CIB FACILITIES MANAGEMENT CONFERENCE
USING FACILITIES IN AN OPEN WORLD
- CREATING VALUE FOR ALL STAKEHOLDERS

DTU
JOINT CIB W070, W111 & W118 CONFERENCE
TECHNICAL UNIVERSITY OF DENMARK, COPENHAGEN; 21 - 23 MAY 2014

CIB
W070 - FACILITIES MANAGEMENT AND MAINTENANCE

Danny Shiem-shin Then

THE HONG KONG POLYTECHNIC UNIVERSITY
<table>
<thead>
<tr>
<th>Year</th>
<th>Country</th>
<th>Symposium Theme</th>
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<tbody>
<tr>
<td>Jan 2012</td>
<td>Cape Town, South Africa</td>
<td>Joint CIBW70, W092 &amp;TG72 International Conference on Facilities Management, <strong>Procurement Systems and Public Private Partnership</strong>.</td>
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<tr>
<td>Sept 2010</td>
<td>Sao Paulo, Brazil</td>
<td><strong>FM in the Experience Economy. CIB Publication 336</strong></td>
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<tr>
<td>June 2008</td>
<td>Edinburgh, Scotland</td>
<td><strong>Facilities Management – Healthy and Creative Facilities.</strong></td>
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<td>June 2006</td>
<td>Trondheim, Norway</td>
<td><strong>Changing User Demands on Buildings</strong></td>
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<td>Dec 2004</td>
<td>Hong Kong, China</td>
<td><strong>Human Elements in Facilities Management - Understanding the needs of our customers. CIB Publication 297</strong> (Hong Kong Polytechnic University)</td>
</tr>
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<td>Sept 2002</td>
<td>Glasgow, Scotland</td>
<td><strong>Applying and Extending the Global Knowledge Base. CIB Publication 277</strong></td>
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<tr>
<td>Nov 2000</td>
<td>Brisbane, Australia</td>
<td><strong>Providing Facilities Solutions to Business Challenges – Moving towards Integrated Resources Management. CIB Publication 235 (Queensland University of Technology)</strong></td>
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<tr>
<td>Nov 1998</td>
<td>Singapore</td>
<td><strong>Management, Maintenance and Modernisation of Building Facilities – The Way Ahead into the Millennium</strong></td>
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<td>Sept 1996</td>
<td>Helsinki, Finland</td>
<td><strong>User-oriented and Cost Effective Management, Maintenance and Modernisation of Building Facilities</strong></td>
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<td>Oct 1994</td>
<td>Tokyo, Japan</td>
<td><strong>Strategies and Technologies for Maintenance and Modernisation of Buildings</strong></td>
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<tr>
<td>Nov 1990</td>
<td>Singapore</td>
<td><strong>Building Maintenance &amp; Modernisation - Worldwide</strong></td>
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<tr>
<td>Sept 1988</td>
<td>Edinburgh, Scotland</td>
<td><strong>Whole-life Property Asset Management (Heriot-Watt University)</strong></td>
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<tr>
<td>Sept 1983</td>
<td>Edinburgh, Scotland</td>
<td><strong>Systems of Maintenance Planning (Heriot-Watt University)</strong></td>
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<tr>
<td>1981</td>
<td>Tallberg, Sweden</td>
<td><strong>Methods of Surveying and Describing Building Stock</strong></td>
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<tr>
<td>1979</td>
<td>Rotterdam, The Netherlands</td>
<td><strong>Research on Maintenance &amp; Modernisation. CIB Publication 54</strong></td>
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</table>
Keynotes:

Building a full circle FM organization at DTU. Jacob Steen Møller, Director of Facilities, DTU Campus Service

From cubicles to coworking – workplaces in an open world. Juriaan van Meel, Senior Researcher at CFM and Partner in ICOP

FM Research – Meeting the needs of Industry? Keith Jones, Professor, University of Greenwich

Research Tracks:
1: FM performance and industry maturity
2: Sustainable building development
3: Workplace management
4: Clients and users
5: Building condition and evaluation
6: Energy management

Practice Tracks
1: Invited speakers and case studies
2: Invited speakers and case studies
Introduction and Background

MSc in Construction Management (Maintenance Management)
MSc in Facilities Management

Department of Building
1983-1996

MBA in Facilities Management
MSc in Facilities Management

School of Construction and Property
1996-2001

MSc/PgD in Facilities Management

Department of Building Services Engineering
2001-2014
**FM is Complex**

- **Scope** – assets/functions/services
- **Stakeholders** – client, service providers, users, owners, consultants, etc
- **Management** – strategic vs operations
- **Recognition** – as a profession & an academic discipline
- **Type of business** – public/private, local/international
- **Nature of portfolio** – disperse/concentrated, age/condition
- **Organisation** – responsibilities & positioning
Many definitions of FM, they suffer from being *too general* or *too restrictive* to be useful.

