IFMA’s 11 CORE COMPETENCIES

1. COMMUNICATIONS
   a. Manage and oversee the development and use of the facility communications plan.
      i. Develop and implement a facility management communications plan (messages, reminders, mission and vision).
      ii. Select situation-appropriate media and techniques for communications with stakeholders.
   b. Prepare and deliver messages that achieve the intended results.
      i. Promote FM information and recommendations to internal and external stakeholders (facility staff, public, senior management, customers and boards of directors)
      ii. Prepare reports for stakeholders (facility staff, public, senior management, customers, boards of directors and so forth).
      iii. Manage stakeholder perceptions and expectations

2. QUALITY
   a. The competent facility manager is able to develop and manage/oversee the creation and application of standards for the facility organization.
      i. Develop, review and compare performance metrics for facility management services (benchmarking, measuring observable behaviors, service response, resolution times and so forth).
      ii. Establish key performance indicators.
      iii. Establish and maintain specifications (materials, equipment, furniture, finishes, fixtures, design criteria).
      iv. Develop, implement and monitor best value practices.
      v. Develop customer service level agreements.
   b. The competent facility manager is able to measure the quality of services provided.
      i. Monitor customer satisfaction and service delivery performance and provide feedback to customers.
      ii. Collect, verify, analyze and report facility management data from various sources (space plans, customer satisfaction, feedback mechanisms).
      iii. Collect and verify, analyze and report internal facility management data (utilities, work orders, work history).
      iv. Conduct assessment of third party providers (suppliers, contractors, consultants).
   c. The competent facility manager is able to manage/oversee the improvement of work processes.
      i. Assess ways to improve workplace productivity.
      ii. Develop and implement process improvements.
   d. The competent facility manager is able to ensure and monitor compliance with codes, regulations, policies and standards.
      i. Audit and document compliance with codes, regulations, policies and standards.
      ii. Ensure compliance with codes, regulations, policies and standards.
3. TECHNOLOGY
   a. The competent facility manager is able to plan, direct and manage/oversee facility management business and operational technologies.
      i. Monitor and evaluate technology trends and innovation.
      ii. Conduct assessments and/or collaborate on facility management technology needs analysis.
      iii. Align facility management technology with organizational information technology.
      iv. Assess the application of technology within facility operations.
      v. Evaluate, implement and operate integrated workplace management systems (IWMS – combining CAFM, CMMS and BAS).

4. OPERATIONS & MAINTENANCE
   a. The competent facility manager is able to assess the condition of the facility.
      i. Manage/oversee the assessment of building systems’ condition.
      ii. Assess the condition of the facility’s structure, interior, exterior and grounds.
   b. The competent facility manager is able to manage/oversee facility operations and maintenance activities.
      i. Manage/oversee the acquisition, installation, operation, maintenance and disposal of building systems and structural, interior, exterior and grounds elements.
   c. The competent facility manager is able to manage/oversee occupant services (parking, janitorial services, food services, concierge, facility helpdesk, security and safety).
      i. Identify required occupant services.
      ii. Decide/recommend the most appropriate way to provide occupant services (outsource, in-source),
      iii. Manage/oversee the modifications to building systems, structural elements, interiors, exteriors and grounds.
      iv. Monitor the performance of service providers.
   d. The competent facility manager is able to manage/oversee the maintenance contracting process.
      i. Develop maintenance contract specifications.
      ii. Assure competent maintenance contractors are selected.
      iii. Negotiate service level agreements.
      iv. Monitor maintenance contractors’ work.
      v. Resolve contract disputes.
   f. The competent facility manager is able to develop, recommend and manage/oversee the facility’s operational planning requirements (temperature control, lighting, equipment replacement and so forth).
      i. Develop policies and guidelines related to usage and maintenance.
      ii. Determine life cycle costs.
      iii. Monitor the usage and performance of all facility systems, equipment and grounds.
      iv. Monitor occupant satisfaction.
5. HUMAN FACTORS
   a. Develop and implement practices that support the performance and goals of the entire organization.
      i. Oversee the work environment to support staffing, recruitment, retention, motivation and productivity.
      ii. Create an environment conducive to innovation (investigate trends and conduct pilot tests).
      iii. Provide a healthful and safe environment.
      iv. Provide security that meets the facilities’ needs (physical site security, access control and information).
   b. Develop and implement practices that support the performance of the facility organization.
      i. Provide personal and professional growth and development opportunities (coaching, mentoring, training, education and career paths).
      ii. Encourage diversity.
      iii. Utilize performance appraisal systems (goal setting, performance monitoring and evaluation).

