



**National Occupational Standards for  
Facilities Management  
Level 4**

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**FM401 Understand facilities management and its place in the organisation**

This unit is for middle managers in the facilities management environment. This unit is about understanding what facilities management is and how it fits into the organisation's business plan. It is about understanding the way the organisation operates and incorporating this into your facilities management work, maintaining compliance with systems, policies and procedures at all times. It is also about making sure that others, whose work you are responsible for, understand these principles.

This unit is applicable to those who deliver facilities management services:

- within an organisation, and
- to a client organisation

In this context 'the organisation' can be either your employer or a client.

**Performance Criteria**

You must be able to do the following:

1. Conduct yourself and your work in a way which reflects the culture of the organisation and of the facilities management function
2. Incorporate the objectives, policies, procedures and resource constraints of the organisation into your role
3. Assess what facilities management means to the organisation and how it fits within the overall strategy of the organisation
4. Communicate to others within the organisation and, where relevant, clients how facilities management fits within the organisation, and use accurate information to illustrate this
5. Ensure that the facilities management information and advice you give is consistent with the organisation's policy, procedures and resource constraints
6. Check and confirm recipients' understanding of the facilities management information and advice that you have given
7. Ensure facilities management activities comply with the systems, relevant internal policies, procedures and resource constraints of the organisation

**Knowledge and Understanding for this unit**

You must know and understand the following:

- a. The importance of complying with the organisation's systems, policies, procedures and resource constraints when undertaking facilities management
- b. The organisation's business objectives
- c. The culture of the organisation and how you can apply this to your work
- d. The market in which the organisation operates
- e. The overall strategy of the organisation and how this affects your role and responsibilities
- f. The importance of ensuring your team and others, as appropriate, understand how facilities management operates within the organisation's objectives, policies and procedures
- g. What facilities management means to the organisation and how it is interpreted
- h. Best practice techniques in facilities management and how to apply these to the organisation
- i. Where appropriate, the core business of the organisation and the inter-relationship with facilities management
- j. The range of facilities management services that are offered and available to the organisation
- k. The responsibility of facilities management in ensuring that the organisation operates lawfully, ethically and morally

**FM402 Devise, plan and implement facilities management policies**

This unit is for middle managers in the facilities management environment. It is about devising facilities management policies in line with the organisation's business plan and gaining agreement for their implementation. It is about planning and implementing policies using the people and resources available to meet the organisation's business objectives. It is about applying best practice procedures and being aware of the risks involved in the facilities management process and any areas where improvements can be made.

This unit is applicable to those who deliver facilities management services:

- within an organisation, and
- to a client organisation

In this context 'the organisation' can be either your employer or a client.

**Performance Criteria**

You must be able to do the following:

1. Devise facilities management policies that meet the requirements of the overall business plan and the organisation's strategy
2. Develop processes and procedures that reflect the organisation's facilities management policy and strategy
3. Gain agreement from senior management and other relevant stakeholders for the implementation of facilities management processes and procedures
4. Identify key roles for implementing facilities management policies and the responsibilities for processes and procedures
5. Identify and allocate resources to ensure facilities management processes and procedures can be implemented
6. Identify priorities and risks in delivering facilities management and assign objectives to people for managing these, together with associated identified resources
7. Develop a framework for evaluating and reporting on the effectiveness of policies, processes and procedures for facilities management
8. Continuously monitor facilities management policies, processes and procedures, making recommendations that identify best practice, risks and areas for improvement

**Knowledge and understanding for this unit**

You must know and understand the following:

- a. The strategic objectives of the organisation and, where relevant, its core business
- b. How the effective delivery of facilities management can contribute to the organisation's overall business objectives
- c. How to develop facilities management policies
- d. The importance of developing, reviewing and improving policies
- e. The key stakeholders responsible for agreeing the implementation of policies and procedures, and how to gain their support
- f. The processes and procedures to enable the implementation of the organisation's facilities management policy and procedures
- g. The roles and responsibilities required to implement facilities management policies
- h. The resources available and required to implement facilities management processes and procedures
- i. How to develop and use an evaluation framework to review the effectiveness of facilities management policies, processes and procedures
- j. Techniques for monitoring and controlling facilities management processes and procedures
- k. How to identify best practice, risks and areas for improvement in facilities management

**FM403 Manage a range of services in a facilities management environment**

This unit is for middle managers in the facilities management environment. It is about overseeing and managing a range of services, which could include hard and soft services such as catering, cleaning and security. It requires a high level understanding of the delivery of these services, including those that are technical or specialist, and how they work in combination. It also involves developing the services and making decisions on behalf of clients, where necessary.

