Working Environment: the new name for Facility Management in France

A changing profession

by Chloé Labriet

Following a step taken by Arseg in 2010, the name of the FM profession in France is evolving. As of October this year, “Environnement de travail” (Working Environment) will officially replace the French expression “Services Généraux” (General Services), marking a turning point in an ever changing profession. Let us explain…

Faced with an ever changing profession, the term “General Services” (French equivalent of Facility Management) has served its time, and is moving increasingly further away from the expectations of the facility manager, or Director of General Services (Directeurs et Responsables de Services Généraux) as it is known in France. This was the general consensus reached through the different phases of the survey carried out as part of the approach to the name change, through which the facility managers were able to put across their views. This is a necessary change confirmed by the other managers within the company, and more widely by the employees themselves, who do not really distinguish between the missions and the scope of intervention of the facility managers through the name “General Services”.

A changing profession

Over the past ten years, the profession has evolved greatly, and the aim of the new name was to accompany this change. From a position mainly linked to technical management, it has become a position of planning, deployment and global management of the physical working environment, by intervening on three levels: property, non production and acquisition brokerage, Morphose. EuroFM welcomes Viera Somorová to the EuroFM Editorial Board as the representative for zone 5, covering Bulgaria, Czech Republic, Hungary, Poland and Slovakia.

Viera studied civil engineering at the Slovak University of Technology in Bratislava where she now teaches facilities management. She gained a Ph.D for her study of structural systems in residential buildings and habilitation for her work on optimisation of buildings operating costs using outsourced facility management.

She also has a Ph.D from the University of Economics in Bratislava, chairs the committee advising the Slovak Office of Standards on the creation of European FM standards and is the current president of the Slovak Association for Facility Management (SAFM).

In Brief

From the cradle to… the bank
Maria Elisa Dalgri, IFMA Italy

Bridging the gap
Glen Corney and Michael Ripper

Current phase of facility management in Slovakia
by Karol Hederling, vice chairman of SAFM Property Service Director ISS Facility Services

The most healing hospital in the world
Ron Brouwer

Comment

New Year is a fine time for reflection and for the optimists amongst us, a time to decide how to grasp the mantle of a whole new twelve months of potential! I love the wide-ranging opportunities brought about simply by the turning of the calendar! And particularly when there are no certain answers, such as in these volatile and generally negatively represented times.

However today’s seemingly overwhelming negativity is disappointing in many ways, as 2012 heralded what in normal times would be incredible prospects for business: for sports lovers, the London Olympics; for royals, the Queen’s Diamond Jubilee; and for European business, what had looked like the projected year of recovery across Europe only a couple of years ago after the 2008 credit crunch.

The sovereign debt crisis and the yet to be fully appreciated impact of Eurozone wrangling has completely changed this. 2012 in Europe is going to be tough; public spending will be slashed; businesses will come under immense pressure; and civil unrest and widespread protests may unfortunately become the norm… as cuts are made and the necessary medicine is taken.

With such an outlook as we continue through recessionary times, it is all too easy to be downbeat. However, in tough times lie immense opportunities and the world of FM is certainly well placed to reap rewards in specific areas.

I see smart firms succeeding in making change happen at a governmental level and in major corporations: outsourcing and consultancy should thrive.

I see great opportunity in exporting the knowledge gained in Western markets to the continuing fast growth, emerging markets like China: forming partnerships and new ventures to bridge into the most exciting markets on the planet.

I also see that divergence in market conditions will present potentially valuable acquisitions across Eurozone borders as consolidation becomes a critical strategy in European support services and extraordinary deals appear in the corporate acquisitions sector as we see devaluation become reality in a series of (current) Eurozone countries post their exit.

And fortunately in competitive terms, I also see vast numbers of people deciding to just stay in bed and wait for the sun to rise and good times to return.

A New Year is a new opportunity – time to be brave, bold and buck the trend! Oliver Jones is Chief Executive of infrastructure investor and developer, Chayora; and Chairman of the merger and acquisition brokerage, Morphose.
purchases and collaborators services. The issues linked to the position have also evolved in nature. The dimensions of sustainable development, employee well-being, effective working methods and optimisation of operating costs of the business have thus emerged. These issues give the profession an ever more strategic role. Indeed, the work spaces and the material working conditions become essential elements in the creation of value and business competitiveness: a good working environment contributes to economic performance. Work spaces also change with the arrival of new ways of working. The days of the enclosed, permanent office are ending: new technologies, development of telecommuting, and collaborative management mean that it is no longer a single work SPACE that we need, but rather multiple work SPACES. Facility managers should no longer just manage the technical installations of a building, but organise the whole working environment available to employees, at all times and places.

Why “Working Environment”? “Working Environment Director/Manager” has been chosen following many discussions and wide-spread consultation both within and outside of the profession. The name was chosen above all for its modern nature; this is a somewhat “fashionable” expression which is already used across the Atlantic for example, which helps us bring the profession up to date. Further to this, it is more meaningful than “General Services”; it defines in a simple and direct way the facility managers’ scope of missions. There is also the benefit of it being a wide enough term to encompass various realities, and the different scopes of intervention. This is essential for a position of such a diverse nature. In spite of everything, Arseg knows that some facility managers will want to be specific with their own new title. The name has therefore been developed in such a way that it can be adapted to each specific situation. For example: Working Environment and Employee Services Manager; Property and Working Environment Director; Working Environment and Security Department, etc. Furthermore, the notion of Working Environment reflects the new challenges faced by the facility management profession. The term “environment” implies a system which moves, a real sense of energy. It allows to better inform of the constant evolution of the profession, which must adapt itself to the new challenges of the company, the new ways of working, the new regulations, etc. It is also a constant reminder of the issue of the environment, which is a relatively recent cause for concern, yet a major one for the profession. As far as “Working Environment” is concerned, this concept is clearly associated to that of well-being at work. It involves making the work surroundings more human, as well as making them a social place. Finally, Working Environment not only evokes the work surroundings in the strictly “physical” sense (employee work stations, the building, etc.), but includes everything which surrounds this, such as the numerous employee services. It even goes beyond the walls of the company (helping mobility, telecommuting, etc.). The reality which Working Environment evokes is multiple: both physical and virtual at the same time, and without “boundaries”, just like the new ways of working. From now on, everyone must familiarise themselves with the new name and be an ambassador of it to all collaborators, but also to the future Working Environment Directors/Managers, their service providers, etc. It is thanks to this deployment, which must be accompanied by education of what the job is, that the new name can be introduced, and that the profession will become more visible.

