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produced for EuroFM by  
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# European FM insight



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### EuroFM Report

Produced for EuroFM by Jane Fenwick, editor of PFM magazine.  
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## Research

### Community Based Facilities Management

Community-Based Facilities Management is the title of a research project organised by EuroFM's Research Network Group and the group has been responsible for editing a special issue of the magazine Emerald in 2006. This article introduces the subject of community-based FM (CbFM) and gives and provides an overview of the research articles in the special issue.

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## Education

### Higher vocational education enters a new phase - facility management aims to maximise talent

The type of student entering higher vocational education is changing, and at the same time the field of facility management (FM) is becoming increasingly professional. While contributing to change, FM education must also be one step ahead and able to anticipate change. Using the student, teacher, employer triangle, we illustrate here how it is done.

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# Talent, Passion and International Cooperation

By José García Cuartero - Chairman, EuroFM



Some simple initiatives in life, the minute they are born, become landmarks in their own right. We believe this might be the case for European FM Insight. It is a product of talent, ingenuity and altruistic international collaboration; ingredients that are most needed when financial and human resources are not precisely at a surplus. European FM Insight has a clear ambition: To make the best quality FM information in the world available to all its readers from a single platform, at the touch of the reader's e-mail button. And how will this be achieved? Simply; by drawing from the best FM content providers in every market where there is published FM information. Our content partners are a fundamental part of the Insight's expected success. Today, they are part of a distinctive group of 20 publications from 13 countries, publishing the best FM information in more than 10 different languages across the world. This selected group is growing as we speak. To entice publication partners and select the best content for every issue, our editorial board is composed of a group of talented individuals from our member organizations, all of them not only "fluent" in local market knowledge, but also experts in FM and communication. They represent eight country zones and two knowledge areas, education and research, and are given the invaluable task of making the best content choices for every issue. Their experience, capabilities and the voluntary nature of their contribution are of the essence for this project. Our content partners and editorial board members' cooperation in this project is something money simply could not buy. We are honored to have them on board.



José García Cuartero

With first-class content partners and a top-league editorial board; what could possibly go wrong? Quite a few things, we have learnt in the process, the most relevant challenge being translation from more than ten languages in a meaningful way. That is why we kindly ask the readers for their indulgence and feedback. We will welcome your comments, criticism and, yes, your praises as well, if you think we deserve them. On the last part of the publication, you will find an easy way to let us have your opinion and suggestions. Please do not hesitate and drop us a line.

In our constant effort to make the "EuroFM experience" unique to our members and partner organizations, we

frequently take advantage of their knowledge and good disposition to launch new initiatives, in line with our organizational mission. We will use a small part of this publication to keep you abreast of new developments in a quarterly section called "EuroFM report". It is our objective to make European FM Insight a quality content platform not only for those actively practicing FM, but also for educators, researchers and students. Thus, we will also include sections devoted to the business of education and research on a recurring basis.

Albert Einstein rightly said "Anyone who has never made a mistake has never tried anything new". We are certain "Insight" is far from perfect today but will strive to make it fit the readers' needs and demands as we consolidate the project. So, let me wish a long and successful life to "Insight" and hope you will make it a part of your professional life in the future.



# Community Based Facilities Management

**Prof Keith Alexander**  
Director, Centre for Facilities Management  
University of Salford

Community-Based Facilities Management is the title of a research project organised by EuroFM's Research Network Group and the group has been responsible for editing a special issue of the magazine Facilities published by Emerald in 2006. This article introduces the subject of community-based FM (CbFM) and gives and provides an overview of the research articles in the special issue.

## Community-based Facilities Management

Responsibilities for the direct impact of FM processes and activities on the workforce, the local economy, the environment and the community are becoming increasingly complex and challenging. Facilities managers are also often

called upon to take a broader, leading role in fulfilling corporate social responsibilities on behalf of private companies. In the public sector, FM can contribute to improving the quality of public services and enhancing the value of public assets.

The special issue introduces the role of FM in supporting the sustainability of communities. Papers highlight the importance of engaging

all stakeholders, address the link between the quality of facilities and public services and suggest new partnership models for provision at different scales, up to the management of the whole urban infrastructure. Case studies provide early examples of the application of the principles in Europe and Australia.

EuroFM has identified four main themes within CbFM, FM and regenera-

tion, social inclusion and responsibility, Urban FM and community-based planning. The EuroFM CbFM project focuses on issues of sustainability at different levels, from building to urban, using collaborative ways of working and raises issues of governance and empowerment, environmental impact and socio-economic development. The project addresses the particular challenges of

supporting sustainable communities and local regeneration.

A workshop at the recent, annual EuroFM conference (EFMC2006) provided an opportunity for sharing the results of related research and discussing the emerging findings and for debating the issues raised. It also discussed theoretical and methodological issues of community-based FM studies, and considered practical implications for FM professionals.

## Facilities management as social enterprise

In the lead article, Alexander and Brown seek to introduce the key principles and offer a definition of community-based FM, to identify the scope and set out criteria for assessment of a facilities management organisation's contribution to sustainability.

They argue that facilities managers should take a lead in issues of sustainability and corporate

social responsibility to foster corporate citizenship and, as process brokers, to promote and enable collaborative working for community benefit. To promote the facilities contribution they will need the tools and metrics to demonstrate socio-economic benefit and environmental impact.

Other papers also identify the need for the development of new models and organisational forms to tackle a wide range of social, environmental and economic issues to achieve public interest. The papers included in this issue, deal with organisational and process issues and argue for FM to be accountable, transparent and fully engaged with employees, local communities, with positive relationships with suppliers and customers.

Whilst some papers focus on project processes for building new community facilities, others emphasise new forms of partnership for the ongoing

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Siemens in the UK is delighted to be involved with Euro FM and to sponsor the student poster competition, giving 30 students the opportunity to be creative and become personally involved with the Euro FM conference.

Corporate responsibility is a major focus for Siemens worldwide. Through our Generation21 educational initiative, we are helping to foster tomorrow's leaders in the fields of business, science and technology.

*Pictured with Wayne Tantrum, general manager of Siemens' facility management business in the UK, are Peggie Rothe and Hanna Berger from Helsinki University of Technology, winners of the poster competition.*



Proud to support FM's next generation



## Community Based Facilities Management

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ing delivery of public services in the community interest. Kasim and Hudson, for example, examine social enterprises as a vehicle for FM, and consider the extent to which they can be used as part of a strategy to tackle low demand and housing abandonment across England. Kasim's interest is in the FM professional skills that will be required in these social enterprises.

### Facilities management as public service

Through its international alliances, EuroFM is aware of advances in FM in the public sector in Australia, and is planning a working visit to share ideas and experience. This issue presents case studies that help in capturing and sharing this experience. Different perspectives are emerging concerned with various aspects of public asset management, public services and public buildings. Impressive new public buildings, such as the new Council House (CH2) in Melbourne, are intended to set new world standards in commitment to sustainability.

From a public asset management perspective, the ongoing costs of facility operations have been

identified and highlighted the 'sustainability gap' in many local authorities in Australia. However the transformation of local authorities as service providers has broadened policy and operational perspectives from asset-based solutions, but in so doing has discounted the civic and social contributions of facilities. This has identified a need to evaluate the social value of community infrastructure.

In response to this need, Brackertz shows that, while local authorities can now better calculate the economic value and service life of their facilities, in an era when governments and communities are demanding 'more community', there are limited conceptual and practical tools for assessing the social outcomes of facilities. She describes the development and application of a strategic tool to measure the performance of community facilities and cites case examples of two councils committed to the strategic management of their community facilities to maximise service outcomes for their constituents.

Brackertz goes on to suggest that information sharing and transparency of decision making is not just important to be accountable to the public,

but also to make the best possible decisions about how to use rate-payers money to return it in the form of excellent services.

### Stakeholder engagement

FM in a community context is often practised in a charged, political environment with multiple stakeholders, with a diverse range of interests in facilities. Integrating these stakeholders into delivery processes has the potential to enhance the community benefits derived from the facilities.

Involving stakeholders in project processes is increasingly recognized as vital in delivering satisfactory project outcomes. Facility managers are able to make significant contributions to these processes as it is likely that early integration will address an expectation-evaluation gap identified as problematic in the FM literature.

In this vein, Heywood and Smith examine the processes employed at early project phases in providing a local authority's strategic Community FM project and highlight the importance of stakeholder integration. They describe processes and techniques for involving

multiple stakeholders, operating in both internal and external networks, in such projects and raise issues of 'ownership' and 'externality' in the projects.

In the case study described, considerable benefit has been derived from incorporating stakeholders at these early stages. The facility better meets the organisation's and the municipality's needs. There has been very positive assessments of the intended built outcome and the processes to deliver it, and there are high levels of political support within the organisation and community.

### Urban Facility Management

But FM is also developing on a broader scale than individual public and community buildings, and has led to the concept of 'Urban FM' (UFM). To Roberts (2004), UFM is the idea that community management can be wholly externalised to professional service providers, responsible for investment and management of the public infrastructure and its associated services.

UFM is simply a logical extension of the need to reinvest in community facilities and systems, and provide a flexible 'platform' in which agencies and the private sector can

come together in new and innovative settings for the benefit of the community.

In Europe, UFM is perhaps most advanced in Italy (Curcio, 2006), where the aims and scope of Facility Management (FM) are increasingly concerned with applications of 'all the sub-systems that constitute the town-system at underground, ground and above ground levels'. Innovative processes are emerging in the public sector, which responds to legal, technical-normative and cultural-operative conditions.

From a social and technical perspective, Curcio suggests that FM takes on new dimensions, integrating and enlarging 'real estate FM', the predominant perspective in Italy, to become UFM. From this perspective, UFM is 'an integrated approach to the management of urban facilities to maintain/increase the specific levels of quality of the same facilities and the global level of quality of the whole city'.

Curcio suggests that, in Italy, UFM has now become the new most innovative trend of the entire FM market. In light of the change of scale, and in market conditions, FM is developing in a new dynamic context of legislative, technical-normative, cultural-operative and market innovation. A market boom in UFM has

stimulated innovation in this and other, similar strategic operative fields.

### Conclusions

Alexander and Brown discuss the implications of the realignment of the strategic role from 'business' to 'community', and the change of context and scale, for the development of FM as a discipline, profession and market. They suggest the need for a profound shift of direction and emphasis - from organisation to community, from workplace to neighbourhood, from business service to community resource and from advocate of the user to advocate of the citizen. The special issue, the EuroFM project and future participatory workshops raise the issues and sows the seeds for a debate about CbFM.

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## Green action or greenwash?