This unit is applicable to those who deliver facilities management services:

- within an organisation, and
- to a client organisation

In this context 'the organisation' can be either your employer or a client.

**Performance Criteria**

You must be able to do the following:

1. Identify and assess the range of facilities management services required by the organisation and prioritise these according to need
2. Develop a plan for managing the services, taking into account the resources available and the needs of the organisation
3. Delegate tasks and priorities to those involved in delivering facilities management services
4. Ensure that those responsible for delivering facilities management services understand the plan, their responsibilities and the limits of their authority
5. Where applicable, employ and oversee specialist or technical services and expertise to assist in the delivery of facilities management services
6. Where appropriate, monitor contracts and ensure they are delivered to the terms agreed
7. Seek feedback from those involved in the delivery of facilities management services to identify problems, risks and opportunities
8. Identify areas for improvement in the management and delivery of facilities management services
9. Deal with problems and address risks identified in the management and delivery of facilities management services
10. Recommend and implement actions for improvements in facilities management delivery to continue to meet the needs of the organisation

**Knowledge and understanding for this unit**

You must know and understand the following:

- a. The organisation's needs and objectives
- b. The facilities management services offered to, or by, the organisation and how they are delivered
- c. The resources required to deliver facilities management services to the satisfaction of the organisation
- d. How to plan, organise and manage a number of different services in combination including those outside your area of expertise or knowledge
- e. The skills and expertise available for the delivery of facilities management services and how to make best use of these when delegating tasks and objectives to others
- f. How to communicate to others the facilities management delivery plan and the responsibilities involved
- g. The importance of seeking feedback from those involved in the delivery of facilities management services
- h. How different services work in combination and the conflicts and problems that may arise
- i. How to address problems and risks in the management and delivery of facilities management services
- j. Techniques and processes for monitoring and reviewing service delivery
- k. The types of information that might be provided by facility users and how this can contribute to monitoring service delivery
- l. How to identify where improvements can be made in facilities management delivery that are realistic and achievable
- m. To whom to report recommendations for improvements in facilities management delivery and the actions required to implement them



**FM404 Develop, promote and market facilities management services**

This unit is for middle managers in the facilities management environment. It is about communicating with those that use facilities management services and making them aware of the services offered. It is about evaluating trends and developments in the market, identifying future needs and using this information to develop facilities management services.

This unit is applicable to those who deliver facilities management services:

- within an organisation, and
- to a client organisation

In this context 'the organisation' can be either your employer or a client.

**Performance Criteria**

You must be able to do the following:

1. Identify opportunities to improve and expand facilities management services in line with market developments
2. Employ appropriate consultation and research techniques to identify accurately and confirm the organisation's future facilities management needs and direction
3. Match the organisation's needs with current and planned facilities management services
4. Identify and recommend ways of improving facilities management services to better meet the organisation's current and future needs
5. Agree with senior management and relevant stakeholders plans for promoting new services
6. Communicate to relevant others new facilities management services and added value
7. Assess the current and future required resources to meet the changing demand for facilities management services

**Knowledge and understanding for this unit**

You must know and understand the following:

- a. The market in which the organisation operates
- b. The organisation's business objectives and core business
- c. The organisation's strategy for delivering facilities management, its policies and procedures
- d. The facilities management services and how they are delivered
- e. The culture of the organisation and how you can apply this to your work
- f. Current and emerging trends and developments in facilities management
- g. Techniques for consulting with the organisation to identify their facilities management needs and expectations
- h. Who to approach within the organisation that is authorised to make decisions on facilities management services
- i. Where appropriate, effective methods for communicating with existing and potential clients and building relationships
- j. Techniques for identifying where value can be added to existing and planned services
- k. The added value of facilities management services and how to communicate this effectively to others
- l. How to add value to existing and planned services in order to meet the organisation's needs

**FM405 Monitor and implement facilities management projects**

This unit is for middle managers in the facilities management environment. It is about planning, monitoring and controlling projects to meet the needs of the client. It is about planning project requirements for both hard and soft services, and can include any type of project. It covers a range of activities to bring about changes or improvements in facilities, and the introduction of new facilities.

This unit is applicable to those who deliver facilities management services:

- within an organisation, and
- to a client organisation

In this context 'the organisation' can be either your employer or a client.