“As our job evolves, so must its title” Interview with François Delatouche, President of Arseg

Where did the desire to change the name come from? Here at Arseg, we had already been thinking for some time about changing the name of our profession. The debate was heightened when we put together our reference framework. We imagined at that time a vision which echoes with the aim of the association: “Setting the Working Environment in the heart of the performance of the company”. We were already passionate about the notion of Working Environment, as it reflected on a whole universe with which we could identify ourselves. Furthermore, this position has greatly evolved over the past ten years or so. It is therefore necessary, appropriate, and beneficial to take steps towards changing its name. What does this new name suggest for you? Although it speaks for itself, the new name still needs to be explained. This, in my opinion, is the ideal opportunity for the facility managers to communicate in-house on the profession, to highlight the new issues, restrictions, complications to be managed, and finally to educate on what a Working Environment Director/Manager is. We must make sure this is understood by our internal clients, in order to make our action more effective and better understood. Have you already discussed this name change internally? What were the reactions? As far as I am concerned, I have already begun addressing the subject to some of my colleagues, to the Head of Human Resources, the Head of Finance, the Director of IT, and also to my Head Office. The new name has been well received and was considered to be a positive change by the various people I have spoken to. They found it logical, appropriate and justified.

How do you plan to integrate this new name into your company? I decided to launch the new department name at an in-house seminar that we hold each year. This was the ideal moment to reach all of my collaborators and to give them a prospective vision of the issues relating to this change. In addition, I hope to turn this name change into a real project working group. It must reflect the change in our position within the company, towards further professionalisation of the different positions, associated with new tasks linked to the Working Environment: services for the individual, telecommuting, shared offices, and the intervention of new technologies, etc.

What message does Arseg wish to send out to the profession? With this change in name, we act, we inform, we show the change in our profession: change in the field of activities, change of expertise, change in our position and of our missions within the company.

Key dates in the name change process July 2010: 7 names put forward and submitted to the Arseg management committee.
October 2010: 3 preselected names put forward to a selection of Arseg members, who opt for “Working Environment Director/Manager”.
Early 2011: Arseg calls upon both the facility managers and other professionals within the company (who often find themselves working with facility management) through a qualitative survey, to allow everyone the opportunity to put their views across. On the whole, the results were positive, with 65.5% of them in favour of the name change.
June 2011: Arseg launches a referendum for all of its members to give final approval to the name “Working Environment Director/Manager”.
Result of the vote: 66 % of those who answered voted in favour of the name change.
October 2011: Arseg launches the new name.

Interview by Chloé Labriet
The most healing hospital in the world
A holistic approach to cure and care
by Ron Brouwer

The North Hawaii Community Hospital (NHCH) is a private, non-profit community hospital that serves over 30,000 residents in North Hawaii. The NHCH opened its doors to the public in 1996. It aspires to be the most healing hospital in the world.

Wayne S. Higaki (see box): “It all began with the vision of Earl E. Bakken, the American engineer, businessman and philanthropist who developed the first wearable artificial pacemaker in 1957. When he retired in 1989 and moved to Hawaii, Bakken learned about the plans to build a new hospital for the North Hawaiian community. Bakken told the community about his vision to create an environment that deviates from the traditional ‘warehouse for sick people’. Such an environment sports design features such as natural lighting, fresh air, and home type materials like carpeting and textured wallpaper. Instead of fluorescent lighting that negatively influences the central nervous system, we use artificial light with a spectre that approaches natural light. High-voltage power lines have been embedded deeper than the building code requires, in order to minimise the effect of EMF. The air is filtered through HEPA filters and we have our own water filtration system. Evidence suggests that the healing process benefits from hospital design approaches that minimise ecological harm.”

“When designing the hospital, we included therapeutic elements such as wide corridors that do not trigger the ‘fight or flight’ response”, says Jennifer Rabalais (see box). “Natural light helps to keep the patient in sync with chronobiological principles. Patients have access to the outdoors and gardens. Soothing music is played 24/7 and overhead paging is rarely used. Aromas from natural oils fill the olfactory senses. Care is delivered in an environment based on holistic principles.”

Healing-oriented
Arielle Faith Michael (see box): “Waimea is surrounded by five mountains that hold deep spiritual meaning to the Hawaiian people. That is why the hospital was meant to be on this land. Many diseases respond to the way in which the autonomic nervous system interacts with the environment. By combining traditional, evidence-based medicine with alternative medical practices, the healing process can be promoted. We believe in treating the body, mind and spirit in the context of the patient’s culture and natural surroundings; they are all interconnected. The cons about blended medicine are related with perception. Not everyone comes in with a spiritual awareness. Learning and experiencing that is a process everybody needs to go through to understand the benefits of a holistic approach.”

Patient satisfaction
Rabalais: “The community is very much aware of the triad of blended medicine. We encourage the people to be actively involved in their care and healing.” Higaki: “Such empowerment goes beyond the patients giving permission to perform certain procedures. The attending physician devises a treatment plan, in close dialogue with the patient.” Rabalais: “There are limits to what we can do, though. When someone has a heart attack, we can administer the drugs that break open the clots but we can’t do the cardiac catheterisation here; for that we have to refer patients to Honolulu.”

Higaki: “Patient satisfaction is important to us. The entire staff are important as part of the healing team.

continues on page 4
**The most healing hospital in the world**

*continued from page 3*

We conduct patient satisfaction surveys every three months. For the last few years, we have received 91% average highest scores. Every two years, staff satisfaction is surveyed by an outside company. We aspire to continuously improve our business operations.

**No hocus pocus**

Rabalais: “It is more difficult to provide measurable outcomes on effects on stress reduction, accelerated healing, and in effect lower hospital operating costs.” “Western medicine in the US is generally validated by clinical trials”, elaborates Michael. “Validating a new treatment can take considerable time and money. Blended medicine techniques are not necessarily validated in large clinical trials, but they have either proven themselves through time or their superior effect within a certain method of treatment.”

“When evidence based data is difficult to collect, the concept of evidence-influenced data is useful. It all looks like magic until you get the tools to measure it,” observes Rabalais, to which Michael adds: “We are continuously trying to find parameters to measure the immeasurable. We rely on the patients’ comments on the effect of the therapies. All of this is documented. Take our prayer blankets, for example. They are just little lap blankets sewn by the community but so many have touched and prayed over them. Months ago, I was down to my last prayer blanket, a black one with pink pigs with wings. The saying ‘when pigs fly’ means something that is never going to happen. I was reluctant to gift it but a woman going into surgery really wanted one. When she saw it, she broke down in tears. Her mother, who had collected pink pigs with wings all her life, passed away a month previously. Her favourite crystal pink winged pig was buried with her. ‘I asked my mother to come into surgery with me today and this blanket confirms she is here!’