**More and more firms are describing themselves as 'carbon neutral'. But what does the term mean and are firms using it as a marketing gimmick rather than a sound environmental strategy? FM World invited a panel of experts to share their experiences and shed some light on what it really means to be green**

**Cathy Hayward (CH):** Let's begin by defining the term 'carbon neutral'.

**Bill Sneyd (BS):** It's a four-step process: assess, reduce, offset and communicate. Assessing what the carbon footprint is of an organisation, office, ser-

vice or product; looking at how to reduce that at source through energy efficiency or switching to renewable power and so on; then offsetting the non-reducible emissions through a project outside the company; and finally communicating your mission through

marketing and PR to gain benefit to the organisation.

**CH:** Offsetting carbon emissions through projects such as tree-planting is fashionable in the UK and often seems to form the basis of companies' carbon neutral status. But as you say shouldn't firms be looking to reduce their carbon emissions rather than simply offset?

**Sunil Shah (SS):** Many companies have

gone through the four stages Bill describes and have reduced consumption and are now on to offsetting the areas where they really can't do anything else. But a number of companies coming in late want to pitch in at the same level and are marketing the offsetting measures they're doing without having done the reduction first. Zero carbon is an ambition, a target for you to aspire to. It might never be something you

can achieve, just like people talk about aspiring towards zero waste.

**Nigel Boreham (NB):** In some ways I think it's a cultural thing. Offsetting through tree planting is something we talk about in the UK, but go to Germany, where our parent company is based, and they say they have all the trees they need. They're more interested in reducing their emissions to the minimum as opposed to offsetting.

**Blake Bower (BB):** It's important to recognise that there are some things which are easier to offset than others. It isn't possible to reduce your emissions from a flight. The emissions are constant for that plane. When we started offsetting our flights a few years ago it was a recognition that the market was failing and that we weren't taxing aviation fuel properly and we had to make amends for *continues on page 4*

## Green action or greenwash?

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the damage of things that we couldn't control.

It's also important to recognise that tree planting is only a small part of offsetting. Twenty per cent of greenhouse gas emissions are related to deforestation therefore no more than 20 per cent of Interface's offsetting portfolio is ever in tree planting.

**BS:** Offsetting is a temporary measure. It's going to take a while before we have carbon neutral electricity at the point of delivery but we can't wait 30 or 40 years until we get that. Offsetting is an interim measure to prevent the catastrophic climate change which will happen if we don't take action now.

**CH:** What are the drivers to becoming carbon neutral?

**Neil Griffiths (NG):** Surveys we've done of our employees, customers and potential customers reveal that environmental performance is high on their agenda.

**SS:** According to a Guardian survey graduates increasingly want to work for sustainable organisations. Being carbon neutral is a differentiator and it attracts staff.

**BB:** I think it also acts as a retention tool. Carpet tiles aren't the most glamorous of products, but we definitely attract people because of our environmental stance. And there is a sense that people stay with us and feel they are doing more than just coming to work every day - they are making a difference.

**CH:** Are you more likely to win a contract because you are a carbon neutral company or have strong environmental policies?

**SS:** I don't think you can win a contract purely on environmental credentials, but I've heard

about firms not going on to the next stage because they have poor environmental policies.

**Michael Goodliffe (MG):** I think it's a key differentiator. Pricing is often similar. It used to be about health and safety - if you had a H&S policy you were better than a firm which didn't, now it's about environmental policies.

**BS:** One firm we've worked with - Radio Taxis - has told me that they have won about five contracts because of their carbon neutral status. Obviously it wasn't the only thing - if the service or price had been wildly different then they wouldn't have been successful. But it shows there is a clear return on investment in being carbon neutral.

**NG:** In every tender document we are given there are questions about our environmental footprint and achieving ISO14001. Our environmental practice has influenced their choice of us as their preferred supplier.

**NB:** We provide a physical product and there are tangible things that people can measure. Potential customers are inquisitive about our ecological policies, particularly in the area of reusing packaging.

**CH:** Are customers willing to pay a premium for exceptional environmental performance?

**BS:** In the domestic energy market customers are not keen to pay a premium. More than two-thirds claim they want green energy but less than 1 per cent are prepared to pay for it.

**MG:** More customers are definitely wanting to know about our environmental performance. We've created a green solution and customers will pay for it as they've effectively driven that



process through.

**BB:** I don't think we should expect people to pay more for sustainable products. When we ask people to pay more we have to be offering more. A company with a strong environmental performance is generally a well-managed business. Sustainability is driving better products which are preferred by our customers and therefore command a higher price in the marketplace. We're not offering the same product with the green bolt-on product.

**CH:** HSBC recently made a big fanfare of being a carbon neutral company. But it has been criticised for only addressing the carbon emissions of its core activity - its offices and air travel - and not the emissions that arise from the projects it invests in and profits from, such as power plants, smelters and airports. Is this right or does this cheapen the carbon neutral term?

**BS:** It's not about all or nothing. You don't have to do everything from day one. If you set the barrier that high people won't do anything. It's better for organisations to take small steps rather than

standing still. And it's natural for an organisation to look at its direct impacts first and then to look at its non-direct impacts.

**BB:** I would expect a company like HSBC to be integrating its sustainability policies into the areas where it has the greatest impact, which is clearly in investment decisions and not in its office building in London. But they have moved the issue up the agenda.

**RR:** Making a claim of being carbon neutral is a powerful lever for change. As an organisation you put yourself on a pedestal and then as an environmentalist I can use that to achieve more change within an organisation.

**SS:** If you want to make those sorts of statements you have to live by them. HSBC is allegedly involved in funds which harm people and make people homeless. If that is true, it's questionable whether they should be considered a sustainable organisation.

**CH:** Who is leading the carbon neutral drive in organisations, is it the FM?

**RR:** It's the FM who takes the decisions to

the board to get it signed off. They've gone through the tenders and weighed them up and are justifying their choice and the investment. The FM role is essential to the sustainability issue.

**NB:** I agree. The FM players have got a pivotal role - they are the experts in running buildings. They are up to speed with the technologies. They understand the tenders and translate them into language that makes sense to consumers.

**SS:** Carbon neutrality tends to be a driver from higher up the business but what an FM can do is liaise with clients and influence them. The problem is that if you've got a three-year contract, why would you put in an investment which pays back over four or five years unless the client is willing to push that forward?

**BS:** The FM has a key role in recognising that technology will change several times over the lifecycle of a building and trying to provide flexibility in terms of additional space within a building to add in decentralised sources of energy for 20 or 30 years. So you're

not just constraining yourself which will prevent you from making the changes in 10 years time.

Many thanks to König + Neurath International who hosted the roundtable at their London showroom.

### Panel:

**Nigel Boreham** is UK managing director of König + Neurath International

**Blake Bower** is sustainability manager at Interface

**Michael Goodliffe** is director of group social responsibility at OCS

**Neil Griffiths** is director of health, safety and environmental at TNT

**Riccardo Rizzi** is environmental manager at Overbury

**Sunil Shah** is chair of the BIFM's sustainability Special Interest Group and head of sustainability at Jacobs

**Bill Sneyd** is operations director at The Carbon Neutral Company

**Cathy Hayward** (chair) is editor of FM World

# Higher vocational education enters a new phase - facility management aims to maximise talent

Karin van den Bosch-van Knotsenburg & Ruud van Wezel

The type of student entering higher vocational education is changing, and at the same time the field of facility management (FM) is becoming increasingly professional. While contributing to change, FM education must also be one step ahead and able to anticipate change. Using the student, teacher, employer triangle, we illustrate here how it is done.

Almost seven years ago in Bologna, Italy, a declaration was signed by 23 European education ministers where they agreed to work together in creating an unequivocal higher education system. It stated that the so-called Bachelor Master (BAMA) structure had to be adopted throughout Europe by 2010. At the time it sparked fierce debate both from within and outside the universities, although the underlying principles for a more widely recognised education system and the simplification of international exchange between European educational institutes have since been generally accepted. This will result in an increase in competition between colleges and universities both at national and international levels.

In a subsequent step, both major and minor degrees have been created, or are being developed at bachelor level. A major - previously known as a core subject, or core education - is combined with one or more minors as additional or optional courses. This Anglo Saxon construction was chosen to give the students more choice and to allow courses to be tailored more closely to suit the individual's talents and expectations. This way it is expected that those following vocational education will be more suited to either their eventual area of employment, or to further education. It's no exaggeration to say that there's

something suitable for everyone with approximately 60 higher education establishments already operating in the Netherlands! Together they offer hundreds of courses. Higher education colleges nowadays operate like businesses and see students as customers, or consumers of educational products, and the students now have educational rights as laid down in the new Higher Education Act. Before too long, individual students will be able to shop nationwide for the most suitable course modules, simply with a pile of vouchers in their hands.

On 12 July 2006 the NRC newspaper quoted from a report issued by the Council for Work and Income [Raad voor Werk en Inkomens - RWI] that 26.6% of the population between the ages of 15 and 65 will have received a higher education by 2010. Despite this, the level of education in the Netherlands has stagnated, while the demand for those with higher education is increasing rapidly. '... with an estimated shortfall of 75,000 people by 2010, the situation is looking alarming'. Not only will those with a higher vocational or university education be in short supply, but employers will be hard pressed to find skilled staff at any level.' According to Blankert, chairman of the National Employers' Association, 'the real problem [...] is that employers persist in making their candidate

selection based on age: the ideal candidate must always be young.' Jan van Zijl, the leading man at RWI states that employers must continue investing in their people. This means not only in the younger (students) applicants, but also in the so-called 'second-chance' candidates, including those already in work, as well as those returning to work.

## Profile

Students and lecturers; how did their profiles shape up in 2006? Here is some information provided by the Netherlands Association of Universities of Professional Education [HBO-raad].

## Teaching staff

In 2003 the total number of teaching staff increased by 4.9% to 33,649. For the first time in many years the average age was 44.9 years in 2003. However, the proportion of staff at 55 years and above continues to rise. On the other hand there is a growing number of staff under 40 years.

The ratio of students per lecturer (full-time) rose over the previous ten years from 18.8 in 1994, to 22.6 in 2003. Since the number of full-time staff employed in management has hardly changed over the previous ten years, the ratio of students to management has risen significantly to about 36% since 1994; up from 189 to 257 students per full time man-

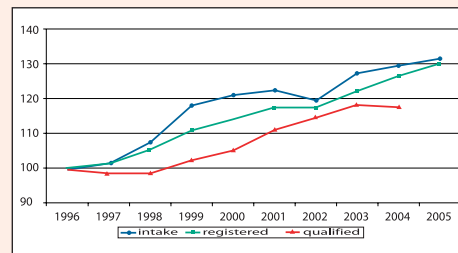


Figure 1. Development of student numbers

Source: Criho, adapted from the Netherlands Association of Universities and Professional Education

ager. The previous years saw a significant rise in the number of women employed in management roles, rising further in 2003 to 19.4% of the total. The number of students to general full-time staff has fallen over the previous five years to 40.1 in 2003.

