

Scope of services

Facilities management contracts are contracts for the provision of services and goods and services. As such, it is essential that the contract sets out in detail the services to be provided. The facilities management contractor will have no responsibility to perform any services not set out in the contract and the client should therefore take great care before accepting that everything he expects from the facilities management contractor to do is documented in detail in the services.

Whilst in certain circumstances a facilities management contractor may have an obligation to provide non-specified services that are indispensable for his performance of the specified services, it should not always be assumed that the facilities management contractor will be obliged to provide the more routine or general services that a client may expect any facilities management contractor to provide. For example, whilst occasional meetings with the client may be indispensable necessary for the performance of the services, if the services specified do not require the facilities management contractor to meet on a weekly basis or submit written reports, the facilities management contractor will not be obliged to attend such meetings or give such reports.

All facilities management contracts contain lists of services and operational tasks and requirements to be carried out by the facilities management contractor. These may be included in one document, often referred to as a ‘specification’, or alternatively, general services can be listed in one part of the contract with more detailed operational tasks and requirements set out in another.

General services can include a requirement on the facilities management contractor to report to the client in writing in a certain format and to procure and report the work of subcontractors. More specific services may be tied in with the specification. For example, in relation to services connected with the maintenance of plant, the facilities management contractor may be obliged to inspect and grease certain items of plant on a daily basis, or in relation to cleaning services, to clean a certain area to a certain standard on a weekly basis.

Given the difficulty of specifying every conceivable service the client may wish the facilities management contractor to perform, and also given the likely need to vary at least some of the services during the often lengthy term of any facilities management contract, contracts should include a provision allowing the client to instruct additional, or vary existing, services in return for additional payment.

Where carefully-drafted provisions in a facilities management contract can allow the client to instruct additional or varied work, the client must take care not to instruct additional services that are radically different from, or greatly outside the scope of, those envisaged by the original contract. If additional or varied services are instructed that are outside the original scope of the contract, the facilities management contractor may have no obligation to perform those services. If he nevertheless performs such services the client may find that the facilities management contractor is entitled to be paid not only on the rates set out in the contract but on the basis of his reasonably incurred costs.

‘Input’ and ‘output’ specifications

The specification will usually set out the client’s requirements as to what services to be performed, quality standards to be met and all pertinent information that the facilities management contractor will require in order to perform the services in accordance with the contract.

As it is the specification that the contractor will look at when calculating his tender for supplying the facilities management services, the client should take great care in drafting the specification to ensure that it contains all information necessary for the facilities management contractor to adequately price the provision of the services. It should, for example, set out in some detail the services to be performed.

There are two different approaches to describing in the specification how any performance standards in relation to such services are to be met. A traditional ‘input’ specification will set out in detail the exact services to be performed by the facilities management contractor in a prescriptive fashion. For example, in relation to cleaning services, the specification would lay down exactly would the standards the contractor is to achieve be set out in the specification but also the exact means by which those standards are to be met. If a facilities management contractor fails to perform the services in accordance with the prescribed methodology then this will be a breach of contract, which may allow the client certain remedies under the contract; for example the accrual of service credits, abatements from sums due to the facilities management contractor, or even the termination of the facilities management contractor’s employment.

In recent years, clients have increasingly moved away from the use of ‘input’ specifications in favour of ‘output’ specifications. Typically, the facilities management contractor comes up with his own proposals for how to achieve those standards, using his own expertise to offer solutions that achieve and exceed the client’s performance requirements.

It is agreed that allowing the facilities management contractor to define how
Global Warming, Climate Change and the CO₂ Threat
by Christopher John Hare

While Hollywood has provided dramatic images of planet Earth in collision with another heavenly body, excessive global warming and the subsequent changes in the weather and ecological systems are quickly becoming the most credible candidates as the planet’s the next extinction level event. It is therefore essential that the true facts regarding these related subjects is fully understood.

Headlines quite rightly present the greenhouse effect as the cause of global warming—but this is not a new phenomenon. It is in fact perfectly normal, and without it, the Earth’s surface would be an estimated 33 degrees colder than it is, somewhere around -20 degrees Celsius (4 degrees Fahrenheit)!