How do you measure that? Stories like these reinforce that we are making a difference. That is the real challenge for the Holistic Care Council. It is easy to be spiritual when things are going well. But when things are in chaos, we are tested as spiritual leaders. It is a great responsibility that we take seriously.”

“We are constantly re-evaluating what works. We try to meet the needs of the community and the hospital, and that takes awareness,” adds Rabalais.

One of the reasons the NHCH was built was because the other two hospitals on the island are over an hour’s drive away. Rabalais: “In trauma care, there is the concept of the ‘golden hour’. If someone can get to significant treatment within the first hour after their injury, their chances of survival and to function are much greater. No one has to come here; we are not a state hospital but private, and not-for-profit. People even come from Japan and Russia to have their babies here. They come for the experience, because of the ambience, the care, the fact that the baby always stays with the mother, all make it feel almost like a home birth.”

**Miracle**

Higaki: “Apart from some additional landscaping, we haven’t added features for the healing environment. This hospital was built according to the Design-Build approach. This kept the cost down and it also allowed for better interaction between the builder and the owner of the hospital. The design team was assisted by the Hawaiian healer ‘Papa’ Henry Auwae, who had traditional Hawaiian healing plants planted in certain areas of the building.

One feature was accidental: after the hospital was designed and situated on this land, ‘Papa’ Henry Auwae, realised that the front door and the non-denominational chapel transcended the line that the ancient Hawaiians felt was the healing energy vortex.

We are looking at alternative energy sources, like solar or wind generation, as a means to produce enough energy for the hospital, and possibly sell access energy back to the power company.

Other environmental aspects include our aggressive recycle programmes. We also use as many biodegradable products as possible, our kitchen processes free range meat and organic produce. As a healing hospital, we have this embedded obligation to contribute to a better environment. And as the largest employer in town, we are an example within the community.”

It’s a small miracle that a not-for-profit organisation such as the NHCH can survive financially. Higaki: “The hospital cost 25 million dollars to build. The State of Hawaii gave the hospital 12 million dollars as a grant, provided the community raised the same amount. Depreciation is in the operational budget. By the end of 2012 or early 2013, we should break even operationally. As we get to that point, donations can be reinvested into the hospital.

To the concluding question on what recommendations can be made to establish and maintain a healing environment in Europe, Higaki replies:

“We were lucky because we started from scratch. Hospitals that have been established as traditional hospitals and want to convert to a healing environment face great difficulty. Without Earl Bakken, this hospital might have been built very differently. Finding someone who can engage people in a passionate way has made all the difference for us.”

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Ron Brouwer is a lecturer with the Academy of Facility Management at The Hague University of Applied Sciences in The Netherlands; he is also a member of the editorial board with FMI magazine. Thanks to: Krista Anderson, Communications Coordinator with the NHCH.
The innovation that FM requires is just not happening

by Jack van Eekelen

The facilities management sector has not yet reached the stage of maturity, according to Bernard Drion, associate professor at the NHTV University of Applied Sciences in Breda and Director of Hospitality Consultants. ‘FM will either disappear or become the primary process.’

In the sunlit offices of the NHTV in Breda, the home of the degree course in International Real Estate and Facility Management, Bernard Drion leans back in a relaxed manner and recounts an anecdote that illustrates his belief that FM must become more deeply involved in the primary process.

‘Recently, I heard a story about a court where some builders were busy drilling. At one point, a judge storms in and says to the builders in a threatening tone: “If you don’t stop that right away, I’ll have you locked up for contempt of court”. A striking example of a contractor who was not aware that the administration of justice must never be disturbed. But it was also a question of the client not having researched the primary process sufficiently.’

‘If facilities managers really want to extend their influence into the highest echelons of an organisation, it is important that they acquire a thorough knowledge of the primary process. You cannot simply demand a position of influence, you have to earn it.’ Drion believes that this can be achieved ‘through a proactive approach and strategic thinking in conjunction with your company’s board of directors.’

In his view, this is going to have a major impact over the next few years. ‘Hospitality and user experience are important developments, allowing facilities managers to show that FM has added value. There was a good example of this a few years ago in the annual report of Ernst & Young, which included a photo of hostesses, receptionists who do not sit or stand behind desks, but walk around. To both employees and visitors, who are all called “guests”, this gives the message: you’re welcome to the annual report? The partners were convinced that the hostesses contributed to an increase in turnover. This means that FM has become a strategic resource. If you follow through on that, you will get the full support of the people in the primary process. We are also seeing that, as a result of the recession, companies are looking more than ever for flexibility and cost improvements in support services. Serious consideration is being given not just to the outsourcing of operational functions, but also to the outsourcing of management.’

‘Number 17’

Drion has helped shape the facilities management sector ‘right from the get-go’. As an unofficial starting point, he mentions the establishment of NEFMA, the precursor of FMN, which he experienced first hand in 1989 as ‘member number 17’. ‘I also put my name forward for the executive committee, but that was a step too far for the founders of the organisation,’ he recalls. ‘At the time, I was working for an information technology company. Service providers on the executive committee: that really wasn’t the done thing in NEFMA. Incidentally, in my company we were already using the American term “facility management”, while in the Netherlands people were still talking about building managers, caretakers and housekeeping staff.’

Maturity

Since then, the sector has undergone significant development in terms of quantity. According to Drion, integration and outsourcing were the catalysts for the growth of FM. The question arises as to what extent facilities management, after roughly twenty years, has reached the stage of maturity. FM is adament that it has not. ‘Compared to the building industry, FM is still a long way from being mature. Take, for example, the outsourcing of services. The standardisation of quotations could be an awful lot better. If you look at the differences with the building industry... Every time service providers receive a new request for a quotation, they have to start from scratch all over again. In addition, there is the amateurism that is so often obvious in the specification of requirements. The excessive level of detail in descriptions, the wrong emphases and the demanding tone, which suggests that the client knows more about the subject than the service provider. In my opinion, tender procedures are too expensive and not mature enough. The innovation that FM requires is, unfortunately, just not happening.’