6. FINANCE & BUSINESS
   a. Manage and oversee the financial management of the facility organization.
      i. Develop, recommend, manage and oversee the facility’s budget requirements (expense, operational, capital).
      ii. Prepare business cases, supporting documentation and financial reports.
      iii. Analyze and interpret financial documents (budget, financial statements, ratios and so forth).
   b. Administer and manage the finances associated with contracts.
      i. Develop and manage contracts.
      ii. Administer and monitor contracts.
      iii. Interpret financial contract elements (lease agreements, service contracts, cost statements and so forth).
      iv. Resolve vendor conflicts.
   c. Administer procurement and chargeback procedures.
      i. Define, justify and apply chargeback procedures.
      ii. Administer procurement procedures for outsourcing products, services, contractors, designers and whole buildings.

7. EMERGENCY PLANNING & BUSINESS CONTINUITY
   a. Plan, manage and support the entire organizations emergency preparedness program.
      i. Develop risk management plan
      ii. Develop emergency management plans and procedures.
      iii. Assist in the design of simulations or exercises to test the emergency management and business continuity plans.
      iv. Manage the execution of simulations or exercises to test the plans.
      v. Secure technology systems and services.
   b. Manage and oversee and support the entire organization’s business continuity program.
i. Develop a business continuity plan.

8. **LEADERSHIP & STRATEGY**
   a. Lead the facility organization.
      i. Lead, inspire, and influence the facility organization, search for best practices, manage change, promote continuous improvement, and provide tools.
      ii. Advocate for facility management needs and priorities.
      iii. Develop, implement, and evaluate policies, procedures, and practices for the facility organization.
      iv. Clarify and communicate responsibilities and accountabilities.
      v. Resolve conflicts (organization and personnel).
      vi. Organize and staff the facility organization.
   b. Provide leadership to the entire organization.
      i. Promote, encourage, and adhere to a code of conduct.
      ii. Develop and manage/oversee relationships (supplier, community, government, tenants, business partners, occupants).
      iii. Ensure compliance with the organization’s social responsibility policies.
   c. The competent facility manager is able to plan strategically.
   d. Align the facility’s strategic requirements with the entire organization’s requirements.
   e. Develop and implement a strategic planning process.
   f. Assess what services are needed to meet organizational (business) requirements.

9. **REAL ESTATE & PROPERTY MANAGEMENT**
   a. The competent facility manager is able to develop and implement the real estate master plan.
      i. Develop and implement a real estate master plan.
   b. The competent facility manager is able to manage/oversee real estate assets.
      i. Determine and evaluate real estate requirements (space utilization, management, highest and best use).
      ii. Acquire and dispose of real estate (commercial, institutional, industrial, residential, leased and owned).
      iii. Manage/oversee the real estate portfolio (owned, leased, subleased, co-owned and contract managed).
      iv. Prepare and administer the service charge budget and allocate among co-owners or tenants.

10. **PROJECT MANAGEMENT**
    a. The competent facility manager is able to plan projects.
       i. Define and program projects (purpose, size, scope, schedule, budget and user needs).
       ii. Plan projects (resources, schedule and sequence).
       iii. Develop contract specifications and solicitations.
    b. The competent facility manager is able to manage/oversee projects.
       i. Administer contracts (implement, monitor service level).
       ii. Manage/oversee projects (construction, relocation, renovation, organizational change).
       iii. Evaluate project outcomes.
11. ENVIRONMENTAL STEWARDBSHIP & SUSTAINABILITY

a. Plan, manage and support the entire organization’s commitment to protecting the environment.
   i. Manage, oversee and safeguard the natural environment.

b. Manage and oversee the entire organization’s commitment to sustainability of the natural and built environments.
   i. Develop and direct sustainability programs.
   ii. Provide data to support facility evaluation.
   iii. Evaluate and manage the asset life cycle process.