The Earth’s atmosphere is a soup of gases and dust particles that works like a quilt around the planet—retaining some of the radiated energy from the sun and reflecting it back toward the Earth. The presence of greenhouse gases in the atmosphere, and the resulting greenhouse effect, are therefore perfectly normal.

Ice from deep inside ancient glaciers enables people to look back in time, seeing how the atmosphere used to be and how the climate stabilized at its current temperature. Snow that fell many thousands of years ago was slowly compressed and turned into ice, trapping samples of the ancient atmosphere as bubbles.

Figure 1 shows an analysis of dust particle concentration, CO₂ climatic air temperature and the concentrations of two significant greenhouse gases (carbon dioxide—CO₂, and methane) over the last 150,000 years. The close correlation between these factors lends weight to the greenhouse theory and shows that the effect has been present for many thousands of years. The problem is that man has dramatically increased the levels of these gases since the Industrial Revolution—possibly a leading cause to an increase in the greenhouse effect.

The average surface temperature of the world increased by almost 1 degree during the 20th century, with almost 2/3 of this increase happening in the second part of the century. Climate models predict that this trend will continue and that temperatures will rise between another 1.1 and 6.4 degrees. The difference in predictions is a result of uncertainties regarding the cumulative effect of greenhouse gases and the level of ongoing emissions.

The continued reliance on fossil fuels has dramatically increased the levels of CO₂, methane and nitrous oxide. Man has been increasing levels of CO₂ through the burning of fossil fuels (i.e. coal, oil and natural gas) and the clearing of the forests and woodland that once covered the planet.

But is this not just another natural cycle? Is this increase in CO₂ levels within the atmosphere due to human activity? Detailed analysis of deep ice samples allows for a clear vision of the recent developments within the atmosphere, and perhaps provides the best perspective of the gravity of the problem. If people accept that the greenhouse effect exists, and the role and importance of CO₂ in the process, the mapping of levels of this gas make for alarming reading.

Before global warming causes a catastrophic chain reaction, mankind’s urgent challenges are twofold:

- To drastically reduce all CO₂ emissions (and if possible all other greenhouse gases); and
- To reduce the current levels of CO₂ (and if possible all other greenhouse gases) to the sustainable levels of approximately 500 parts per million, if possible all other greenhouse gases) 100 years ago.

Further information
The above has been taken from Facilities Management Contracts 2011, published by Workplace Law Group. For more details go to www.workplacelaw.net/bookshop.

About the author
Marc Hanson is Head of the Facilities Management and Construction Team at Ashurst. He specialises in the drafting of all forms of facilities management and construction contracts.

Further information
The above has been taken from Facilities Management Contracts 2011, published by Workplace Law Group. For more details go to www.workplacelaw.net/bookshop.

Although there is an increasing body of scientific evidence supporting the claim that climate change is real (Cubasch et al., 2001; Houghton et al., 2001; Frich et al., 2002; Easterling et al., 2000), perhaps the most practical measure of the gravity and reality of this risk is the escalating sums paid out by insurance companies in respect of weather related claims:

- 2002 - European floods cost £16 billion and caused 37 deaths
- 2003 - The European heat wave cost £13.5 billion and caused 30,000 deaths; U.K. insurance companies paid out £1 billion due to floods.
- 2005 - Hurricane Katrina kills 1836, a further 705 are still missing, and causes damage estimated at over US$1 billion.
- 2008 - The Super Storm of January 2008, which affected areas from British Columbia, Canada to Tijuana—in addition to depositing over 2.5 meters (8 feet) of snow in Kirkwood (Calif.) over a 48-hour period.
- 2009 - Exceptionally dry weather fuels forest fires in Australia that kill almost 200, destroy 350,000 hectares of woodland and causes damage estimated at US$450 million in one weekend.
- 2010 - Hundreds die in Central and Southern Brazil during rainstorms that deposited a month’s rainfall in a few hours.

In fact, between 1998 and 2003, claims for storms and flood damages in the U.K. have doubled to over £6 billion, compared to the previous five years, with an outlook of a further tripling by 2013. In 2007, Britain witnessed the warmest April and the wettest June on record for which the current cost exceeded £3.5 billion.

The main greenhouse gases produced by man’s economic activities are CO₂, methane and nitrous oxide. Man has been increasing levels of CO₂ through the burning of fossil fuels (i.e. coal, oil and natural gas) and the clearing of the forests and woodland that once covered the planet.