‘Yes, I know: in the world of FM there are some very laudable attempts at standardisation, such as NFC. In my view, however, that index is inadequate.’ According to Drion, facilities managers must form a grouping at a strategic level to support innovation. ‘Some already do so, in a sense. Many facilities managers support the basic need for more standardisation in tender procedures. My impression is that 80% of the facilities companies do not have a correctly drawn up SLA. With good SLAs, you can say to the service providers: you will be monitored according to such and such a methodology. To determine the measuring method, clients do need the help of those service providers, because ultimately they know more about their specialist field. Or at least they should.’

‘Bernard Drion attends a lot of international conferences, which gives him a good insight into the status of FM elsewhere – and into the position of the Netherlands. ‘Well, I may be a bit prejudiced. At international conferences I often hear the same view expressed over drinks. You guys in the Netherlands are leading the way. Unfortunately, this view rarely, if ever, gets published.’

‘One of the reasons why we are leading the way in Europe is, strangely enough, that we are the worst at what I call the avoidance of uncertainty. In other words, we are the best at coping with uncertainty. Secondly, our sense of hierarchy is the lowest of all European countries. At best, we might listen to the boss, but whether we do what he asks is quite another matter. In Belgium, for example, it’s completely different; they score the highest on those two aspects. If, as a facilities manager, you always do what the boss wants, you’re cultivating risk-averse behaviour. Dealing with uncertainty fosters innovation. Furthermore, we adopt a very human approach to FM. We dare to utter the word “hospitality”, while colleagues in the U.S. do not understand what you mean and immediately ask the question: are you talking about a hotel or a hospital? You really have to explain to them that it’s all about people, about how you receive them and, for example, how you set up the reception in terms of behaviour, attitude, etc. Finally, together with the Scandinavian countries, we are the furthest along in the development of flexible working. Here in the Netherlands it’s difficult enough, but in southern Europe, getting rid of the boss’s fixed workplace is still completely taboo. It’s all much more hierarchical there than it is here, and there is also less emphasis on the quality of the working environment.’

‘In the U.S., FM people boasts about the number of buildings in their organisation, the number of square metres. The more the better is their motto. It’s all rather macho. There are facilities managers over there who look down their nose at colleagues in organisations that do not own their own offices. But they’re missing the point. In many cases, you do not need your own building, and you can meet up in convention centres and roadside restaurants. The trend over the next few years will be for fewer square metres combined with an optional use of virtual communication resources. It will require vision to respond to that new situation,’ says Drion.

FM has existed ‘ unofficially’ for over twenty years. Will it still exist in twenty years time? In Drion’s view, there are broadly speaking two possible future scenarios. ‘FM will either disappear or become the primary process. Perhaps the question of whether facilities management will continue to exist isn’t all that important. The meaning of the word “work” will change, and that will have an impact on FM. Work is based on two components: on the one hand, you separate yourself from your colleagues and produce things, and on the other hand you meet up with your colleagues. In my opinion, which seems to stem from the Industrial Revolution, should be removed from the dictionary. The division between work and private life is going to disappear completely. The facilities manager must become a master in enticing employees to come into the office, which will have a purely social function. With your laptop, you can work anywhere. So why should I go into the office? To meet people, of course, but I will only do that if the coffee is good and I am fired up by enthusiastic colleagues and an inspiring environment.’

According to Drion, over the next few decades FM will really move in the direction of hospitality and user experience. Elaborating on the question of the prospects for the sector, he says: ‘In twenty years or so, FM will still exist, but it will have a high hospitality content. An office will be a hotel without beds.’
Global Responsibility – Local Acting

Confirmed Speakers (extract)

Keynote: Jeff Gravenhorst, Group CEO, ISS
Niklaus Arn, RBS Group
Serge Bacchus, UNISYS
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Erick Beltran, Statoil ASA
Jodie v. Berkel-Schoonen, Essent (RWE)
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From the cradle to... the bank
by Maria Elisa Dalgrì

There are many ways in which a company can approach the subject of welfare and apply it to their own situation. Here, we analyse the experience of Mediolanum, which Luca Canetta, who is responsible for the Facility Management of the group, explains.

How is services management organised within your company?

We have a Facility Department which takes care of buildings services and services for the grounds in which the buildings are located, as well as the people who work there; this depends on the No Core Asset structure of Mediolanum. The Facility Department is made up of 15 units which have the task of managing services for 2,000 people and six buildings, of which the company owns two. There is also a procurement office which also depends on the No Core Asset structure, and which collaborates closely with the Facility Department.

Do you rely on one single supplier?

No, we have four companies which handle the most important services. We have, however, only outsourced the operational part, with planning and control being dealt with internally.

The Facility Department in particular has been the main protagonist in an initiative linked to the children of Mediolanum employees?

It certainly has, in the creation and management of a company day nursery. The input for this came from the General Management, which, at the start of 2004, asked us to look at the feasibility of the project. In the same year, we therefore made contact with a company which specialises in the creation of day nurseries and prepared a space, within the Basiglio office, which could accommodate 60 children.

Has the initiative been successful?

Hugely successful. 25 children were registered during the first year, but over just a few months we received a huge number of requests, which meant we already had to extend the facility the following year, so that it could take up to 88 children. Even this space quickly proved to be insufficient, leading us to make a further extension to the current 126 capacity unit. And this year, registrations have already exceeded this number.

Are all the children who attend the children of Mediolanum employees?

Not all of them. Seven places are reserved for the local area and are managed directly by the Municipality of Basiglio. The relationship with the supplier would thus appear to have been one of great depth right from the initial phases.

Yes, and it could not have been otherwise in my opinion. There has to be absolute trust and transparency on the side of both parties. It is the supplier which makes the nursery function on a daily basis, and it is also significant that our employees entrust their children every day. This is a very delicate situation, and special attention must be paid to the checks carried out by the Facility Department. The same supplier company is very committed to implementing the phases of the process, conducting on-going surveys on every aspect of the project, from the safety of the facility to the relationships between the parents and the facility’s coordinator and teaching staff. In any case, it is evident that the presence of a specialist supplier is fundamental, because it is absolutely vital to be able to count on professionals who know not only how to treat the children in the best manner, but also their parents.

How much did the project cost?

1,200,000 euro for the building work and the subsequent extensions. From this figure, we can deduct the 300,000 euro obtained by making a successful bid for funds from the Region of Lombardy. This was for the part relating to the construction of the space. In terms of management costs, the company spends 700,000 euro a year.

Is the service free for employees?