## Students

In 2005 just under 360,000 students were studying at 42 colleges in the Netherlands, accounting for two-thirds of the total number of students in higher education. As well as this, about another 20 institutions offer higher vocational education through the Information Management Group [IB-groep] in Groningen. Almost 110,000 students took up a new course in 2005, which is a growth of 1.7%, and more than 60,000 students finished the academic year 2004-2005 with a diploma.

Four out of every ten students at college completed their secondary school education at senior general level (HAVO). A quarter of them completed a senior vocational education (MBO), with one in ten completing a pre-university secondary school education (VWO). The most important development in the area of pre-education over the last five years has been the

increasing numbers of students coming from senior vocational education (MBO). In 2001 the proportion of students coming from MBO education was 24%, which has now risen to 27%.

Increasing numbers of students from immigrant backgrounds are registering for courses at the colleges. Although growth in this area remains relatively limited, the number of students in this group has increased from 11,200 in 2001, to 14,000 in 2004.

The typical student doesn't exist, just as the typical lecturer doesn't exist either. We can nevertheless conclude from the information in table 1<sup>1</sup>, and also from our own research concerning the population of a college in The Hague (Haagse Hogeschool), that staff at colleges are facing a

Ethnicity	2001	2002	2003	2004	2005
Native Dutch	72%	74%	75%	75%	75%
Western	8%	8%	8%	8%	8%
Non-Western	11%	12%	13%	13%	13%
Unknown	9%	6%	4%	4%	5%

Table 1. Intake for higher vocational education by ethnicity  
Source: Criho, adapted from the Netherlands Association of Universities and Professional Education

changing student population. This doesn't just concern the increase in the proportion of students coming from MBO education, but also by ethnicity owing to the increasing immigrant population in general

(Turkish, Moroccan, Surinamese and Antillean). With over 80 different nationalities studying there, the Haagse Hogeschool is one of the most ethnically diverse colleges in the Netherlands.

The student profile has also changed sociologically. Increasingly they live at home, are familiar with divorce in the family (extended family), endure less parental restrictions and are more ready question domestic authority. They are reasonably well-travelled and are also street-wise. They use TV and the internet as their prime sources of information and entertainment and remain in constant contact with their peers by way of mobile telephones and msn.

Inevitably this leads to generational conflicts. There are the older lecturers, sometimes over-enthusiastic, often blinkered; or the baby-boomers only looking towards retirement, then there's the tear-away generation, sometimes dubbed the 'Einstein generation'. The older lecturers sometimes feel increasingly that standards have to be set in

the classroom, and spend time trying to instil discipline, while being convinced that the politicians in The Hague and the local college management are far removed

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## Higher vocational education enters a new phase facility management aims to maximise talent

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from reality. They always complain about their students' lack of knowledge, and fight a running battle between productivity requirements and quality standards<sup>2</sup>.

Students often see education as a necessary evil: 'am I here for the sake of the school; or is the school here for me?' Students are also media

savvy and know full well that they are viewed as customers. They know that educational institutions have to make money. They also know how to get information from the internet.

It is claimed that the present generation of students learns differently from earlier generations who were educated through whole-class

methods in the seventies and eighties.

Whole-class education consisted of disseminating small chunks of knowledge and theory, placing less emphasis on practice, which usually followed later. The teaching went from A via B to Z giving a sound knowledge of facts as the basis. But times have changed, nowadays it's about doing a bit of everything in combination with acquiring knowledge through practical experience, dealing with spasmodic information and also visual and lateral learning.

How does this affect the higher vocational educational courses? It is already clear that the courses have to be quicker, smarter and more socially aware<sup>3</sup>. Is skill-based learning the solution? Does it fit in with the needs of the current generation of students?

According to the recently published mem-

orandum 'Learning to Excel' (Leren Excelleren) which was subtitled 'talents make the difference' (from a similarly named workgroup set up by the Innovation forum), real innovation in the knowledge society can only be attained through innovative education. And this can only be achieved by a significant reevaluation of the teaching profession. Countless experiments will have to be carried out to inspire and learn from each other. The core values of education in the Netherlands should be as follows: the promotion of professionalism, multidisciplines, creativity, self-motivation, entrepreneurship and cooperation. According to the members of the working group, talented people should be able to develop fully their strengths within those values, rather than being weighed down by their weaknesses. The principle task of educational institutions should be to teach people how to excel in close cooperation with others. There

should also be greater scope for rewarding specific talents by creating modular diplomas that can be progressively accumulated. The forum argues for a cultural shift in education, right from ground level through to talent maximisation.

### Interaction

What do the 'young versus old' and 'student versus lecturer' relationships actually mean in the daily classroom routine? What does it mean having student jobs while studying at college?

For many years the 'student - course - field' triangle has been evident in facility management courses in higher vocational education. We educate students who very quickly have to find employment as juniors in their given field. That is why the field, or work sphere, is directly involved in the development of the education, through taking placements, by association with guest speakers, supervisory board members, professionals, etc. The work sphere comes

into the classroom, and the college goes out into the field.

Nevertheless, we find that graduates frequently cannot find jobs at a high enough level corresponding with their education, or even that they cannot find work in the FM field at all. The question remains whether we, the educators, know enough about the input coming from work experience, and do we not make it difficult enough for the student by having too little contact?

Students work too much! Instead of the often quoted creed from the Lisbon strategy of 'life long learning', perhaps 'life long working' would be more appropriate.

During the course students have to work in their free time. In our experience, the work is never limited to only the 'free time', but rather that the course seems to compete for time seems to be shared between work and the course. Certainly students want to earn money, sometimes to finance the course, but

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From 1 October 2006, Karin van den Bosch becomes Course Manager for the Real Estate Management course at the Amsterdam Hogeschool voor Techniek.

Ruud van Wezel is a College lecturer and team leader for work-related activities at the Academy for Facility Management in The Hague

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## Higher vocational education enters a new phase facility management aims to maximise talent

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also for peer group acceptance. Peer pressure with regard to clothing, mobile phones and other consumer desires is really quite strong. Study points are awarded for relevant work experience, and it should be said that while working, useful skills are learned, such as organising, planning, dealing with people, etc.

At this point it would be going too far to take sides in the debate about student financing, but clearly something has to be done about it.

We see another issue in this triangular relationship and that is the growing need to offer supplementary education to people already in work. It is for those who haven't already managed to follow a course, for whatever reason, or for those who have decided to acquire additional knowledge later in life (perhaps offered by employer). The demand is there, however the supply side remains traditionally biased and with the exception of a few commercial providers, nothing exists between senior vocational education (MBO) and higher education.

The previously mentioned Bologna agreement has given the ministry of education the possibility to allow educational institutions to offer interim or modular courses. Last year in the Netherlands the opportunity was taken by some higher vocational education colleges to develop the 'Associate degree'. It is a short 2-year programme equivalent to 120 points with relevance to the labour market and is part of a higher vocational course /bachelors education that is aimed at those in work who hesitate at the prospect of a full 4-year course.

You could say that this new level adds 'quality' to the education system, especially when we consider the Green' definitions: 'Quality as effectiveness in achieving aims and meeting the

needs and expectations of the stakeholders'.

These objectives could then be linked to the national aims; the so-called competence profiles and appropriately translated by the individual institutions to levels of education. Furthermore, it is important to define the stakeholders in addition to the students, lecturers, the work sphere, and last but not least, the public authorities. How well will the current educational courses perform in meeting the demands for a highly educated workforce in future?<sup>5</sup>

The previously mentioned specific student aptitudes should be awarded by enabling them to attain modular diplomas that can be progressively accumulated. An agreement has been reached within Europe to create a range of opportunities from the nursery school right up to university. In stages of just a few years in each case. In the Netherlands this has already been partly achieved although the stage between MBO and HBO is still missing. The partial diploma, officially titled 'Associate degree' (Ad) has recently been implemented and goes towards meeting this need. See [www.hhs.nl](http://www.hhs.nl) for more information.

### Facility management is a profession

A profession can be learned in higher vocational education and achieved through various study routes. These study routes are not only adapted to suit the individual student, but also the specific field of work, such as the development of the company where the work placement is being carried out.<sup>6</sup>

We would like to say that facility management is by definition a profession that can be both experienced and taught in a number of different ways. You

might be the property manager for a security company, or caterer, or an all-round junior facilities manager in a hospital. But it all comes down to the teaching of professionalism in addition to the development of competencies (in short - the continuing development of existing skills).

The environment in which a facilities manager operates is becoming increasingly complex. Customer-oriented is the buzz-word, but being customer-oriented doesn't always mean saying yes. A growing number of professionals can be identified at all levels who must not only be able to get things done, but also think and communicate and be pro-active, innovative, enterprising, etc at the same time.

It is therefore important that our profession continues to evolve, supported by a sound educational structure where a continuous stream of MBO, Ad, HBO and Master degree courses provide the facilities profession with the educational resources it needs.

Clearly the range of educational opportunities in facilities management is aimed at maximising the existing talent, while maximising the gains for the students, the lecturers and the employers. Facility management employees and their managers will evolve into professionals who can actively give form and content to the partnership they have with their customer; the primary process.

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# FB creating the right image

Theo Bisseling

**Marina de Haan was recently chosen as the Facility Manager of the Year. In conversation with portfolio holder Frans van der Meché, she said that as far as she is concerned the image of an organisation is all important. 'In our organisation, the internal facilities services department isn't just about patient and educational strategies.'**

The Erasmus MC hospital in Rotterdam is the biggest university medical centre in the Netherlands in terms of size, operational scale and the ward output. It also has the largest number of students, as well as carrying out the greatest volume of scientific research. As a member of the board of management, Professor F.G.A. van der Meché has been responsible for the internal service facilities department for over a year. What factors did he take into account when supporting Mrs M. de Haan's nomination for the Facility Manager of the Year awards?

**Van der Meché:** 'We took the view that the place where patients are treated and education and research is carried out, should be considered as a single process. We were already convinced of the quality. Of course you could also argue that with patient care being the largest of the three core activities, it should have been considered the principle area. On the other hand, you could focus on our scientific research, but all of this would only have led to fruitless discussion about what is, and what is not crucial to the organisation. If you accept that the user stands central, then the entire process should be arranged around the patient, the student and the researcher, and needless to say, without any facilities this entire process would collapse.

So the facilities services department and the policies underpinning it are such that we have no trouble in supporting this nomination.