Contract ready
continued from page 11
he will achieve the client’s performance requirements will result in lower tenders being received by the client as facilities management contractors may be able to suggest more cost-effective ways of achieving the client’s requirements than those that may be specified by a client using an ‘input’ specification.

Whilst ‘output’ specifications do not require the detailed text necessary for an ‘input’ specification, they do require very careful drafting. The client should be aware that if an ‘output’ specification is used, unless they make specific references in the specification to how particular services are to be performed, they will lose control over the detail of how the services are to be performed.

For example, if the client has very specific requirements in relation to security arrangements for the site, if these are not set out in a prescriptive fashion, the facilities management contractor will be free to provide a level of service he feels meets the client’s performance requirements. In certain circumstances, it may therefore be necessary to utilise a hybrid specification incorporating both ‘input’ and ‘output’ elements.

The client will need to adopt different approaches in assessing the performance of the facilities management contractor, depending whether an input or output specification is used. Whilst it is relatively easy using an input specification to judge whether the contractor has complied with the same (has the relevant task been carried out?), with an output specification, the client must look instead at whether the performance requirements, often drafted with the same (has the relevant task been carried out?), with an output specification, the client must look instead at whether the performance requirements, often drafted in a relatively subjective way, have been met. The subjective nature of many performance requirements means that output specifications are most likely to be successful when used in a contract where the relationship between the facilities management contractor and the client is not adversarial but is proceeding on a ‘partnering’ basis.

Even if people accept values in the range of -20 degrees Celsius as the temperature at which life is sustained, the climate on Earth is likely to be significantly colder. The Anthropocene has brought an increase in the concentration of greenhouse gases that has increased the Earth’s temperature and the concentrations of two significant greenhouse gases (carbon dioxide—CO₂, and methane) over the last 150,000 years. The close correlation between these factors lends weight to the greenhouse theory and shows that the effect has been present for many thousands of years. The problem is that man has dramatically increased the levels of these gases since the Industrial Revolution—possibly a leading cause to an increase in the greenhouse effect.

The average surface temperature of the world increased by almost 1 degree during the 20th century, with almost 2/3 of this increase happening in the second part of the century. Climate models predict that this trend will continue and that temperatures will rise between another 1.1 and 6.4 degrees. The difference in predictions is a result of uncertainties regarding the cumulative effect of greenhouse gases and the level of ongoing emissions.

The continued reliance on fossil fuels has dramatically increased the levels of CO₂ through the burning of fossil fuels (i.e. coal, oil and natural gas) and the clearing of the forests and woodland that once covered the planet.

But is this not just another natural cycle? Is this increase in CO₂ levels within the atmosphere due to human activity?

Detailed analysis of deep ice samples allows for a clear vision of the recent developments within the atmosphere, and perhaps provides the best perspective of the gravity of the problem. If people accept that the greenhouse effect exists, and the role and importance of CO₂ in the process, the mapping of levels of this gas make for alarming reading.

Before global warming causes a catastrophic chain reaction, mankind’s urgent challenges are twofold:

- To drastically reduce all CO₂ emissions (and if possible all other greenhouse gases); and
- To reduce the current levels of CO₂ (and if possible all other greenhouse gases) to the sustainable levels of approximately 500 parts per million, if possible all other greenhouse gases) 100 years ago.

The continued reliance on fossil fuels for the majority of people’s primary energy needs permeate every facet of life—irrespective of national boundaries and even ideological beliefs. The solution to this problem will therefore be a fundamental part of any coordinated response to the planet Earth’s climate change warming threat.

Further information
The above has been taken from Facilities Management Contracts 2011, published by Workplace Law Group. For more details go to www.workplacelaw.net/bookshop.
Wayne Tantrum,
Chairman EuroFM

Dear Members,

There are some important dates that I want to bring to your attention:

Next Members Meeting Munich (10th & 11th November) in association with:

GEFMA
German Facility Management Association

On the 10th & 11th of November, we will hold our next members meeting in Munich, in partnership with GEFMA. The programme includes the opportunity to visit BMW World and the Allianz Arena.

We have organised the opportunity to attend an exciting evening event, which will include a fantastic view into Allianz Arena, as well as a relaxed location for networking and meeting up with old and new colleagues.