No, but there is a very considerable discount. The child’s parents contribute to cover 50% of the charge which we are required to pay to the service provider, and we meet all the rest of the costs. The company also pays one full month’s fees out of twelve. The nursery is in fact open all year round, including on mid-week public holidays, provided that the offices are also open on these days. The decision to “give away” a month’s fees is a solution which avoids having to calculate different levels of fees according to the time of year, and if there is a greater or a lesser concentration of public holidays taken by the employees. The nursery is also open during the opening hours: we have not worked out various part-time solutions, we have simply fixed opening hours from 8.30 until 18.30, leaving the parents free to agree the hours for which their children will attend with the coordinator.

What are the main problems which you have encountered during this project?

There are actually very few, of a strictly bureaucratic nature which were concentrated in particular during the initial phase. It would all have been much more problematic if we had not entrusted the work to a specialist supplier who has followed the project through step by step from the initial project phases. We believe that this was a choice we had to make because the creation of a nursery really is an extremely delicate process.

The supplier, for example, arranged for their architect to work together with ours, so as to ensure that the large number of technical specifications and standards for construction of a nursery are complied with. A space of this nature is very specific and it is vital to have specialists in this area; the regulations relating to hygiene, for example, are on a par with those for an operating theatre.

In the case of the nursery, the service is not free, but offered at a very good discount. Do you approach all initiatives linked to welfare in the same way?

Yes, and for various reasons. We have a budget dedicated to activities outside work but this is not infinite; if you ask people to pay something, even if it is only a small amount, there is a risk that from it thus enable more initiatives to be brought about, and this leads to more people benefitting in the long run. In addition, we believe it is beneficial to pay something for the service received, because people will instinctively place the proper value on things which they have effectively paid for from their own pockets. It should also be added that the prices are discounted to such an extent that, in the majority of cases, it is a matter of paying a sum which can be considered as almost symbolic.

What initiatives do you offer to employees?

There are so many, it is hard to know where to begin! We have cultural initiatives, obtaining highly discounted tickets for La Scala, for other types of shows, exhibitions, for which we organise coach travel when these are outside the province of Milan. We organise a variety of sporting competitions, and there are also changing facilities on site for use by anyone who wants to use their break times to go running or to go for a cycle ride in the surrounding countryside. The site also has a room where various benefits are organised, from yoga to cookery, and photography to wine-tasting. There are also laundry and sewing services, a counter where you can get support on administrative issues relating to housing, and an agreement with Mondadori means that books may be bought at discounted prices and delivered direct and free of charge to the office. These are just some examples of a very long list which is continually being added to.

How are these initiatives perceived by the internal clients?

They are definitely enthusiastic. Every two years, we commission a specialist company to carry out a survey of the climate of feeling amongst our employees; this is a questionnaire comprising 52 questions, by means of which an employee can express their own level of satisfaction with all aspects of the company, from the canteen to salaries. The result which is obtained and which is calculated directly by the external specialist company is the index of engagement, which, simply put, is a measure of the level to which an employee feels inclined to commit for the benefit of their own company. Our index is 72%, which is the highest by far in Europe. We are not surprised by this because the ultimate objective of all the welfare activities we organise is to make staff feel proud to work for this company, with all the benefits which then derive from this.
One of the most important relationships in facilities management exists between occupier clients and facilities suppliers. When this connection breaks down, both parties suffer and the prospects for successful contract delivery take a dive.

But what makes this relationship fail? The IPD Facilities Management Benchmarking Group, which conducts research in this area, reported the following responses to that question: inability [on behalf of both parties] to demonstrate partnership; lack of innovation; inflexibility; high cost; poor delivery performance; taking advantage of market prices; lack of strategic thinking; and supplier consolidation.

Although re-procurement is sometimes desirable, in the UK alone the subsequent hidden costs to the FM industry are in excess of £700m annually, according to estimates. Clients recognise that re-procurement can often lead to greater risk, loss of knowledge and increased short-term costs.

In most cases, clients and suppliers would do well to retain a beneficial long-term working relationship. However some decisions remain beyond the control of the property, facilities and estates departments and their suppliers. For example, if procurement opts for a pan-European supply contract, the FM’s hands are tied.

Experience of appraising both effective and ineffective relationships suggests that while under-performance is normally the tangible outcome of a dysfunctional relationship, the source is often to be found in the capability and processes that exist between the parties. So what is going wrong?

A ‘good’ supplier

Most clients begin with the premise that a ‘good’ supplier will provide a ‘service with a quality appropriate to meet the needs of the business at the lowest possible cost’, or similar edict.

The problem for most suppliers is that while they are able to identify an appropriate mix of cost and quality (and the capability required to support these), during the tendering stage, businesses and organisations inevitably change over time and so do their demands. The best suppliers have established adaptive systems and processes – where possible, utilising new thinking and technology, to understand the shifting organisational need – in order to enable themselves to continuously realign their facilities services to the changing needs of the business.

At a recent IPD Benchmarking meeting, a group of major occupiers reiterated the sentiment that “suppliers tend not to be strategic and under-deliver in terms of innovation.” However, there are two sides to the argument and suppliers complain that it is hard to be strategic or innovative when clients are unable, or unwilling, to provide them with the necessary information.

Not all suppliers have suitable processes and even the best suppliers do not implement the most appropriate processes in all of their contracts. Sometimes these faults can be clearly blamed on the supplier, but often it is more complex. Often, an excellent supplier can work effectively for one client, while under-providing for another, although still using the same processes and similarly qualified account management. In these cases, the processes that the client occupier can influence that are most strategic are not integrated within the supplier’s processes. This necessitates a ‘top to bottom’ view of FM service delivery.

Part of the process

The importance of FM capability, and processes specifically, has been recognised in a number of recent publications, including the Office of Government and Commerce (OGC) Property Asset Management Capability Assessment Model (PAMCAM), and the soon-to-be-introduced EN-15221 European standard. IPD and Coretex have developed an evaluation approach (see Figure 1: The IPD VFM capability framework), aligned with aspects of the European Standard, with three important central tenets:

1. A ‘one-team’ view of FM capability (avoiding one-sided critiques)
2. Facilities processes need to be effective at the strategic, tactical and operational level, and each level needs to be interconnected
3. The theoretical approach to processes appraisal needs to be combined with practical experience based on how processes and people work together.