'It goes without saying that many of the facilities provided by the department are taken for granted. Sadly, this is inherent to the nature of its activities, although it doesn't make cleaning, security or looking after the car park any the less important. When a surgeon sticks out his hand in the operating theatre he may expect to be handed a scalpel and not a pair of scissors. But whatever is pressed into his hand you can be rest assured of one thing, that it'll be sterile thanks to the facilities services department.

**De Haan:** 'Perhaps it's different in smaller organisations, but I know that at Erasmus MC our facilities services department doesn't make strategic contributions regarding care, education or research. We tend to put more emphasis on our image; users' experiences, the external perception of the organisation and the support of primary processes.'

**Van der Meché:** 'I certainly endorse that view. A Board of Management works like a magnet. Everybody wants their say, or at the least, they want to be heard. One year, I witnessed the Board members sitting in on the final budget discussions. This

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## FB sets the image

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type of practice cannot be considered challenging and certainly adds nothing to the debate. In my case, I discuss the budget with each head of department, including my own facilities services department, and together we consider the common ground with other parts of the organisation. I also expect the Board members to provide critical feedback about our plans as well as a regular supply of information.

'Some of the services we provide here can be found elsewhere, so that we have to compete with other institutions for the same customers. Facilities services plays a crucial role in this respect. Students can also study where they choose and as a prominent research institute we also have to attract top scientists. Facilities services can make all the difference in these situations. I therefore subscribe to your view that facilities services can greatly influence the image and therefore attractiveness of an organisation.'

**De Haan:** 'Compared to the period in the nineties when you worked as neurologist, has your opinion of the facilities services department changed much since becoming a member of the Executive Board?'

**Van der Meché:** 'Essentially, there has been little change. Although I should say that I've now got a much broader view of what goes on. When I was a neurologist during the nineties, the staff at hospitals normally consisted of medics, nurses and the rest of them bunched together. That type thinking is now out of date, at least at the Erasmus MC. Nowadays it's all about the processes involved in providing service to patients, students and researchers and no longer about individual departmental needs.'

'Of course, I'm much more involved with the internal facilities services department now that it's part of my portfolio, although I still have a lot to learn. Although, being in the fortunate position of having the Facility

Manager of the Year working here in our hospital, maybe I don't have anything to worry about on that score.'

**De Haan:** 'Where in our organisation do you think there is there still room for improvement?'

**Van der Meché:** 'By their very nature, large organisations suffer communications problems. It's almost impossible to keep everybody up to date with the right information, at the time; that would be Utopia. Although having said that, we must keep trying to achieve it.'

'Given our structure, which is flat by health care standards, there are actually few areas where information can be held back. To give examples; summaries of decisions taken by the Executive Board are made available to all staff via intranet. Also, cluster leaders and Board members receive a fully detailed list of all the decisions taken. Regular contact is kept with the level directly below the Board members, and in my case, two Board members and fifteen departmental heads report directly to me. Of course, this doesn't mean to say that there isn't still room for improvement. After all, communications and image should always go hand in hand.'

**De Haan:** 'How would you describe our organisation?'

**Van der Meché:** 'We are ambitious and never short of new ideas, so much so we could easily spend our budget ten times over. The ambition within our organisation is something we definitely want to hold on to. Whoever wants to come forward with a sound and feasible plan will have the money allocated. We're in the middle of a dynamic building project at the moment that has demanded a lot of new ideas which we've had to integrate into the various processes.'

**De Haan:** 'We always have to come up with integrated recommendations. Rather amusingly, our Board members have had to learn two new languages; management-speak and process-speak.'

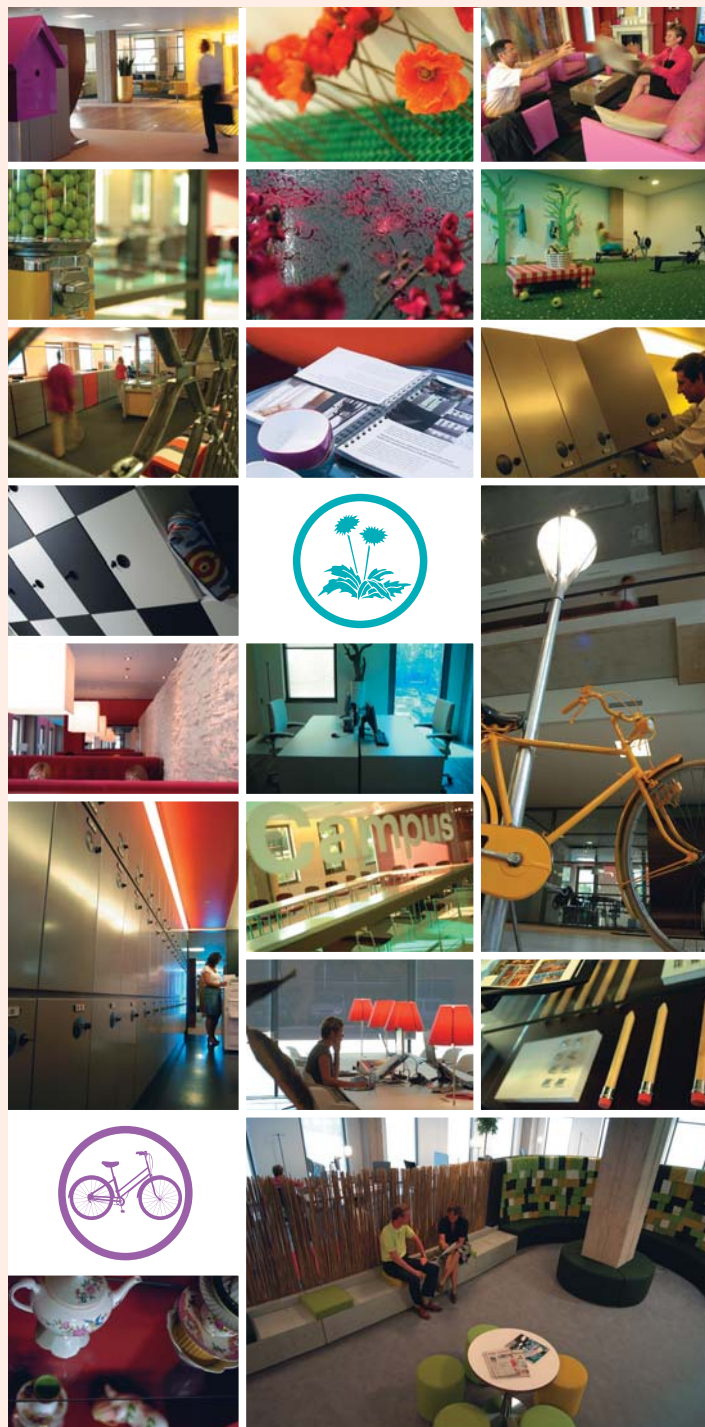
**Van der Meché:** 'That's an amusing way of putting it. We try very hard to keep our eye on all the conditions and limitations in the separate processes.'

**De Haan:** 'Do you think that doctors make just as good managers as professional managers?'

**Van der Meché:** 'I was previously responsible for the finances, and during that time I managed to take the organisation out of the red and back into the black. So you see, a doctor can be just as good at looking after the pennies, which leaves the question of whether a professional manager could have achieved the same results. You never lose your affinity with the medical side of things and in any case, why should you? When it comes down to it, it's really all about the bottom line and happily that is gradually becoming more transparent. We're achieving this improved transparency through our increasingly open communications, which of course is what our stakeholders expect of us. Everybody in the organisation must be able to justify their expenses or explain exactly what the money is needed for. The days of lobbying are long gone, thank goodness.'

'We are currently in the middle of a large scale programme that's designed to assess efficiency in terms of patient care. At its own request, this efficiency scan programme was initially piloted in the internal facilities services department, leading to a successful outcome. In adopting the scan we would be able to optimise processes, thereby freeing up about ten percent of the human resources budget, which would then be used to set up new programmes leading to improved facilities services. Although the FB programme was only a pilot scheme, it still managed to achieve savings of ten percent and so I am of the opinion that we can achieve a lot more. So if you come up with a good and sound proposal, we will always find the money for it.'

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# The energy performance certificate – all set for 2009

Xavier RIGO and Koen MORTELMANS

**The EU Directive 2002/91/EC of 16 December 2002 requires member states to introduce an energy performance certificate for buildings by 2009. This certificate will in particular contain detailed information on energy performance ratings and costs for a given building.**

## Challenges and prospects

The aim of the EU directive 2002/91/CE is to reduce energy consumption in buildings and improve living conditions without incurring major additional costs. It establishes a series of measures aimed at helping the European Union to meet its commitments under the Kyoto protocol.

Various studies have shown that energy savings exceeding 20% of current consumption could be achieved by imposing stricter energy performance requirements on new buildings on the one hand and existing buildings subject to major renovation on the other.

## Measures which have been implemented

The purpose of the directive is to reduce energy consumption. But what measures have been implemented? One of the requirements of the directive, amongst others, is that all member states of the European Union develop a common methodology for calculating the energy performance of a building, taking into account local climate conditions. The text also stipulates that each country must set mini-

mum energy performance standards for new buildings on the one hand and existing buildings subject to major renovation work on the other.

The directive also recommends the establishment of a building certification system. The resulting certificate will allow prospective builders, owners, tenants, and users to evaluate a building's energy performance. Being in possession of more information is obviously a step in the right direction, but the idea is that the users should take the necessary steps to reduce energy consumption. The certificate will serve as an energy quality control tool during the purchase, letting, or leasing of a property, which will consequently have an impact on a building's market value. After all, the energy performance certificate mainly indicates how much energy a building is losing because of inefficient equipment and insulation systems.

If only it were all so simple! The current texts, for example, only deal with buildings, not sites. This raises several questions. How will buildings sharing the same boiler room be certified? What about multi-purpose buildings? Faced with this scenario, lawmakers still have their work cut out for them...

## Timescales

The directive was passed in 2002, published in 2003, and was scheduled to come into force this year. So far, however, only Germany and Denmark are running according to schedule. The Commission has granted an extension to countries that can show that they do not have enough specialists to carry out the certification process.

In Belgium, the new energy performance regulations, eased in by a transitional exemption, have been in force in Flanders since the start of 2006. Energy certification is mandatory for newly constructed buildings as of 2006 and will also be mandatory in 2008 for all types of public buildings and for the sale of residential buildings. In 2009, non-residential buildings for sale and residential buildings for let will also need to have an energy performance certificate. The certificates are valid for a maximum of 10 years, or less if renovation work is carried out beforehand.

Brussels and Wallonia have not taken any concrete actions yet but they have both expressed interest in the Flemish system. This does not mean, however, that their legislation will be a copy of the

Flemish one.