**Performance Criteria**

You must be able to do the following:

1. Identify and understand the purpose of the project and what it is trying to achieve, including the scope and any considerations that impact on its delivery
2. Identify key stakeholders involved in the project, their needs and interests
3. Confirm with the organisation its needs and expectations and ensure that you share a common understanding of the project requirements
4. Develop a project plan including a timeline, which takes into account risks and contingencies
5. Establish roles and responsibilities of all those involved in the project including own responsibilities
6. Ensure specific tasks within the project plan are achievable and measurable
7. Identify skills required to deliver the project and select required staff using appropriate methods
8. Establish roles and responsibilities that maintain clear lines of control and reporting
9. Identify practical and cost effective methods of obtaining and managing physical resources
10. Set key deliverables or milestones in project delivery
11. Set up and operate effective financial control systems
12. Implement the project and monitor progress to ensure that any deviations from the project plan are identified
13. Where relevant, identify and agree corrective actions with the client in the case of deviations
14. Keep relevant people, where appropriate including clients, informed of project progress at agreed intervals

**Knowledge and Understanding for this unit**

You must know and understand the following:

- a. The relevant legislative and regulatory obligations which must be met, appropriate to the project requirements
- b. The purpose of the project and what it is trying to achieve
- c. The scope of the project and any considerations which may impact on its delivery
- d. The key stakeholders involved in the project, their needs and interests
- e. The needs and expectations of the organisation
- f. How to develop a project plan and what it should contain
- g. The timings for the delivery of the project and how to develop a timeline or schedule
- h. How to identify risks and contingencies and how to incorporate these into the project plan
- i. The skills required to deliver the project and those that are available
- j. How to establish roles and responsibilities and the tasks that are required to achieve project completion
- k. The importance of having clear reporting lines and how to implement these
- l. How to identify key deliverables and milestones for the project
- m. The resources required for project delivery and the techniques for financial control and management
- n. Techniques for monitoring project progress and identifying deviations
- o. How to deal with deviations from the project plan and the corrective actions to take
- p. The requirements for project reporting

**FM406 Manage change in a facilities management environment**

This unit is for middle managers in the facilities management environment. It is about identifying when change might be necessary to improve services or to respond to drivers such as policy, or the commercial environment. It is important to consult with stakeholders, such as clients, service users or anyone else that may be affected by the change. It also covers identifying drivers for change, implementing change and monitoring its effects. Part of this will involve reviewing the facilities management policies and procedures to ensure that they are still relevant and achievable.

This unit is applicable to those who deliver facilities management services:

- within an organisation, and
- to a client organisation

In this context 'the organisation' can be either your employer or a client.

**Performance Criteria**

You must be able to do the following:

1. Keep up to date with the environment in which the organisation operates to identify improvements that can be made in facilities management
2. Identify drivers of change, externally such as policy or market practices and internally such as efficiency
3. Evaluate the impact that change has on planning and future facilities management strategy
4. Where appropriate, consult with other stakeholders including clients and service users, where appropriate, to identify the potential impact of the planned change
5. Employ a range of different consultation and negotiation skills, which are suited to the target audience for the consultation
6. Review the findings of your consultation to identify issues that impact on the implementation of change and review plans as appropriate
7. Plan the implementation of change, taking into consideration the needs of the client, and/or service users, as appropriate
8. Gain necessary support for your plans from senior management and other stakeholders as appropriate
9. Ensure that the strategy for facilities management fits with changed circumstances including the market and wider industry environment
10. With senior management, revisit organisational policies, procedures and objectives in light of planned changes
11. Identify barriers to change and deal with implementation problems appropriately, involving others as necessary
12. Implement revised strategies, policies and procedures, as appropriate
13. Where appropriate, implement new ways of working which meet the requirements of agreed changes
14. Obtain feedback from stakeholders such as clients and service users, where appropriate, and review the impact on them of change
15. Identify any training needs as an outcome of change and ensure that these are addressed

**Knowledge and Understanding for this unit**

You must know and understand the following:

- a. Sources of information for keeping up to date with industry best practices in facilities management and the commercial environment
- b. How to identify and assess the relative importance of potential drivers of change in the industry
- c. The difference between internal and external drivers of change and the influence you have on them
- d. How to assess the potential impact that change might have on future planning and strategy for facilities management and the objectives of the organisation
- e. Who the organisation's stakeholders are
- f. Why it is important to consult with stakeholders and effective methods of doing so
- g. How to negotiate with stakeholders effectively in order to bring about change
- h. The types of information, internal and external, that it is necessary to evaluate in order to identify change
- i. How to identify, analyse and prioritise issues identified as impacting on the implementation of change
- j. Why the strategy for facilities management should be aligned with the environment in which the organisation operates
- k. Methods for reviewing strategies, policies and procedures and how to identify where revision is necessary
- l. How to identify and evaluate potential obstacles to change and produce solutions which minimise their impact on what is proposed
- m. How to identify where new ways of working would aid the implementation of change
- n. How to review the impact of change, who to involve and the timescales for carrying this out
- o. How to identify training needs as an outcome of change and methods for addressing this

**FM407 Support equality, diversity and individual rights in facilities management**

This unit is for middle managers in the facilities management environment. It is about acknowledging the equality and diversity of people and their rights and responsibilities in their place of work. The unit involves supporting people's rights and responsibilities, encouraging equality and recognising the diversity of people which means ensuring that users' needs for accessing facilities are met. This will involve ensuring that facilities are accessible and useable by all.