In particular, the most effective relationships have processes devoted to:

- Customer relationship management, wherein the FM service has processes in place that aim to further understanding of the organisational need for the services it provides and will trigger re-alignment where necessary
- The alignment of FM to changing business needs, which relies on information from the customer relationship and performance management processes in place to ensure effective change is identified and implemented
- Performance management and measurement, which includes jointly developing appropriate

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The IPD VFM capability framework

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- Process often owned by client
- Process owned by either client or supplier
- Process often owned by supplier

UK

Bridging the gap

by Glenn Corney and Michael Ripper

Getting the most from the occupier-provider relationship requires the client’s engagement from the word go, and a one-team approach from both sides.
measures of performance that are reviewed annually:

- Assessment and response to business risk, including the understanding of risks to the organization – legislative, reputational, operational resilience – and how these are managed.
- The evaluation and development of people on the FM team.
- The constant search for and implementation of innovation on FM contracts. Typically there are two drivers of innovation: the understanding of organisational need, which allows FM to create more relevant solutions for the business they support; and the understanding of technological changes, which encourage more effective service provision to be implemented.

If these processes are in place, the FM function as a whole will be able to evolve continuously to meet changing business requirements and will enable the right balance between cost and quality. These processes need to be represented at the strategic, tactical and operational levels and are shown in Table 1.

While it is all very well understanding what needs to be done, it is considerably more difficult inducting deficiencies in current processes, or, more importantly, improving on these. Experience of working with both occupiers and FM suppliers helps to identify a number of key components in the processes that need to be reviewed:

- Triggers to the process are any stimuli which initiate a series of actions or reactions. They can include diary dates for regular meetings with customers, business budget processes that require property and FM information, or just a complaint to the helpdesk.
- Inputs into the process, ie external data flowing into the system. For example, when the reason for the process is to ensure that the utilisation of the property portfolio is aligned with the business needs, two inputs could be the size of the current portfolio and the number of people who use the portfolio (information could be from telephone lists or HR records).
- The ‘output’ is the information flowing out of the process.
- Using the utilisation example, this could include a statement of the utilisation of every property in the portfolio.
- The person responsible for the process needs to be committed and at the correct level to ensure the process is delivered. For example, ensuring that complaints and feedback are handled suitably could be the responsibility of the helpdesk manager as they have control and understanding of most of the data required for this process.

**Assessing relationship management**

To illustrate how this approach can be applied to a specific process area, the rest of this article will focus on customer relationship management (CRM), which, in the authors’ experience, can make the difference between services being seen by the business as valuable, or not (difference between the perceived perception and actual).

CRM is an important starting point for any FM service to adapt and align within the service going forward. It can be seen as when the whole property and FM team seek to understand the changing business requirements.

At the strategic level, there needs to be a clear understanding of how the demand for the business’s services are likely to change and how this is likely to affect the services the business provides. For example, one client established a new contact line for China that required a local manufacturing capability. In this case the property and its facilities played an active role in defining the need and solution and delivering the change. In the past, the same company would often leave it to the business unit to organise, seeing handover to the property function only when the building had been acquired. The person responsible for the strategic CRM process(es) will be able to understand business information and the implications on the long term property and FM supply.

**Capturing data**

At the tactical level, information needs to be gathered to ensure that localised changes in the business are understood and new opportunities are captured. Again, to use an example, the property team had a weekly process to capture localised changes to business delivery. They identified a client was running a large product promotion and needed additional space for a telesales team. This was for a one-month period and included day and evening shifts, requiring additional cleaning and catering services. The person responsible for this tactical CRM process was the building manager, who could also influence move projects and negotiate service changes with suppliers.

At the operational level, a process based on feedback identifying both successful and unsuccessful FM services is important. To rely on just a complaint-based mechanism does not demonstrate good CRM. The best suppliers actively seek out feedback - one in particular has a detailed interview process with users of the service on a monthly basis, which feeds into a corrective action plan process. The person responsible for this process is a central communication manager who ensures information is provided by the local FM and that the corrective action plans are recorded and monitored.

In the case of one utilities client, it was identified that they had weak processes to support the relationship with key business units. Issues that emerged included a significant growth of ‘expert clients’ within the business units and poor relationships with suppliers and their perceived performance. Roughly five years ago, both parties decided to implement improved processes to understand the organisational need of their services. Since this decision, there has been an exceptional working relationship between the user, in-house property team and supplier. While the service continues to change, improvements to the CRM process have definitely saved money.

**In summary**

High performance is reliant on the balance between cost and quality meeting the organisational need. Achieving this would allow most organisations to retain their long term FM contracts. The evidence suggests that efficient and effective performance is underpinned by highly developed and integrated management processes. In the case of the poorer performing client-supplier relationships, some, or all, of these processes are inadequate or missing. Depending on how the FM contract is orientated, strategic and tactical processes cannot be initiated and maintained by the supplier alone. Instead, they need to be embedded and owned by the client. Thus, the ability of the supplier to understand the business, align services and innovate accordingly is reliant on the processes established by the client as much as themselves.

Often, the more these processes evolve to support each other, the greater the level of supplier effectiveness (assuming the supplier is proficient to begin with). Long term partnership has some obvious analogies with sport: long term managers, able to develop effective working relationships, such as Clive Woodward and Alex Ferguson, have time to implement effective processes to ensure success. The same can be said for those in FM, although organisations need to know they have a manager they can work with in the first place.

Through the development of a large database of accurate and up-to-date information, looking not only at outcomes (efficiency and effectiveness), but the capabilities and processes underpinning FM delivery, it’s possible to further the industry’s knowledge of the factors that drive superior outcomes in FM.

**Glenn Corney** is the international product manager of IPD; Michael Ripper is a director at Coretex International. IPD and Coretex jointly deliver an FM ‘value for money’ service.
In the past, it was a part of the Austro-Hungarian Empire, and from 1918 a part of Czechoslovakia. It came under the influence of the Soviet Union and its Warsaw Pact after a coup in 1948. The end of Communist rule in Czechoslovakia came in 1989, during the Velvet Revolution. The present-day Slovakia became an independent state on the 1st of January 1993, after the peaceful dissolution of Czechoslovakia. Slovakia has since remained a close partner with the Czech Republic. Both countries cooperate with Hungary and Poland in the Visegrad Group. Slovakia became a member of NATO on the 29th of March 2004, and of the European Union on the 1st of May 2004. On the 1st of January 2009, Slovakia adopted the Euro as its national currency. Slovakia, together with Slovenia and Estonia, are the only former Communist nations to be part of the European Union, Eurozone, Schengen Area and NATO simultaneously.