As far as monitoring is concerned, Flanders currently has around 150 approved auditors while Wallonia launched its training programmes last March. In Flanders, anyone who has completed secondary school education is eligible for these courses but the entry requirements in Wallonia are stricter.

It would appear that the current auditors have been trained in particular to evaluate residential buildings. This is where the shoe might begin to pinch. Belgium is currently questioning the wisdom of entrusting an energy audit to a single person. Would it not be wiser perhaps for a team to carry out such an audit? An idea that is gaining in popularity is that an experienced architect would assess construction-related aspects while a second specialist would assess technical matters.

The cost of the audit raises another issue. Belgium wants an audit system that is both practical and reasonably priced. However, although an "instant" audit is relatively inexpensive it can also be misleading as it is incomplete. The challenge lies thus in finding an inexpensive way of evaluating a building's energy performance over a period of time. If the audit, for

example, is carried out over a 4-month period, it can analyze seasonal variations and changes in occupancy rates. Only an audit which is carried out over several months could be considered as providing a reliable evaluation.

A reasonably priced product could also be obtained "artificially" through government subsidies or other incentives. If Belgium chooses this path, however, it must be careful not to make the same mistake as the Dutch. The Dutch government set up a subsidy system which made it practically free to audit private homes. The audit market flourished, logically, but when the subsidies were withdrawn, hundreds of auditors suddenly found themselves without a job.

## Are we on track for success?

Energy performance certificates will eventually be mandatory for everyone. They are purely informative, however, and it should be noted that they will not be binding. The owner of a building that receives a poor rating will not be obliged to carry out any renovation work if they have neither the inclination nor the money to do so. In the absence of a binding obligation, there is, of course, the risk that the certificate will be nothing more than a piece of paper.

This is especially the

case as brand new buildings often receive the highest ratings. Buildings which obtain lower ratings in terms of energy performance and which were constructed in recent years are still valid for another 30 years. In other words, they will retain their market value for a long time. Although the certificate is not legally binding, the fact that it increases a building's value could be reason enough for it to gain property owners' attention.

Finally, the importance of image is another aspect that should not be overlooked. The energy certificate could become a trump card for certain government bodies or companies in their image or marketing promotion campaigns. Government bodies, which generally lead by way of example, would rapidly only want to use energy-efficient buildings, and the same applies to many companies interested in projecting an image of a "responsible" company concerned with integrating sustainable development into their management policies. It would therefore be logical for these organizations to include energy efficiency—and hence the energy certificate—in the criteria they use for choosing a building.

It seems that the current obsession with image might not be such a bad thing after all ...

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## **A firm commitment by the Belgian Chapter of the IMFA**

In addition to the already difficult task of implementing all the measures required by the EU Directive 2002/91/EC, the building sector must also overcome another obstacle: people's (excessive) resistance to change. Well aware of this problem, the Belgian Chapter of the IMFA has embarked on a crusade to raise awareness on the issue. Among their recent efforts was a conference to which they invited numerous experts on the subject, including Dries Maes, from the Vlaams Instituut voor Technologisch Onderzoek (VITO). Mr. Maes presented the results of a study carried out by the VITO on the benefits and drawbacks of the energy performance certificate. His talk provoked a reaction among the audience, which is further proof (as if any were needed) that the energy consumption problem will fuel debate and discussion for a long time yet.

## **A bonus for employment**

According to the Cost-Effective Retrofit in Buildings study carried out by the consultancy firm Ecofys, the current directive and any future amendments will have a considerable impact on the job market. As stated in the European Green Paper on Energy Efficiency: "With cost-effective gains conservatively estimated at more than 70 Mtoe, this sector alone could create at least 250,000 full-time jobs. The gains in employment are for highly qualified personnel and for the building profession in general. The employment is mostly created at local level, in places where the changes to buildings have to be made."

## **Lighting energy savings potential**

Lighting accounts for between a sixth and a third of the total energy consumed by buildings. Energy savings of more than 50% could be made by simply installing energy-efficient lighting technologies, as has been demonstrated by the results of several projects undertaken within the framework of the European GreenLight Programme. To achieve this savings potential and respond to the growing demand for such solutions, Europe could lead the way by developing and promoting the use of modern and intelligent lighting systems. Further savings could also be made with the introduction of solid-state LED lighting systems. Estimates suggest that this would reduce peak demand in Europe by about 40 GW—the equivalent of 2 billion barrels of oil by 2015.

## **Energy consumption by end use in EU tertiary buildings**

Space Heating = 52 %  
Water Heating = 9 %  
Cooking = 5 %  
Lighting = 14 %  
Cooling = 4 %  
Other = 16 %

Source : [www.managenergy.net](http://www.managenergy.net)



# **FM: the bank challenge**

**Fabiana Pala – Senior Researcher IFMA Italia**

**The formation of large credit institutions has created the centralisation of facility management systems, not only reducing costs, but improving results and, ultimately, customer satisfaction.**

Facility Management is occupying an ever-increasing space within Italian credit institutions. While raising awareness of the advantages from the integrated management of facilities, FM also constitutes a natural effect of the development process of Italian banks in recent years.

The past decade has seen a sudden concentration of banks, thanks to a number of high profile mergers and acquisitions. This phenomenon is the result of multiple factors: the desire to increase company size to improve competitiveness against foreign institutions; the implementation of economies of scale to attain greater efficiency; the prospect of entering into leading local markets characterised by their substantial concentration, among others.

The formation and consolidation of a large group consequently leads to a stronger focus on commercial development capacity, the creation of synergies and the optimisation of the organisational structure. As regards the management of services in a banking environment, the formation of such large groups has created a progressive centralisation of procurement and management structures and has led, in larger groups, to the combining of resources in a group FM company set up, with the aim of optimising service costs and standardising control procedures. This cen-

tralisation process has three main goals: the optimisation of service costs, standardisation of services within the national territory and, finally, the control of results on both a central and peripheral level through the computerisation of data.

Some of these banking groups have incorporated specialised service companies, whose core business comprises the management of support activities for all of the companies in the group. These new organisations are committed to optimising processes and standardising the work methods and tools inherited by different companies, with the difficult task of transforming staff structures into an independent business area with its own objectives. The difficulty of management is amplified by the fact that, alongside the aforementioned problems, these companies must also effectively meet the demands of their "customers": the banks.

In general terms, this rapid change process in bank structures has created the need to pinpoint and redefine the objectives of Facility Management in credit institutions. Objectives which, in short, can be summarised by two main terms: image and optimisation. In a market where the competition is becoming increasingly fierce, credit institutions cannot afford to overlook the tools at their dispos-

al to help establish a loyal and extensive clientele. Therefore it is now essential that all branches be set up and nurtured in such a way that they approach the customer with an image of safety, reliability and order. On the other hand, the attention of bank institutions is leaning further towards an ongoing optimisation process, seeking to achieve maximum operating efficiency.

As a natural consequence of the recent bank system integration process, comes a new dimension in outsourcing. The suppliers at which banking groups are directed are more and more characterised by their large size in terms of staff and revenues, in comparison to the smaller service providers which any subsidiary would have dealt with in the past. This is the transition from craft made to industrial management, with the consequent transformation of the demands aimed at representatives on the supply side of the FM market, called upon for their ability to forward-plan services to achieve a high level of quality, their particular attention to customer satisfaction, and their commitment to establishing Key Performance Indicators which (along with customer satisfaction) represent a secure base on which to build a continuous improvement of the service.

On the other hand, there is a noticeable reluctance from bank institutions to take on a small number of suppliers with whom to entrust the entirety, or at least the majority, of their

services. Historically, Italian banks have been characterised by solid internal service management structures, with strong engineering and technical competencies. Moreover, this historical and cultural factor is supplemented by the fact that the FM market in Italy presently includes few companies with the necessary capacity and experience to mount a successful response to the challenge set by this industry: managing a large quantity of services for a vast number of premises spread across the nation.

Another knot that needs to be undone before the further development of outsourcing in the banking sector is that of control. Defining an effective and efficient control system for the facilities services of banks - many of which have hundreds of branches throughout Italy - is a challenge both extremely difficult, yet absolutely necessary. Designing and implementing a system like this requires strong investments in setting up structures for the organisation, along with a well-established control of the service. At present, the FM market is still in a phase of development, and vendors capable of exercising such financial muscle are still few in number. Nonetheless, the chosen path remains the one able to provide a truly complete and effective Facility Management service and the direction adopted by the sector is, considering the current context, the right one.



# 2006 FM Trend Monitor

German management consultants Droege & Comp. and "Der Facility Manager" present their latest analysis

Dr. Alexander Tartall & Robert Altmannshofer

What subjects are on the agenda of the decision-makers? How will the sector develop? In which areas are companies considering outsourcing services? The FM Trend Monitor produced by Droege & Comp. explored these and other questions with 100 clients and FM service providers.

"Let's have the good news first: the majority of the experts surveyed believe that the market volume in the FM sector will grow in the next 12 months." This is what Bernd Hafensteiner, Partner of Droege & Comp., told those present at the launch of the first "FM Trend Monitor", which the management consultants will be producing twice a year from now on in collaboration with "Der Facility Manager". Hafensteiner went on to clarify this point, "However, FM service providers view this development more positively than the clients

surveyed, with 64 per cent of service providers expecting growth in the market compared to 50 per cent of clients."

On average, approximately 50 per cent of the companies' facilities management services are outsourced. 33 per cent of those surveyed will be striving to increase the proportion of services outsourced in the future, while 55 per cent want to maintain the current level for the time being. Approximately 85 to 90 per cent of the commercial facilities management services are provided by the companies themselves, whilst the proportion of technical

and infrastructure-related facilities management services procured from external suppliers is higher, a fact which is also reflected in the contracts which are planned to be awarded in the coming 12 months: 10 per cent of the companies want to outsource their caretaker services, 9 per cent operation, 7 per cent maintenance and supply and 7 per cent catering. Of lesser importance are services such as property accounting and land management with 1.7 per cent each. However, there is still an obvious potential for outsourcing, even for services which are typically bought in, such as cleaning, security and waste management, with current outsourcing rates of just 78 per cent for cleaning, 69 per cent for security and 72 per cent for waste management.

FM service providers have not made clients sufficiently aware up to now of the potential savings in the targeted areas."

The main motivation for outsourcing is obviously reducing costs. This was indicated by 76 per cent of those surveyed, as opposed to only 28 per cent who stated that improving quality was a reason for outsourcing. The suppliers do meet their clients' expectations in terms of costs, but they have been unable to completely satisfy the requirements for improvements in quality. However, clients do appreciate the fact that suppliers have been able to significantly exceed the expected outsourcing effects, in terms of both flexibility and capacities. This also explains why external companies did well when the FM decision-makers in the companies were asked to evaluate them according to specific grades: 56 per cent indicated that they have experienced good to very good service from external compa-

nies, whilst only 4 per cent have experienced poor or very poor service on services purchased from external sources.