We will also hold our Network Group meetings across both days, and on Friday 11th November we will hold our members meeting (09:00-11:30).

Your attendance at this “members meeting” is important for 2 reasons:

1. We will undertake the election of 5 new board members to continue the good work of the current board who are due for retirement this year. These include me in my position as Chairman (and also Vice Chairman, Treasurer/Secretary, Chair of Practice Group & Chair of Education Group).

2. We will have the feedback from the taskforce on “Vision 2020 & Strategy 2011-2013”.

I would therefore encourage you to find the time in your busy agendas to register via the EuroFM web page at www.eurofm.org. I hope to see you there, and I am looking forward to an exciting couple of days.

Vision 2020 & Strategy 2011-2013:

Richard Bayatt, BIFM and Chairman of the taskforce group, has informed me that they are making good progress in order to review the feedback received from all the members and use this as a basis of ideas to formulate the “Vision 2020 & Strategy 2011-2013” that meets the needs of all current and future members.

For me, one of the critical items is how we ensure financial stability for our association and network, and we have asked the group to evaluate all possibilities of how we can ensure the financial security of EuroFM.

Hopefully, we should be in a position to send out an update to our members before the members meeting in November, so that you can review the suggestions and solutions that the board of EuroFM will then need to implement.

European Facility Management Conference (EFMC) 2011:

In my last report, I gave you an update on the success of our conference in terms of the overall programme we delivered and the networking opportunity. We have now had the opportunity to review the demographics of the delegates in attendance; I always find it interesting to see who attends, from which countries and sectors, and the make up of those delegates in terms of job functions.

Taking into account that we had over 500 delegates, I was really pleased with the final review. We can see that, in terms of European countries that are most engaged with attending the conference, the Netherlands is way out in front, making up an enormous 22% of the attendees (and they were also top in Madrid!). I salute FMN & IFMA Holland. Well done.

Now the challenge for the rest of Europe is to see if anyone can even catch our colleagues from the Netherlands………..let’s see!

Below, I attach the overview from these different perspectives:

Financial Review of the 2011 Conference:

Our Treasurer has informed me that we have had the final financial review with our programme conference organiser “IBC Euroforum”. I am pleased to announce that we have made another profit in excess of last year’s €20,000.

This year, we achieved €26,000, which is a truly fantastic result. The conference goes from strength to strength, and I am proud of our partnership with IFMA, IBC and our national hosts, helping us to develop this superb event for the benefit of our members.

Once again, I want to take the opportunity to thank all of the people who gave up their valuable time to support this event and help us achieve this truly remarkable result.

“You know who you are, and you should be very proud of yourselves for delivering, in my opinion, an excellent conference. Thank you”

European Facility Management Conference (EFMC) 2012:

We anticipate there will be more than 600 key players, opinion leaders, researchers and scientists gathering at the European Facility Management Conference next year, in the beautiful city of Copenhagen, from the 23rd to 25th of May 2012.

The theme for next year is “Facility Management: Global Responsibility – Local Acting” and you can be a part of an extensive programme on a wide variety of FM issues, including:

• Corporate Social Responsibility (CSR)
• The soft Values in CSR and Sustainability – in Relation to Economy
• Energy, Carbon Footprint and Energy Service Companies (ESCO)
• Operation-Simulation of Buildings (3D) and operational Buildings
• Future Workplaces (incl. the impact of ICT)
• Sustainable FM
• Information and Communication Tools (ICT)
• People, Planet, Profit – The Triple Bottom Line
• Leadership and Communication in FM
• The challenge to organize FM to support the core Business (in Terms of Quality, Cost Efficiency, added Value)
• Implementing and Working with the European (and national) Standards
• Risk management and Crisis Management in FM

Take the opportunity to join the topical discussion on the trend setting European FM Conference – be a part of EFMC 2012 and support the event as a speaker by submitting an abstract by the 19th of October 2011.