Slovakia has been a high-income advanced economy with one of the fastest growth rates in the European Union and the OECD (over 10% GDP) until the times of crisis. The basic macroeconomics numbers dropped heavily in 2009 to -4.9%, and partially recovered the next year to the level of 4.2%. At the moment, facing the debt crisis in Europe, analysts forecast reduction in 2012, although to a much lesser extent than in 2009. The expected GDP growth is 1.0 % in 2012 and 3.0 % in 2013.

Basic Macroeconomics Numbers of Slovakia (source VUB Banka)

In some ways, the Facility Management market follows the overall situation, but in other ways, it is slightly different. The trend of cost reduction on the customer’s side affects the service providers and their turnover, as these are in direct correlation. The clear and strong message from clients is not to increase, but reduce the price of the services. The journey from production to the customer and the final price of the product is influenced by the support functions, managed by the facility manager.

In the European Union (as well as in Slovakia), there is approximately 5% share of Facility Management on HDP. Although, in times prior to the crisis, this number was, in many cases, out of the focus of the top managers, today, all other savings have been done and support services are in. This leads to two different conclusions. One has already been mentioned, and involves reduction of costs and prices. The simple way to achieve this is by increasing productivity – that is, by doing more for less money. This, of course, has a limit. Then comes the second conclusion – restructuring, reengineering, taking new approaches to services, and outsourcing. As price reduction is not the best message for service providers, the other option is preferable. Managers are thinking more about how to provide the support functions to the core business and are looking for experts and professionals.

The above mentioned 5% share on HDP is divided between in-house and outsourced service providers, the other option is preferable. Managers are thinking more about how to provide the support functions to the core business and are looking for experts and professionals. The above mentioned 5% share on HDP is divided between in-house and outsourced. In the EU, it is close to half, while in Slovakia we have slightly below 2/3 in-house share. This leads to the increased number of tenders both in the private and public sector.

The quality of tender documentation is very different and depends on the knowledge level of the procurement departments and internal facility managers, if there are any. We can see the difference between the best and worst bid ranging from 6% to more than 200%. The best solutions are in multinational corporations, as many of them have their activities in Slovakia. These are not only the best solutions, but the best results as well.

On the providers’ side, the market is moving from the local enterprises to the next stage. There is a clear tendency to go from smaller facility management providers to larger ones. In the last three or four years, many acquisitions have taken place. In addition to the players present in Slovakia over a long period of time, such as ISS Facility Services and Johnson Controls International, other international players have approached Slovak market. The most significant acquisitions were done by GDF Suez (Cofely) and DeTelmobilien (later Strabag Property and Facility Services). The latest project was finalised last year by Penta, a Slovak investment group which has its main activities in Middle and Eastern Europe. It has bought one of the large facility management providers in the Czech Republic, AB Facility, with its subsidiary in Slovakia. Then there are local companies or affiliated companies, such as Somot Group, First Facility, OkinFacility, Dalkia, and HSG Zander. As there are no official statistics about Facility Management in Slovakia, it is very hard to evaluate the position of each player, but I believe that the most significant ones have been mentioned. Apart from these, there are many single service companies, mainly involved in cleaning and security, that offer full FM service. They are without a significant role globally, and their focus is of course on their core service.

Furthermore, single service is ahead in many cases in Slovakia. Surprisingly, we can see in tenders a decline from complex and integrated facility services to single, or even better, multi service solutions. Even a big international player like Deutsche Telekom decided in retender to split one bundle of outsourced FM services to 10 separate parts. We can see that moving the border between internal and external FM to in-house is not only done on a strategic level, but also on a tactical and partly operational level. The reason for this is most probably in the decision to have the stronger and direct influence on the costs and their reduction. Only time will tell what will be the outcome of this, and judge which solution is better.

Following this are public tenders with the same tendency. This time, there is a different reason. Strong political influence in state and municipal decision making, and clear transparency guaranteed by law on one hand, and opposition suspecting corruption on the other hand, with never ending battles between political parties, lobbying from the side of investment and business groups; this all leads to the reduction in the size of public tenders, making them less visible and without such strong regulations. There is not enough time for tenders to be properly prepared, and a professional consultant is rarely used.

One of the conclusions that could be reached is that Slovakia does not have enough facility managers. The truth is that there is no such profession in the official list of business and service activities; there is no law dealing with FM, and no university in Slovakia giving the full Masters or Bachelor degree in Facility Management education. Clearly, this is bad news for Slovakia. Nevertheless, we can see positive developments as well. The Slovak Association of Facility Management was established in 2009, and last year became a member of EuroFM. The main goal of SAFM is to go more public with FM, to be a partner for the government and authorities, to force education of FM on all possible levels, and to share the information between members, other FM professionals, and decision makers. The last FM conference in Slovakia involved over 100 participants. The target is therefore clear: we must increase the positive perception of Facility Management in Slovak society.

Current phase of facility management in Slovakia

by Karol Hederling, vice chairman of SAFM Property Service Director ISS Facility Services

The Slovak Republic - Slovakia - is a small state in Central Europe. It came under the influence of the Soviet Union and its Warsaw Pact after a coup in 1948. The end of Communist rule in 1989, during the Velvet Revolution. The present-day Slovakia became an independent state on the 1st of January 1993, after the peaceful dissolution of Czechoslovakia. Slovakia has since remained a close partner with the Czech Republic. Both countries cooperate with Hungary and Poland in the Visegrad Group. Slovakia became a member of NATO on the 29th of March 2004, and of the European Union on the 1st of May 2004. On the 1st of January 2009, Slovakia adopted the Euro as its national currency. Slovakia, together with Slovenia and Estonia, are the only former Communist nations to be part of the European Union, Eurozone, Schengen Area and NATO simultaneously.

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Basic Macroeconomics Numbers of Slovakia (source VUB Banka)
EuroFM Reports
Chairman’s report from the EuroFM meetings in Kufstein Austria
January 19th-21st
Ron van der Weerd
Chair EuroFM

EuroFM in the snow, and a well organised meeting by our host The Fachhochschule Kufstein. Despite the low temperatures, the rain and the snow, we had a very warm welcome, with excellent facilities and a wonderful social programme in the evenings.

It was also an important meeting for the continuation of the process to come to a broad based Vision and Strategy 2020 document for our organisation. In the joint network group meeting, as well as in the general members meeting, there was a good discussion amongst our members about this topic. Task Force members Jos Duchamps (Procos Belgium) and Marcel Broumels (FMN Netherlands) have been collecting all the feedback from members, which will be presented in Copenhagen.