In practice, FM covers an extremely wide range of activities which need to be managed in such a way as to positively assist an organisation in achieving its strategic objectives.

Given the potential scope of FM, each organisation has to develop its own ‘working definition’ of FM that is meaningful and relevant to the organisation’s context.

FM scope can evolve over time as the organisation grows or shrinks.
What business wants from FM?

- **FM & Business Support**
  - Understand the business you are supporting – *business dynamics*

- **FM & Design**
  - Understand the product you are managing – *asset management*

- **FM & Procurement**
  - Understand the supply market – *sourcing options*

- **FM & Sustainability**
  - Greening the built environment - *corporate social responsibilities*

- **FM & People**
  - Manage occupancy costs – corporate *culture and users’ expectations*
Educational Provision in FM

- From certificate to PhD levels.
- Already in all continents, but patchy growth in different countries.
- Considerable variations in breadth and depth in coverage of facilities management content

“..At present, the agenda of facilities courses sometimes appears as unco-ordinated or illogically-formed lists, with no one quite knowing what to put in or what to leave out and with items sometimes included on the basis of staff availability or enthusiasms rather than on a clear idea of overall course structure…”

(Leaman, 1992, p.20).
Issues of Breadth in FM

Knowledge and Applications

Functions/services needed to support the business operations – getting the job done

Decisions relating to FM actions often rely on understanding and application of theories and principles that underpin:

- Economics and finance
- Human relationships and people management
- Use of technology in analytics and decision processes
- Physical asset management
Issues of Depth in FM

Current practice within an organisation - relates to context, culture and resources + how the FM role is perceived at corporate management level and actually reflected in organizational positioning, in level of resourcing and in value adding potential to the core business

Personal career development & knowledge acquisition rely on both hard and soft skills.
Rationalization as a Graduate Program

2012/13 Structure

MSc. In Facility Management

- Technology Integration for Facility Management
- Economics for Facility Management
- Facilities Support Services Management
- Sustainability and the Built Environment
- Facility Management Professional Practice
- Research Project in Facility Management
- Legal Aspects for Facility Management
- Strategic Facility Planning and Asset Management
- Maintenance Management of Built Assets

PgD. In Facility Management

Graduate Programme in FACILITY MANAGEMENT
FM as an inclusive practice

Three key related areas in the management of corporate facilities:

- **ASSETS**: The business of managing assets
- **WORKSPACE**: The business of space
- **SUPPORT SERVICES**: The business of managing services

All three areas are impacted by technology developments & people (owners, users, service providers) are at the heart of decision making.
FM as an inclusive practice

FM is about providing appropriate facilities solutions to meet business challenges.

Shifts in management focus:
- Asset Management: Maintenance driven
- Workplace Management: Provision of services
- Service Management: Managing transactions

Portfolio life-cycle management
Enabling the workforce
Managing relationships
Shifts in FM Conceptualization

**FM beyond transactions**
- About people, investments, assets & space

**FM beyond buildings**
- About effective deployment and utilisation of functional space

**FM beyond costs**
- About alignment of supply and demand, value contribution to core business, affordability and appropriate services, and whole-life asset management

Themes for future research & FM programs development?
Management Aspects in FM

- **ASSETS**
  - The business of managing assets

- **WORKSPACE**
  - The business of space

- **SUPPORT SERVICES**
  - The business of managing services

Thank you for your attention
Closing Reflections

The management of physical asset(real estat) and the facilities and services within them, being one of the most under-managed business resource, offers ample opportunities to add value to business by being more effectively matched to business requirements.

I agree with Wagenberg’s assertion:
“..development of FM theory has to take place in the practical context of FM. ... theory proofs itself in the reality of management of facilities.”