## Service providers are overestimating integrated services

Clients and service providers both see a trend towards contracts for FM services being increasingly awarded based on results, i.e. on the basis of service level agreements, although service providers believe this is more likely (71 per cent) than clients (62 per cent). However, there are widely differing opinions on the question of the future dominance of individual or global contracts for FM services. Service providers will in future be increasingly counting on global contracts for services being awarded (71 per cent), while only 45 per cent of clients agree with this. The importance of an integrated package of

services is clearly being overestimated by the FM service providers themselves (70 per cent), whereas only 45 per cent of clients consider this to be a significant benefit; in fact, 21 per cent of the FM clients surveyed even considered an integrated package of services to be of little importance. Hafensteiner commented on this, "Here, you could justifiably ask yourself whether FM service providers are not hugely overestimating the importance of an integrated package of services, since integrated, complete facilities management is not necessarily synonymous with integrated service."

When services are outsourced, 67 per cent of the clients regularly measure the service providers' quality. The methods used to measure quality take the form of a variety of methods, ranging from asking their employees about how satisfied they are with the services provided to regularly using scorecards. However, the improvement in quality striven for in outsourcing, but only partially attained, can only be achieved by effective and, at the same time, fair quality management. In Hafensteiner's opinion this begs the question of the extent to which the processes used to measure quality are being professionally implemented, or to what extent the process itself has defects. In any case, one third of those surveyed indicated that they do not carry out any quality controls or only do so sporadically.

The views of customers and contractors clearly diverge in the case of the potential cost savings: in the opinion of the service providers energy management (64 per cent) clearly has the greatest potential for savings, while only 42% of FM clients agree with this. FM service providers identified land management (50 per

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"Integrated facilities management is not necessarily synonymous with an integrated package of services from service providers", stressed Bernd Hafensteiner, a partner in Droege & Comp., at the launch of the first "FM Trend Monitor" which the management consultants will be compiling twice a year from now on in collaboration with "Der Facility Manager".

Picture: Droege.

## Complete ranges of services excessive

Faced with their clients' outsourcing plans, the service providers are developing into "full-range suppliers" offering an extensive range of services, but the services offered can often be excessive, when compared with what clients expect. For example, the property management services offered by many FM service providers are almost completely provided by the clients themselves. Hafensteiner summarised the situation as follows: "Either FM service providers are not sufficiently anticipating clients' requirements or

## FM Trend Monitor: twice a year in future

The aims of management consultants Droege & Comp. and "Der Facility Manager" in producing the "FM Trend Monitor" are to achieve transparency in the FM industry and to identify themes and developments at an early stage and to then evaluate and discuss these. Important FM decision-makers in the German-speaking area are contacted twice a year by an independent polling institute. This produces a clear picture of what decision-makers in facilities management are thinking, what they view as the current trends and developments, what they are critical of, but also what they would definitely change. "Der Facility Manager" will in future regularly report on the results of the Droege & Comp. FM Trend Monitor, so that you are the first to exclusively find out about the latest trends.

Register now at [www.fm-trendmonitor.de](http://www.fm-trendmonitor.de) to take part in the Spring 2007 FM Trend Monitor.

## 2006 FM Trend Monitor

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cent) and contract management (36 per cent), both elements of property management, as important levers for making savings, whereas these are of little relevance to FM clients (22 per cent and 25 per cent respectively). Clients, for their part, consider cleaning services (31 per cent) a greater savings factor, so we can expect contractors to be subjected to even greater pricing pressure.

### Clients' lack of strategy

When asked whether a clearly defined FM strategy was in place, only 50 per cent of the clients surveyed indicated that they have such a strategy. This highlights a lack of organisation, which is preventing facilities management from being as powerful as it should be. The prerequisites for an FM strategy which can be derived from the corporate aims do exist, as the FM Department is managed as a central department in 58 per cent of cases, while FM is decentralised at 20 per cent of the companies surveyed, with the form of the cost centre (31 per cent) and profit centre (20 per cent) prevailing.

Accordingly, buildings are also managed centrally in half of the cases, with management being decentralised in only 14 per cent of cases. The responsibilities are

organised according to function (54 per cent), as opposed to being property-based (36 per cent). Half of the experts surveyed forecast a trend towards even greater centralisation of FM organisation in companies, which may lead to a better negotiating position, in particular in purchasing services. 70 per cent of the companies carry out comparisons with the competition in the external market, in order to assess their own efficiency, with the key elements of this benchmarking being costs and processes.

### Three hot topics

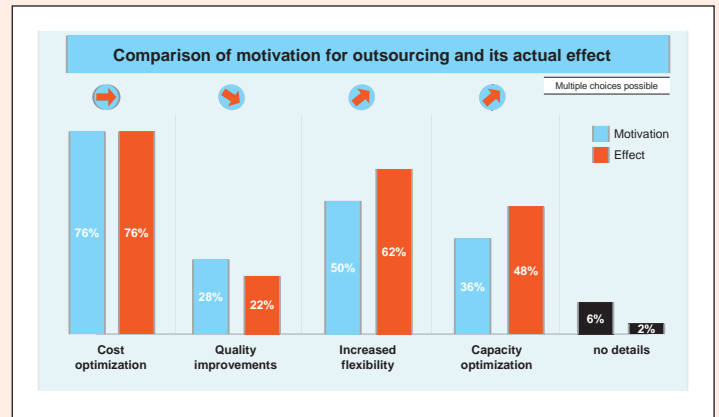
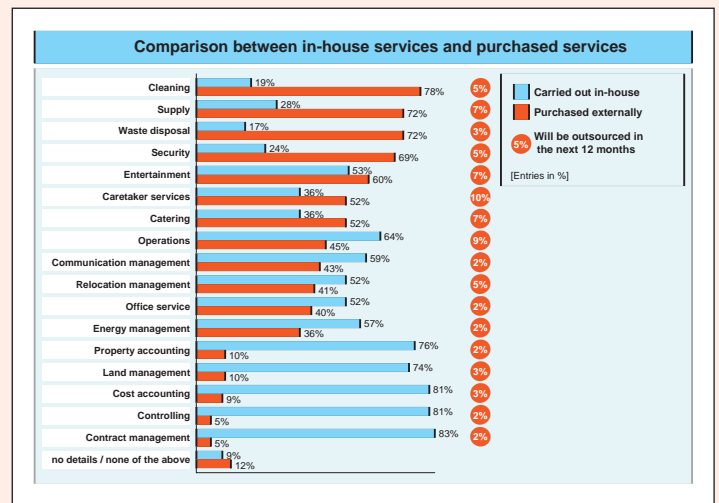
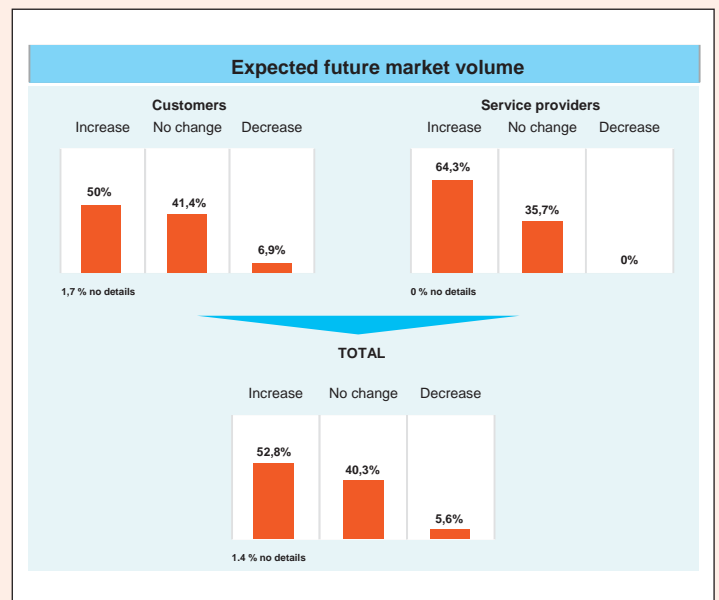
Hafensteiner summarised the results by stating that there are three central themes which will be very relevant for a large number of FM clients and service providers.

Firstly: In addition to their expectations with regard to reducing costs and improving quality in outsourcing, clients are demanding optimum flexibility and capacity. FM service providers have to develop "from contractors into value-added partners". An integral part of the operational services provided is to be the use by service providers of their creative know-how within the framework of consultancy work. Terms such as workflow manage-

ment or supply chain management in FM clearly show the various approaches to optimising facilities management.

The second central theme is the further development of strategies and structures in the FM field. Many companies have not yet conclusively established the position of FM in their company and would really need to stipulate this, prior to making any decisions on outsourcing. Key elements of the FM strategy shall be the desired level of proximity to clients and flexibility as well as the level of maintenance of value and appreciation in value of the buildings stock under optimum cost conditions.

The FM processes make up the third central theme. This is primarily a case of optimising the interfaces of the support processes with the core processes, in order to support the core business efficiently and at reasonable cost. However, this will only be achieved if the aims of facilities management coincide with those of the company and is directly associated with the integration of FM IT into the corporate software. In parallel to optimising process management, suitable key indicators are to be used, including on scorecards, in order to guarantee the sustainable professionalisation of FM.



Service	Customers	Service providers	TOTAL
Energy management	41,4%	64,3%	45,8%
Operation	27,6%	28,6%	27,8%
Contract management	25,9%	35,7%	27,8%
Land management	22,4%	50,0%	27,8%
Cleaning	31,0%	21,4%	29,2%
Property accounting	10,3%	14,3%	11,1%

### Structure of participants

Approximately 100 clients and FM service providers took part in the FM Trend Monitor. Over 80 per cent of them are members of the management or managerial staff from the second and third levels of management. The remaining participants (just under 20 per cent) represent experts who have experience of operating in the business.

32 per cent of the companies taking part are FM service providers. A quarter of the companies come from the finance and services sector and 17 per cent from industry. Other sectors represented are trade, telecommunications, energy, transport, the food industry or IT. 8 per cent of the participants are employed in public service. The clients' average number of employees is approximately 11,000, 30 per cent of the companies achieve a turnover of more than 1 billion Euros. On average, the participating FM service providers have 5,500 employees. 35 per cent of the FM service providers have a turnover of more than 250 million Euros and approximately 50 per cent have a turnover of less than 50 million Euros.