It was also the first time the new board got together, and there was a lot of “new blood”, myself included!

The new board members are:

- Susanna Caravatti, from the Swiss Association of Facility Management, Chair of PNG
- Alexander Redlein, from the Technical University of Vienna, Treasurer
- Ondrej Strup, IFMA CZ, Hein Consulting and FM Institute s.r.o., Vice Chair
- Aad Otto, The Hague University (The Netherlands), Chair ENG
- Ron van der Weerd, Hanze University Groningen (The Netherlands), Chair

Fortunately, there are also some experienced board members present:

- Antje Junghans, University Trondheim and Chair of RNG
- Luis Morejon, Johnson Controls Global, Spain and Chair Corporate Associates.

Several topics were dealt with, and we were very grateful for all the efforts of previous board members in handing over all the dossiers on these topics. I would especially like to thank Wayne Tantrum and Klaus Homan, who were also present in Kufstein, who provided us with all the necessary details, and also Chris Kenneally, the former Treasurer, who handed over all the financial data in an excellent way, and who did a really great job in improving the financial situation of our organisation.

In my opinion, the biggest challenges at the moment for EuroFM are:

- the organisation of the EFMC in Copenhagen on 24-25 May 2012. The programme so far, the location, the social programme, and the whole organisation around it is looking great;
- as a board, we are already busy with the process of finding the best city to host the EFMC 2013;
- the discussion with members as to how we can gain more activity, and therefore more benefit, from the interaction between the members. There is so much FM knowledge to share, and the challenge is to find new and modern ways (interactive, internet and social media) to connect members more easily, so that they can benefit from each other. This is the case for instance for the associations as EuroFM members, but also for all the members of the member associations. Most of us are facing the same challenges and opportunities, so we should take advantage and learn from each other;
- finding the right balance in controlling with other FM organisations around the world, such as IFMA and Global FM;
- bringing in more corporate association, where we will start the “bring in a friend” campaign;
- and last but not least, and in my opinion crucial for the existence of EuroFM, what we can do to interest the young generation of FM professionals in Europe.

As you can see, there is plenty of work for our organisation and many challenges ahead.

Kufstein was a big success, and has made us optimistic for the future. With this new board, working as a team we are confident that we can deal with these challenges.

Let us start by making EFMC in Copenhagen a big success!

I am looking forward to seeing you all there.

Wayne Tantrum
Past EuroFM Chairman
Research Network Group
Antje Junghans, Chair

Dear RNG members,

Let’s make 2012 a happy new year! I myself am happy that we can look back on the successful development of the RNG in 2011, and happy to plan the forthcoming RNG activities in 2012!

2011 started with the RNG Survey and documented the FM research fields and research centres across Europe (a summary is published in EFMI No. 17). This was the starting point for the further development of the European FM research agenda, with workshops and presentations at our RNG Spring Meeting in Brussels, the 10th Research Symposium at the EFMC 2011 in Vienna, and the CFM conference at DTU in Copenhagen.

In addition, RNG members published more detailed information about the Nordic countries and German speaking FM research centres (EFMI No. 18 & 19). The next publications will be about FM research centres in the Netherlands and in the UK. If you would like to contribute, please contact Thomas Thijsen (NL) and Keith Alexander (UK).

We have developed the scientific program for the 11th Research Symposium at the EFMC 2012, which will take place in Copenhagen on the 23rd-25th May 2012, published the call for papers, and reviewed about 50 abstracts and 30 papers. The double blind review process ended on the 4th of January, with 23 authors of accepted papers being notified. The conference proceedings will be published in May 2012.

At our meeting in Munich, the Post-graduate Network survey was presented by Lukas Windlinger, Johann Offringer and students from Hanze-University Groningen. PhD students and post graduate students are welcome to participate in the Post-graduate Network (please contact: wind@zihaw.ch).

I was pleased to see you at the RNG Spring Meeting in Kufstein on the 20th–21st of January 2012, and look forward to planning RNG activities in 2012!

Kind regards and best wishes for 2012!
Antje
Antje Junghans
Prof. Dr.-Ing. Architect
EuroFM Board member & Chair RNG

The next RNG meetings in 2012 will be:
- EFMC 2012 in Copenhagen, 23rd – 25th of May 2012
- RNG Autumn Meeting in Trondheim, 13th & 14th September 2012, at NTNU in Trondheim, Norway

Practice Network Group
David Martinez, Chair

In this my final report as Chairman of the Practice Network Group, I want to thank all the people who have participated in EuroFM projects, conferences and meetings over the past couple of years. I also want to thank all the professionals who have dedicated their time to making the new set of European Facility Management Norms a reality, and I wish the best of luck to those who are now translating them into their own languages. I also want to mention all the colleagues I am working with now on the International (ISO) norms in Facility Management, and above all, in Asset Management. I am sure the ISO norms will bring us closer to the C-suite levels in the organisations.

I strongly encourage all associations to send delegates to participate in the PNG meetings. I also encourage them to propose projects and, most importantly, to share information, views, concerns, etc. Without sharing, the meaning of the network is empty. It is difficult to reflect all possible visions of a local association by having one single representative attend the PNG meeting; it is therefore a good idea to send more representatives to work on different projects.

I want to wish the best for all the new members of the board, especially to Susanna Caravatti, for accepting the role of new Chairman of the PNG. I wish her all the best for the next two years.

Education Network Group
Klaus Homann, Chair

New Chairman for 2012-2013

In the course of the elections for the vacant board positions, A.J.M. (Aad) Otto was elected in Munich as the new Chairman of the Education Network Group for the next two years. Aad is Director of the Academy of Facility Management at The Hague University, EFMC Copenhagen: Student Poster Competition During the EFMC in Copenhagen, the EuroFM Student Poster Competition will be held again. The call for posters will be published soon. Member universities are asked to encourage their students to submit their posters.

Sponsors needed!
Offering awards is an important and honourable duty of our association. It is our contribution to attract the best of Europe’s Facility Management students to our profession. Thus, we also support the industry to meet with highly qualified and motivated potential future employees. However, those awards can only be offered if companies are willing to support us as sponsors. This year, we did not succeed in our search for sponsors for the student award. We urgently need sponsors for this year’s awards. Should you consider supporting us, please do not hesitate to contact us at any time!

A.J.M.Otto@hhs.nl

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