This unit is applicable to those who deliver facilities management services:

- within an organisation, and
- to a client organisation

In this context 'the organisation' can be either your employer or a client.

**Performance Criteria**

You must be able to do the following:

1. Recognise people's right to make their own decisions and acknowledge their responsibilities
2. Ensure that your actions in interpreting the meaning of rights and responsibilities are consistent with existing legislative frameworks and your organisation's policy
3. Provide information on equality and diversity issues to relevant others which is up-to-date and takes account of the complexity of the decisions which people may need to make
4. Communicate to others the importance of providing and maintaining equality of access and usability of facilities to all
5. Acknowledge tensions between rights and responsibilities and provide appropriate support towards their resolution
6. Provide the necessary information to people who wish to make a complaint about an infringement of their rights
7. Comply with all requirements, legal and organisational, regarding signage, mobility, accessibility and other usability issues
8. Ensure the necessary records relating to the promotion of rights and responsibilities are accurate, legible and complete

**Knowledge and understanding**

You must know and understand:

- a. The causes of discrimination against people
- b. Current legislation in relation to signage and equality of access
- c. Current legislation in relation to rights and responsibilities such as equal opportunities and health and safety
- d. Policies of the organisation which employs or contracts you relating to rights and responsibilities
- e. Relevant complaints systems and methods of accessing these
- f. Your role in the setting, and the limits which are set, on actions in relation to other members of the work team
- g. The support services available to you
- h. How personal beliefs and preferences (including your own) may affect the way in which people interact with others
- i. The diverse experiences and perspectives which people bring to any interactions and the benefits of diversity in a multi-cultural society
- j. The forms which discrimination may take, the behaviour which may be expressions of these and how they may differ between different groups and in different settings
- k. The possible effects of stereotyping, prejudice and labelling on people
- l. The ways in which you can best promote people's rights and how you can best handle the tensions which they may feel between their values, and beliefs and those of the people with whom they work
- m. How to recognise when people are not able to exercise their rights personally
- n. Methods of enabling people to exercise their rights effectively - themselves, through you or through seeking help from someone else
- o. How best to challenge people when their choices or actions infringe the rights of others



**FM408 Develop productive working relationships with others when delivering facilities management services**

This unit is for middle managers in the facilities management environment. It is about developing and maintaining relationships with others by understanding their needs, regularly consulting with them and fulfilling agreements previously made. This could be clients, colleagues and other stakeholders, which could be individuals or organisations. Where agreements cannot be fulfilled, others must be informed promptly and alternative arrangements agreed. Relationships can be developed by reviewing effectiveness, utilising feedback and monitoring wider industry developments to make clients aware of issues of potential interest.

This unit is applicable to those who deliver facilities management services:

- within an organisation, and
- to a client organisation

In this context 'the organisation' can be either your employer or a client.

**Performance Criteria**

You must be able to do the following:

1. Identify the roles and responsibilities of others involved in the provision of facilities management services, including clients, colleagues and stakeholders, as appropriate
2. Establish procedures for communication including timings and agree with relevant others
3. Seek and take into consideration views and expectations of others when making decisions
4. Ensure that all stakeholders are consulted as appropriate on key decisions and that full and accurate information is made available to aid the decision making process
5. Employ appropriate negotiating techniques when consulting with others to ensure that the needs of the organisation are met
6. Deal with conflicts, misunderstandings and disagreements as they arise, in ways which maintain existing relationships
7. Where conflict cannot be resolved seek and utilise appropriate impartial mediation
8. Review the effectiveness of relationships against procedures to identify where improvements can be made

**Knowledge and understanding for this unit**

You must know and understand the following:

- a. The needs of the organisation and its core business
- b. How to identify the roles and responsibilities involved in the delivery of facilities management services
- c. The factors to take into consideration regarding communication procedures and how to develop these
- d. Why the views of others are important to take into consideration
- e. The way that your actions in dealing with the views and needs of others impacts on the relationships
- f. Methods of consulting with others and the most appropriate methods for different stakeholders
- g. Ways of negotiating that maintain the trust and good will of others
- h. How to deal effectively with conflict
- i. Methods of reviewing relationships and the factors to take into consideration

**FM409 Deliver facilities management through people**

This unit is for middle managers in the facilities management environment. It is about delivering facilities management through people from the initial recruitment and selection of employees to establishing, building and managing teams. It is about considering legislative requirements when recruiting new employees and ensuring they are eligible to work, and have the skills necessary to deliver facilities management.