# A need to measure quality

Johanna Aatsalo-Sallinen

**It is a challenge to manage outsourced services without knowing how to evaluate and measure them. When a company decides to outsource cleaning, for example, it might think it will get rid of all cleaning problems and be surprised at how much it still has to get involved in the provided services.**

For services such as cleaning, Finland and all of the European Union lack common standards that could be used by both the purchaser and the supplier to monitor quality of service. The Insta 800 system, an independent quality standard for cleaning, is used in Sweden, Norway and Denmark. In Finland, Insta is used as is by at least one company, ISS, and the company SOL has adapted it for its own use. There are some additional companies that use Insta unofficially, as it were.

“A European Union-wide cleaning sector project with the goal of creating common standards for the field is due to be launched this autumn. The professional organizations and research institutes are getting involved in the development process”,

says Roger Bäckroos, executive director of the Finnish Association of Cleaning Technology.

Approximately 85,000 workers in Finland are employed in the cleaning sector. In many places, the work they do is often evaluated in surprisingly unsophisticated ways, even though cleaning methods have become quite advanced. Cleaning work itself can be quantified, but this alone is not enough for quality evaluation. For many companies, evaluation of the final results consists merely of visual inspection or perhaps testing for dust, friction or shine.

“That’s how it is, unfortunately, and as everyone knows, the concept of cleanliness is highly individualised. Some instruments have already been introduced

to the market, but they are still quite simplistic. I do believe that the development work about to start, however, will produce several new instruments in the near future that will be useful tools for measuring and defining quality”, Mr. Bäckroos states.

Mr. Bäckroos thinks that simply measuring the amount of work is not a good way to measure quality. For lack of a better alternative, however, such measurement can be used when comparing bids or drawing up contracts, for example.

## The management challenge

Over the past seven or eight years, the rush for companies to outsource has died down a bit, and the real thinking about the impacts and results of outsourcing processes has begun.

“There was no investment in management or management systems at the beginning of the outsourcing boom. Precisely these aspects are being given a lot of thought these days. For example, consumers are now better able to give clear objectives to service providers, more thorough organisational agreements are made, and it’s easier to find the people in charge than it used to be. From the standpoint of final result quality and evaluation, it’s important to understand the need for communication”, property management consultant Saku Rantanen of Pöyry observes.

“We do already get some orders for so-called plain results, so we are headed in the right direction. In the beginning stage of service we agree upon quality criteria and what the facilities should look like after cleaning, and the fulfilment of objectives is tracked through regular self-monitoring. But some companies still buy ‘just cleaning twice a week’ from us”, explains cleaning and facilities services director Matti Paasonen of SOL.

“Many companies



Taina Tilus of ISS:

Measurement results may indicate that the quality of service is at the appropriate level even if the quality experienced by users does not meet expectations, notes project manager Taina Tilus of ISS Services. Photo: ISS.

have started their own management or development teams for background monitoring of service achievement and quality, for example, to set up different types of measurement and monitoring systems for the outsourced service. Instruments of measurement can roughly be divided into two categories: strategic measures tracking the fulfilment of objectives, and operational measures or reports of cleaning or property maintenance implementation, for

example”, Pöyry’s Mr. Rantanen explains.

The quality of outsourced services is usually monitored on a monthly basis. In addition, there may be various technical measures used to evaluate service achievement, even so far as to consider rental occupancy rates.

“A management system for outsourced services may also incorporate objectives and measures of operational efficiency, some of which

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Although cleaning work itself can be quantified nowadays, that alone is not enough for quality evaluation. For many companies, evaluation of the final results consists merely of visual inspection or perhaps testing for dust, friction or shine. Photo: ISS.



Ms. Vepsäläinen of Stockmann:

Stockmann’s chief of cleaning services Taina Vepsäläinen and Sisley cosmetologist Pia-Stina Näppi at the cosmetics department of the Helsinki department store, where Ms. Vepsäläinen is especially proud of the floor shine produced by a new crystal treatment.

Photo: Johanna Aatsalo-Sallinen.

## A need to measure quality

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may be linked with compensation. In some highly developed models, outsourced services are also evaluated in terms of team spirit and shared partnership values", says Mr. Rantanen.

Mr. Rantanen reminds that management changes along with outsourcing.

"For example, if there used to be what would be called a normal supervisor-subordinate relationship between a cleaner and employer, with outsourcing it disappears. Instead, a relationship between two companies is formed, requiring a slightly different management approach. The work supervision role changes into a customer relations role."

According to Matti Paasonen of SOL, collaboration with the client is important, especially to establish a shared viewpoint.

"But the buyer is not always a cleaning pro-

fessional, for example, so sometimes we also have to invest in educating clients about purchasing", he observes.

A frequent problem is the flow of information between the buyer, service provider, and user. Property users do not necessarily know about agreements between the buyer and service provider.

"It certainly helps to have an agreement on objectives and measurements of service. It's essential to take into account the quality of service experienced by users and the results of quality monitoring. Measurement results may indicate that the quality of service is at the appropriate level even if the quality experienced by users does not meet expectations. In this case, there should be a discussion about the content of service agreement and how to fulfil the needs and expecta-

tions of the users", notes ISS Services project manager Taina Tilus.

## The traffic lights of Stockmann

Stockmann Department Store has been putting together its own measurement system to support cleaning activities over the past few years. The evaluation system, tailored for the great customer volume and demands of the department store setting, is based on traffic lights. When the green light goes on, everything is as it ought to be.

"Our evaluation takes into consideration various types of expenses and the quality of service. The biggest challenge has been to identify the right things to measure, change them to numeric values and to evaluate them correctly", explains Taina Vepsäläinen, chief of the cleaning services at Stockmann.

"We manage cleaning services very actively.

The department store environment and facilities are very demanding. Our view is that there has to be very close cooperation. At the same time, information is passed along quickly back and forth", she remarks.

A result is calculated for every Stockmann sales group based upon evaluation. The result takes into account direct feedback from customers and comments from salespeople. Results are tied in to the fee paid to the cleaning service provider, ISS, in the form of a bonus or fine.

"The idea has been for the service company to address problems preemptively. Once a month we go on evaluation rounds by sales group together with the service supervisors, examining our own operations at the same time. A new development has been to include environmental considerations, that is, how recycling and sorting is carried out", Ms. Vepsäläinen says.

## A cleaning services model for environmental services

ISS Services monitors cleaning quality using a model based on the Nordic Insta 800 standard. A quality monitoring model for the company's environmental services has also been developed from this.

"Clients of the environmental services want to measure the quality of service, especially when they are used to the quality of other services being measured and monitored regularly", explains ISS Services project manager Taina Tilus.

In the experience of ISS, the service provider should always take a proactive role in quality monitoring, informing the client of options for monitoring and measuring the quality of the service provided. A client is not necessarily aware of the options available in any given situation, and may not even know what to ask for or require when it comes to environmental services.

"On the other hand, even if a client doesn't consider it necessary to track environmental service quality using the quality monitoring model, we can make use of it anyway to ensure consistent monitoring of service quality and to document incidents and corrective actions. This enables us to remedy any quality problems immediately", says Ms. Tilus. JAS

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# Thank You for Not Smoking

*Health safety issue becomes hot topic in light of new regulations*



**Karen Ellington is editor and publisher of the Facility Management Journal, and Communication Manager for IFMA**

**Maintaining workplace safety has evolved in recent years to include a focus on overall employee health. Adding a workout facility, salad bar in the cafeteria and sponsoring Weight Watchers are some of the ways that this is being addressed. Few changes are as controversial or visible, however, as restrictions on smoking. Some of these policies are spurred by employers concerned with limiting spiraling health-care costs, while others are a response to new state or national legislation. One thing is certain: everyone seems to have an opinion about it.**

According to the American Lung Association, workplaces nationwide are going smoke-free to provide clean indoor air and protect employees from the harmful, life-threatening effects of secondhand smoke. The organization cites a Gallup poll reporting that 95 percent of Americans, smokers and nonsmokers, now believe companies should either ban smoking totally in the workplace or restrict it to separately ventilated areas.

The American Lung Association also says:

- Employers have a legal right to restrict smoking in the workplace or to implement a totally smoke-free workplace policy. Exceptions may arise in the case of collective bargaining agreements with unions.
- Tobacco smoke is a major source of pollution in most indoor air environments, particularly office work sites, and has been classified as a Group A carcinogen by the U.S. Environmental Protection Agency (EPA). Tobacco smoke contains more than 4,000 chemicals, both gas and particulate matter.
- Forty-nine states and the District of Columbia have some restriction on smoking in public places. Of

these states, 45 restrict smoking in government workplaces, and 25 have extended those limitations to private sector workplaces.

- In August 1997, President Clinton signed an executive order requiring federal buildings to become smoke-free.
- Nearly 70 percent of the United States workforce worked under a smoke-free policy in 1999.

Concerns and regulations related to the connection between workplace safety and smoking are not limited to the U.S. Through the Smoking, Health and Social Care (Scotland) Act 2005, Scotland became the first country in the United Kingdom to implement a legal ban on smoking in the workplace. The law applies to most indoor workplaces and public places, with limited exceptions, such as prisons and designated rooms in residential care homes.

Other EU countries have similar laws. In Ireland, a business that allows smoking can face paying a fine up to 3,000 euros. In Spain, legislation was passed in 2006 banning smoking in all offices, shops, schools, hospitals, cultural centers and public transport. The proposed law, which is intended to come into

force at the beginning of next year, has been relaxed, however, allowing bosses to decide whether or not employees can smoke in confined working areas. Furthermore, restaurant and bar owners will no longer be fined should inspectors find their guests smoking on their premises.

In the U.S., employers have become accountable for enforcing these regulations. While some find it difficult to appease all employees, some organizations are going many steps beyond following state and federal laws. Ohio-based Scotts Miracle-Gro has banned tobacco use for all employees, on or off campus, where permissible by law. In accordance with company guidelines effective Oct. 1, 2006, every employee must be nicotine-free on and off the job or face termination and no new applicants will be considered if they are tobacco users. Although this rule sounds rather imposing to some, Miracle-Gro sees it as an employee health issue.

"It's an overall focus on wellness," said company spokesperson Su Lok. "Our goal is to be a tobacco-free culture with healthy employees. We've been a non-smoking campus at our headquarters since 2004, and we offer smoking cessation counselling. The

cafeteria and vending machines now offer healthier food choices and we just opened a \$5 million health facility. It's not just about smoking."

Miracle-Gro's health facility includes a state-of-the-art workout facility, personal trainers, nutritional counselling, a pharmacy and on-site physician. Signage throughout company campuses alerts visitors to the smoke-free status.

According to a 2004 report by the Stanford School of Medicine, the greatest benefit to eliminating workplace smoking lies with non-smokers who would no longer be exposed to second-hand smoke. It estimated that 610 stroke and heart attack deaths would be prevented in the U.S. the first year.