It promises to be just as exciting and informative as our previous conferences, and I hope to see you there

Warm regards to all.
Wayne Tantrum
Chairman EuroFM
The Research Network Group will be meeting on the 10th and 11th of November in Munich. Professors and researchers are invited to represent their universities and research institutions. We welcome practitioners and educators, as well as anyone interested in becoming a member! (To contribute to the RNG Autumn Meeting, please contact: antje.junghans@eurofm.org)

PhD students and post graduate students are welcome to participate in the Post-graduate Network of the RNG. (To contribute to the PhD survey 2011, please contact: wind@zhaw.ch)

A main topic in the RNG work plan is the preparation of the 11th Research Symposium at EFMC 2012, which will take place in Copenhagen on the 23rd-25th May 2012. We received about 50 abstracts in the call for papers, and the scientific committee has started the review process. The next deadlines are:

- Notification of abstract acceptance: 12th of October 2011
- Full paper submission: 24th of November 2011
- Notification of full paper acceptance: 4th of January 2012
- Camera-ready paper submission: 22nd of February 2012
- Presentation submission: 4th of April 2012

For further information, please contact: antje.junghans@eurofm.org (Chair of the Scientific Committee), or visit www.efmc-conference.com

The next RNG meetings are:

- RNG Spring Meeting in Kufstein, 19th & 20th of January 2012, at FH Kufstein Tirol Austria: The 14th Facility & Real Estate Management Congress (info@fm-gespraeche.at, www.th-kufstein.ac.at/fmg)
- EFMC 2012 in Copenhagen, 23rd – 25th of May 2012
- RNG Autumn Meeting in Trondheim, September 2012, at NTNU in Trondheim, Norway.

Kind regards,
Antje

Information: www.eurofm.org/rng
e-mail: Antje Junghans@eurofm.org

As we approach the end of the year, it is time to look back and account for the work done and the achievements accomplished.

During this time, huge steps have been achieved for the FM industry, completing the work carried out over many months, which concluded with the approval of the second block of European Norms. We are now working on the new norm EU 155221/7 Benchmarking in FM, taking the right steps in the right direction. While writing this report, I am heading to the international meeting for the international project in Asset Management (ISO PC 251) in Arlington, Virginia. Some may argue that this is not actually Facility Management, but when you look closely at the foundations of the projects, it is important for us to be here, since the whole concept could be absorbed by a different perspective, and the nature of Facility Management is at risk.

As you probably know, only countries are welcome to participate in this type of meeting, since only countries have voting rights. However, similar to what happened at the European Normalization process in FM where EuroFM took the role of observer, here we have been accepted to participate as observers too, so I will act as official representative for Spain, and also on behalf of EuroFM.

It is worth mentioning that another ISO project has recently been brought into consideration, this time under the name of Facility Management. We will keep you posted on its development, and also on the role of EuroFM and its network members.

I would like to call members to participate in proposals for projects on subjects that could be of interest to them, so we can collaborate with our other colleagues from the Research and Education Groups, but also, the network for corporate associates, where they could act as catalysts for global projects.

Entries are open for three categories
★ PARTNERS ACROSS BORDERS
★ FM STUDENT OF THE YEAR
★ FM RESEARCHER OF THE YEAR

THE EUROPEAN FM AWARDS 2012 ARE NOW OPEN ★

If you are responsible for FM operations in continental Europe, or provide services across European national boundaries then go to www.eurofm.org to find out how to enter the European FM Awards. Closing date 30th March 2012.
Editorial Board

Chairman: Richard Byatt  richard.byatt@bifm.org.uk

Jelle van der Kluit  vanderkluit@db.nl

Lionel Cottin  lcottin@arseg.asso.fr

Albert Pilger  pilger.a@pfm.at

Ondrej Strup  Ondrej.Strup@heinconsulting.cz

Olav Saeboe  olav.saeboe@pro-fm.no

Roberto Perotta  perotta@ifma.it

Don Young  Donald.Young@ifma.org

Publication Partners

Facto Magazine

Profacility magazine

Immobilier & Services

zono

FM World

FMI

Workplace Law

Translation and design by McFelder.com

Research

Knowledge area:

Professor Antje Junghans
antje.junghans@eurofm.org

Education

Knowledge area:

Pekka Matvejeff
pekka.matvejeff@laurea.fi

EuroFM:

Fred Kloet
fred.kloet@eurofm.org

Contact EuroFM

Postal Address: Postbus 5135 • 1410 AC Naarden • The Netherlands
web: www.eurofm.org • Email: eurofm@eurofm.org