It is also about maintaining the productivity and efficiency of the team by dealing effectively with grievances, discipline and other related matters.

This unit is applicable to those who deliver facilities management services:

- within an organisation, and
- to a client organisation

In this context 'the organisation' can be either your employer or a client.

**Performance Criteria**

You must be able to do the following:

1. Identify the expertise, knowledge, skills and attributes required to deliver facilities management services
2. Delegate tasks to staff according to their expertise, knowledge, skills and attributes and the work requirements
3. Review your requirements for delivering facilities management services identifying, as appropriate, where additional staff may be required
4. Where appropriate, follow organisational and lawful procedures to recruit staff to meet service delivery requirements
5. Ensure that all staff are eligible to work and fulfil the requirements of their position and, where appropriate, follow up references
6. Specify and issue contracts of employment that are consistent with organisational and legal requirements
7. Ensure that facilities management staff have complete, accurate and up to date information on their role and responsibilities
8. Encourage staff to communicate openly and honestly within the limits of client or organisational confidentiality
9. Monitor staff performance in service delivery and review staffing requirements according to economic, technical and the organisation's requirements
10. Assess requirements for training and CPD according to staff performance and implement as appropriate
11. Where relevant, deal with conflicts and staff problems such as absence, sickness, dismissal and redundancy according to the organisation's relevant employment policies

**Knowledge and understanding for this unit**

You must know and understand the following:

1. Legislative requirements and the organisation's procedures for employing staff and dealing with issues, such as dismissal and grievances
2. How to identify and assess the skills needed to deliver facilities management
3. The roles and responsibilities required and methods of delegation
4. Methods of communicating to staff their roles and responsibilities and why it is important to ensure that this information is accurate and up to date
5. The benefits of encouraging open communication between staff and how to facilitate this
6. Procedures for reviewing staffing requirements for facilities management delivery and how often to conduct a review
7. How to check that staff are eligible to work, and follow up references
8. How to draw up contracts of employment and what should be specified
9. The limits of confidentiality and the information that can and cannot be communicated openly
10. Methods of monitoring and reviewing staff performance
11. How to evaluate the need for staff training and development

**FM410 Manage facilities management budgets and finances**

This unit is for middle managers in the facilities management environment. It is about the general management and oversight of budgets and finances involved in the delivery of facilities management services, including profit and loss, expenditure, costs and income. This unit is about finance for those that do not necessarily have a background in financial management.

This unit is applicable to those who deliver facilities management services:

- within an organisation, and
- to a client organisation

In this context 'the organisation' can be either your employer or a client.

**Performance Criteria**

You must be able to do the following:

1. Ensure you have complete, accurate and up to date information on budgets available for delivering facilities management, including for projects, contracts and contingencies
2. Establish a system for managing budgets and finance that support projection and performance management
3. Ensure the system for managing budgets and finance facilitates the detection of errors, crime and changes in circumstance
4. Ensure controls are in place to safeguard against the unauthorised use of assets
5. Allocate to those responsible budgets that are realistic and achievable, according to cash flow calculations and total costs
6. Manage capital and revenue budgets applying the appropriate financial management techniques
7. Review cash flow projections against actual income and revenue expenditure
8. Advise on and, where necessary, authorise expenditure and changes to budgets having reviewed cost-benefit
9. Where necessary, develop and record in an appropriate format a convincing business case which justifies proposed changes
10. Ensure facilities management services operate within budget, where necessary providing justification for when expenditure exceeds the budget
11. Collate and store financial records securely, in line with regulatory and the organisation's requirements
12. Review revenue and expenditure at agreed periods to identify any problems and take corrective action

**Knowledge and understanding for this unit**

You must know and understand the following:

- a. The available budget for the delivery of facilities management services and how to ensure that this information is complete, accurate and up to date
- b. The importance of maintaining control of budgets, and techniques for doing so
- c. How to allocate budgets for facilities management according to priorities for delivery and other relevant factors
- d. The financial implications of making changes or improvements to the delivery of facilities management
- e. The extent of your authority in advising on expenditure and budgets
- f. The extent of your authority in authorising expenditure and the procedures for doing so
- g. Techniques for reviewing cash flow and calculating profit and loss
- h. Relevant documentation for communicating financial information to other people and the different formats in which to present it
- i. The requirements, regulatory and organisational, for maintaining financial records

**FM411 Implement health and safety, environmental and quality standards for facilities management**

This unit is for middle managers in the facilities management environment. It is about ensuring that the organisation meets the required standards for health and safety, environmental impact and quality and that this is implemented and communicated to others; standards can be internal or external. It is also about monitoring and improving the organisation's health and safety practices and environmental performance to maintain compliance with organisational, legislative and regulatory requirements.