Issues for the facility manager

Facility managers face unique challenges in the workplace smoking debate. They are responsible for supervising staff, which involves rule enforcement, signage and upkeep of any smoking areas, and if new buildings like a health facility are added to balance the removal of smoking areas, that is an added duty on their plate. Perhaps of equal importance is the fact that facility managers field the most complaints about smoking areas, or lack thereof.

We asked several IFMA members about their facilities' policies on smoking. The answers varied greatly and illustrate the complexity of the issue:

Most companies have some sort of rules about designated smoking areas and rarely are employees permitted to smoke in their offices anymore. Few reported providing an indoor smoking area. One company in California requires employees to stand by the street to smoke; state law requires smokers to keep a distance of at least 20 feet from windows. Other organizations provide detailed charts illustrating designated smoking areas or a smoker's lounge to accommodate employees. Many campuses are completely smoke-free and more than one member reported that employees now simply go to their cars to smoke.

When it comes to accountability for the upkeep of the smoking area, for example, sweeping up cigarette butts and emptying ashtrays, most said that facility management or their maintenance department was responsible.

Employee feedback on guideline changes or when they've remained the same is spoken in volumes. Judy Pillow, facility manager for The Titan Corporation in San Diego, described mixed responses when her organization sent employees a reminder about guidelines outlining designated smoking areas and smoking policies that had been in place for some time. The driving force behind the reiteration of policies was response to employee complaints.

"Many complained about walking through a gauntlet of cigarette smoke each morning," Pillow said, referring to non-smokers coming into contact with smoke when entering the facility. "We asked HR what we could do, and the solution was to remind employees not to smoke next to the entrances and point out the designated smoking areas."

After consulting their attorney, facilities posted

signage quoting California law verbatim, which spells out that smoking is prohibited within 20 feet of entryways and windows. Smokers gave a lot of push-back when the signs went up, even though nothing had changed in the existing policy, expressing fear that privileges were being revoked. In response, it was explained to employees that the company was merely enforcing the minimum actions required by law. Titan's 440 employees have multiple smoking areas on its two-building campus, including a balcony and outdoor basketball court; it is left up to supervisors and employees to negotiate how many smoking breaks can be taken.

"We want to be accommodating to smoking employees, but not encourage them to spend a lot of time out there," Pillow said.

What is the balance? As in most other office issues, a facility manager can't please everyone. One thing you can do is work with human resources to develop a workplace smoking policy and stick to upholding those rules.

What is a workplace smoking policy?

Action on Smoking and Health, a United Kingdom-based public health charity aimed at achieving reduction and elimination of tobacco-related health issues, offers these guidelines for developing a workplace smoking policy. An employer in consultation with the employees lays down rules and procedures that govern some or all of the following:

- Operating principles that guide the smoking policy—such as the rights of non-smokers and compliance with any legislation that relates to smoking in the workplace.
- The places and times that smoking is permitted, if it is permitted at all. The aim should be to ensure the elimination or minimization of smoke exposure to employees where they work. Employees should

*continues on page 16*

Nächstes Jahr in Zürich: | *Next Year in Zurich: June 26/27*



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## Thank you for not smoking

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- also have the option of smoke-free rest areas, and it is up to the employer to decide on provision for smokers, such as smoking rooms.
  - The arrangements for visitors or members of the public that enter a workplace.
  - Contractual obligations or conditions—such as time allowed for smoking breaks, consequences of failure to comply with the policy.
  - Support for smokers that wish to quit such as smoking cessation services.
  - Technical improvements such as improved ventilation where smoking is allowed.
  - The approach to be adopted for employees with higher health risk—such as people with asthma or pregnant women.
  - Working practices, such as rostering that reduce employee exposure to smoke.
  - Details of how the smoking policy may change over time—it could become more restrictive after an initial adjustment period.
  - Procedures for reviewing the policy, ensuring compliance and resolving disputes.
- To learn more about workplace smoking issues, visit your state or country's government Web site or join the discussion on IFMA's council Listservs.



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## New European FM Awards

Three new Awards for excellence in FM across Europe have been announced by EuroFM. The Awards will be presented at the Gala Dinner of its annual European conference, EFMC2007, in Zurich in 26-27 June 2007.

Based on the successful PFM Awards (UK) and organised with the help of the PFM team, the EuroFM Awards will have three categories to reflect the EuroFM network's primary activities - education, research and practice. The categories are:

- **Partners Across Borders**
- **European FM Student of the Year**
- **European FM Researcher of the Year**

The Awards are designed demonstrate best practice and excel-

lence in European facilities management and the challenges presented for FM service providers, researchers and students of the national, cultural and regulatory differences found across the region. EuroFM is grateful to Barclays, Facilitec (part of Grupo Cador) and GlaxoSmithKline for sponsoring this inaugural event.

Details of how to enter the Awards can be found on EuroFM website [www.eurofm.org](http://www.eurofm.org) and the PFM website [www.pfm-magazine.co.uk](http://www.pfm-magazine.co.uk). Entries and inquiries about the Awards should be sent to [eurofmawards@imlgroup.co.uk](mailto:eurofmawards@imlgroup.co.uk) which is collating the entries for EuroFM.

## Poster Pin Up

Another key feature of the EFMC2007 event in Zurich will once again be the posters designed by FM students from across Europe. The competition held at last year's EFMC

in Frankfurt attracted 17 posters by 30 students studying at eight educational Institutes across five European countries. The 2007 Student Poster Competition is now open for entries. Details of how to enter are on [www.eurofm.org](http://www.eurofm.org) and the deadline is January 31 2007.

A total of 15 posters will be selected for display at the event in Zurich and two students invited to present their posters. Siemens FM UK has once again agreed to sponsor the Student Poster Competition for a third year, and Swiss FM students are organizing a social programme and providing accommodation in their homes.

Research papers flood in for EFMC2007

Keith Alexander reported that 52 papers had been submitted for just 12 sessions at EFMC 2007 in Zurich. A 'double blind refereeing' process was underway to develop an expert and informative research conference programme and four workshops related to the EuroFM's research projects - community based

FM, FM futures, FM in healthcare and the usability joint project with CIB. There will also be one workshop for post graduate students.

Research workshops were held in Trondheim in June and the next is planned for Helsinki in October. Proposals for a workshop in Cape Town in 2007 are also under consideration.

## New members

At the 50th EuroFM Network Group meeting held in Vienna (22-23 September) hosted by at the Technical University in Vienna, EuroFM chairman, Jose Garcia Cuartero welcomed new EuroFM members. These included Euresst who joined as a corporate member, and La Salle University, Spain and Breda and DeHaagse Hogescholl, Netherlands who both joined the Education Network Group.

## Mapping FM know-how:

The project established by the Practice Network



to discover and map FM knowledge across Europe moved a step closer with the presentation in Vienna of proposals prepared by the BIFM. Fred Child (UK) explained that the project would discover where published knowledge about FM existed in each country, and by carrying out a gap analysis, reveal the priorities for collecting more FM knowledge. He described the matrix which comprised 'facilities knowledge' based on the 25 KPI subjects used by the BIFM and 'management knowledge'. Members were urged to identify existing available published knowledge that is widely recognized as useful and valuable in one country, that can be exported to another coun-

try that doesn't have it. In this way EuroFM members can have access to it when they need it in their FM roles. Additionally, gaps in the matrix will reveal where more work is needed to be done and help avoid duplication of effort.

## Hola, Spain!

Madrid is to host the next EuroFM Network Group meeting in Madrid 8-10th February 2007. Hosted by SEFM, IFMA Spain and La Salle University, the two day programme will include an examination of PPP/PFI experience in Spain's hospitals, courts and sports facilities. Colin Woodward (UK) RICS, the EuroFM's representa-

*continues on page 18*

# In Europe?

## Be in the NEW EUROPEAN FM AWARDS



Entries are open for three categories

- ★ **PARTNERS ACROSS BORDERS**
- ★ **FM STUDENT OF THE YEAR**
- ★ **FM RESEARCHER OF THE YEAR**

These NEW Awards recognise best practice in Facilities Management across Europe in meeting the challenge of different languages, cultures, currencies and regulations in the delivery of FM services, in the research undertaken to understand and improve performance of FM, and the skills of future European FM professionals.

Organised by EuroFM, the network of 75 organisations involved in FM across 15 European countries, and PFM magazine, the Awards will be presented at EFMC 2007 in Zurich on June 26 2007. All details and entry information is available on [www.eurofm.org](http://www.eurofm.org) and [www.pfm-magazine.co.uk](http://www.pfm-magazine.co.uk) or email: [eurofmawards@imlgroup.co.uk](mailto:eurofmawards@imlgroup.co.uk)

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tive for consultation of the EU Energy Directive will lead a debate on sustainability in Europe, and several FM delivery models will be presented including those of multinationals Siemens UK and Microsoft, and major Spanish corporates, Santander Central Hispano and Telfonica. The event will also include the members' dinner hosted by SEFM, IFMA Spain and LaSalle University.

IFMA Belgium will

host the next EuroFM meeting in Leuven on 20-22 September 2007

**Next chairs**

Chairs of Network Groups retire after two years in post. The next to retire are Keith Alexander (UK), chair of RNG and Dave Wilson (UK), Chair of PNG. Nominations for their replacements were voted in at the Vienna meeting and are, respectively, Per Anker Jensen (DK), of Danish Tekniske Universitet and Helena Ohlsson, (SE) of IFMA Sweden.

**FM Association process:**

Students from Rotterdam University will help the PNG analyse information about the organization and processes of 27 national associations to determine best practice. PNG is seeking to discover best practice in operating organisations such as EuroFM to enable it to become more professional and successful. The results of the analysis will be made know at the September 2007 PNG meeting.

**Offer and demand for European Teacher Exchange**

EuroFM Education Network Group will be the platform for European Teacher Exchange. The program will be funded by the Socrates program. 40 different FM-courses will be offered by European educational institutes. The overview can be downloaded form [www.eurofm.org](http://www.eurofm.org).

**European FM Education Directory**

The survey should give an overview of European Academic FM Education. The aim is to create a reference publication/database, which incorporates all relevant information for practitioners, students and educators regarding existing Facilities Management education programs across Europe. The results will be presented in Zürich 2007.

**Student newsletter**

Finnish students produced the latest edition of the FM student newsletter. The editorship now passes to Dutch FM students to produce the next edition in November or December. Previous copies can be seen on the EuroFM website. [www.eurofm.org](http://www.eurofm.org)

*EuroFM Report is produced for EuroFM by Jane Fenwick, editor of PFM magazine. [pjm@imlgroup.co.uk](mailto:pjm@imlgroup.co.uk)*

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