This unit is applicable to those who deliver facilities management services:

- within an organisation, and
- to a client organisation

In this context 'the organisation' can be either your employer or a client.

**Performance Criteria**

You must be able to do the following:

1. Identify your, and the organisation's, responsibilities and liabilities under health and safety legislation, environmental and quality standards, and keep yourself up to date with them
2. Review health and safety, environmental and quality responsibilities to ensure they are consistent with legal and organisational policy, requirements and expectations
3. Communicate to relevant people in the organisation responsibilities and liabilities for meeting legal, regulatory and internal requirements for health and safety, environmental impact and quality
4. Assess the resources required to meet health, safety, environmental and quality standards and ensure they are in place
5. Ensure the organisation has a written health and safety and environmental policy that aims to minimise risks to others and the environment
6. Contribute to the development of quality standards for facilities management which reflect the organisation's needs and expectations
7. Implement relevant policies and standards for facilities management and a system for their monitoring and regular review
8. Demonstrate that your own actions reinforce the messages in the organisation's health and safety and environmental policy statements
9. Ensure appropriate systems and procedures are in place to accurately record breaches in health and safety and environmental requirements and that these are reported as appropriate
10. Identify where improvements can be made to health and safety, environmental impact and quality and recommend actions for change

**Knowledge and understanding**

You need to know and understand the following:

- a. Yours and the organisation's responsibilities and liabilities under health and safety and environmental legislation and where to find information on this
- b. How to check that the responsibilities in your organisation for health and safety and environmental issues are consistent with contracts, legislation and organisational requirements
- c. The information that the organisation's health and safety and environmental policy should contain, how to access it and communicate it to other staff
- d. The importance of maintaining compliance with relevant legislation and regulations and organisational procedures
- e. What quality means to the organisation and how this is communicated
- f. Effective ways of communicating health and safety and environmental responsibilities to staff
- g. The resources required to meet health and safety and environmental responsibilities
- h. The importance of maintaining quality in facilities management and the resources that are required to do this
- i. Methods and techniques for implementing the health and safety and environmental policy
- j. Methods for monitoring and reviewing the health and safety and environmental policy, and the frequency with which this should be done
- k. How quality is measured and evaluated
- l. How to identify and assess risk in health and safety and environmental performance and how to implement changes
- m. Why it is important to maintain quality in your own work and make this commitment visible to others
- n. Ways of demonstrating a commitment to health and safety and environmental awareness
- o. What constitutes a breach in health and safety or environmental policy, how to record this and to whom this should be reported
- p. What the consequences are of failing to maintain quality and how this impacts on the reputation of the organisation



**FM412 Manage risks and controls to ensure business continuity**

This unit is for middle managers in the facilities management environment. It is about identifying and managing business risks to the delivery of facilities management services and developing a system to ensure that this practice is ongoing. It is about identifying appropriate controls for mitigating against risks and identifying which risks to accept. It is also about planning for contingencies that will enable the continued operation of the organisation and protect its reputation.

This unit is applicable to those who deliver facilities management services:

- within an organisation, and
- to a client organisation

In this context 'the organisation' can be either your employer or a client.

**Performance Criteria**

You must be able to do the following:

1. Develop a system for the ongoing identification, assessment, monitoring and reporting of risks, relevant to facilities management
2. Identify the resources required to implement the system and ensure that these are available and used
3. Implement the system and, using appropriate procedures, check that it is followed
4. As appropriate, advise the organisation on the impact of mitigating or accepting identified risks, considering cost-benefit
5. Ensure that effective measures are in place to control risks to the organisation and to the delivery of facilities management services
6. Ensure that a plan is developed and tested to respond to the occurrence of risk events and maintain business continuity
7. Communicate to stakeholders and relevant others such as clients and colleagues, as appropriate, the content of the business continuity plan and where it can be found
8. Develop and advise on procedures for activation of the business continuity plan

**Knowledge and understanding for this unit**

You must know and understand the following:

- a. General principles and techniques of risk management
- b. The importance of having a business continuity plan in place and how it impacts on the organisation
- c. How to identify and assess risks to the organisation and the delivery of facilities management services
- d. Why it is importance to have a system for the ongoing identification, monitoring and reporting of risks
- e. The resources involved in identification, monitoring and reporting of risks and the cost-benefit of doing this
- f. The systems and procedures for identification, monitoring and reporting of risks
- g. The controls that can be used to mitigate relevant identified risks
- h. The extent of your responsibility in offering advice and guidance on the development of business continuity planning
- i. What a business continuity plan should contain
- j. How to activate the business continuity plan, and under what circumstances this should be done

**FM413 Manage operational performance in facilities management**

This unit is for middle managers in the facilities management environment. It is about ensuring that the systems and strategies for facilities management are consistent with the organisation's overall vision, business objectives and accepted best practice.

It is about knowing what best practice in facilities management is, and helping to establish systems and processes that encourage this. It is about managing performance in the delivery of facilities management services and involves dealing with clients, managing support staff, and contracts whilst striving for client satisfaction at all levels of service delivery.

This unit is applicable to those who deliver facilities management services:

- within an organisation, and
- to a client organisation

In this context 'the organisation' can be either your employer or a client.

**Performance Criteria**

You must be able to do the following:

1. Identify and assess long term financial and cost implications for facilities management delivery
2. Identify the level of service, performance and quality required and expected in the delivery of facilities management services
3. Assess the resource requirements for delivering facilities management services
4. Negotiate with relevant stakeholders to reach an agreement on the level of service to be delivered and record this in a contract or other appropriate format
5. Ensure that objectives for facilities management delivery are set which are achievable and measurable
6. Establish and agree with relevant stakeholders a system that allows measurement of performance against agreements and specifications
7. Manage the delivery of services to ensure they meet the requirements of the service level agreement or specification
8. Evaluate and review the delivery of facilities management services against the requirements of the agreement or specification to identify ways of reducing costs and enhancing value
9. Identify opportunities to increase profitability and revenue in facilities management service delivery
10. Record your findings in the appropriate format and record to relevant stakeholders

**Knowledge and Understanding for this unit**

You must know and understand the following:

- a. The techniques for identifying and defining functional, quality and performance requirements in facilities management
- b. The range of contract models and service level agreements that can be employed and how to identify the most appropriate according to requirements
- c. How to deliver a service level agreement including evaluation and improvement techniques
- d. The key, achievable objectives and timescales for facilities management
- e. The resources required and available to maintain systems and strategies
- f. The uses of benchmarking and how to identify best practice
- g. The factors to take into consideration when identifying best practice
- h. How to identify and set Key Performance Indicators for identifying and measuring best practice
- i. Why it is important to ensure that service delivery is monitored
- j. Methods of gathering and analysing performance data
- k. How to evaluate objectively and review facilities management service delivery
- l. How to identify areas for improvement in facilities management service delivery
- m. The format for recording your finding and to whom they should be reported

**FM414 Specify and source products and services for facilities management**

This unit is for middle managers in the facilities management environment. It is about supporting the process to acquire products or services, including ensuring that this is linked to the organisation's corporate plan and business objectives.

It is about making sure that when products or services are obtained the best value is achieved and that savings are made where possible – this could include discounts for guaranteed future custom or bulk buying. It is about making sure you understand the supply chain involved in procurement, the needs of the relevant departments or individuals to assess the potential resources required, and obtaining funding as appropriate.

This unit is applicable to those who deliver facilities management services:

- within an organisation, and
- to a client organisation

In this context 'the organisation' can be either your employer or a client.

**Performance Criteria**

You must be able to do the following:

1. Ensure that acquisition and procurement is linked to the organisation's corporate plan and objectives and is based on an accurate assessment of life-cycle costing
2. Ensure that the procurement process supports aggregated purchasing, increased buying power and the development of productive relationships with clients and suppliers
3. Demonstrate and communicate to others involved in the procurement process the value and importance of sustainability when sourcing products and services
4. Contribute to the continual review of the procurement strategy for goods and services
5. Liaise with other, relevant, departments or organisations to inform the procurement process
6. Produce a specification for the tender process which clearly states the organisation's requirements and expectations
7. Compare and consider different suppliers and weigh the advantages and disadvantages of procuring from each
8. Consider implications of cost and quality when procuring services and products to support facilities management
9. Choose a supplier that is best meets the needs of the specification and negotiate for best value
10. Where necessary work with other relevant departments or organisations to secure the acquisition and/or funding of products or services
11. Evaluate the delivery of products and services from suppliers and re-negotiate contracts or terminate your relationship, as appropriate

**Knowledge and Understanding for this unit**

You must know and understand the following:

- a. Your organisational approach to acquisition and procurement and how these support business objectives
- b. The supply chain process involved in procurement of facilities management services
- c. Why it is important that acquisition and procurement processes support the development and maintenance of productive working relationships with suppliers
- d. The information needed from other individuals, departments or organisations to inform the procurement process
- e. How to develop specifications and how the tender process works
- f. How to cost and specify the required products or services
- g. The resources available to you for the acquisition or procurement
- h. How to secure funding for the products or services and who is responsible for making decisions on this
- i. The range of suppliers that are available to supply the services or products required
- j. How to obtain the best price possible for products and services, whilst achieving the required level of quality
- k. The range of possible contractual arrangements that can be entered into and how to assess the most appropriate for the product or service
- l. Methods and techniques for managing and developing productive working relationships with suppliers

**FM415 Provide property asset management**

This unit is for middle managers in the facilities management environment. It is about making sure that facilities are fit-for-purpose and functioning as they should, which can involve commissioning, hand-over of and monitoring the services offered. It is about making sure that regular and ad hoc inspections are carried out to contribute to the monitoring process, collecting relevant information and interacting with the organisation to inform the process. This unit is also about ensuring that all users of relevant facilities are fully informed about aspects that will help them use the facility properly and safely.

This unit is applicable to those who deliver facilities management services:

- within an organisation, and
- to a client organisation

In this context 'the organisation' can be either your employer or a client.

**Performance Criteria**

You must be able to do the following:

1. Ensure there is a system in place for the regular inspection of facilities to ensure they are fit for purpose and that there are clear criteria and goals for monitoring activities
2. Develop an inspection schedule and ensure this is followed for conducting planned, regular and ad hoc inspections
3. Ensure there is a detailed inventory of assets and components to enable the effective monitoring of facilities
4. Collect relevant information as required to inform the monitoring process, such as user feedback
5. Ensure an effective planned, preventative maintenance and reactive maintenance regime is in place
6. Verify that assets, components and facilities function as intended and that deficiencies and hazards are identified
7. Authorise appropriate action to remedy deficiencies and hazards in order to meet compliance requirements and agreed levels of service
8. Agree with relevant stakeholders that property and facilities are fit for purpose and record the agreement in an appropriate format
9. Ensure that all necessary documents are received as part of the hand-over process, such as permits, approvals, warranties and guarantees
10. Ensure all users are familiar with the key aspects of the property or facilities such as regarding safety, security and communication
11. Where appropriate, ensure that users receive adequate information and training to allow them to use the facilities correctly
12. Ensure all necessary documentation relevant to the monitoring of facilities is complete, accurate and up to date

**Knowledge and Understanding for this unit**

You must know and understand the following:

- a. The intended function of the facility and the organisation's expectations of it
- b. The system for inspection and why it is important to have clear criteria and goals for the inspection
- c. How to conduct an inventory, what it should and should not contain and the recording requirements
- d. Under what circumstances the inventory should be updated and the procedures for doing so
- e. How to develop an inspection schedule and what it should contain
- f. The importance of a complete up-to-date inventory of assets and components, and where to find it
- g. The information that should be collected from the monitoring activities and approved practices for obtaining it
- h. Where maintenance has been carried out, its purpose, location and outcome
- i. What constitutes a deficiency or hazard
- j. The action to take where deficiencies and hazards are identified
- k. How to report findings of monitoring activities to others, including those with differing information needs
- l. The requirements and procedures for completing handover of facilities and your responsibilities in respect of this



**FM416 Manage accommodation and space utilisation**

This unit is for middle managers in the facilities management environment. It is about the overall management, design and standard setting of space utilisation according to the identified needs of users. It is about how the property and the overall space are used and applying the latest industry practices to the delivery of facilities management. It is about the design and overall aesthetics of the space and making sure that this reflects the culture of the organisation and is consistent with the 'brand'.

This unit is applicable to those who deliver facilities management services:

- within an organisation, and
- to a client organisation

In this context 'the organisation' can be either your employer or a client.

**Performance Criteria**

You must be able to do the following:

1. Ensure that the space needs of users and other interested parties are identified accurately, prioritised and updated regularly
2. Oversee the design and development of a plan for space and facility allocation and usage that is based on accurate information on user needs and priorities
3. Ensure space and facility allocation is compatible with adjacent uses and relevant legislation
4. Ensure approvals required for planned allocation of space and facilities are identified to owners and users, as appropriate
5. Identify where space and/or facilities requested exceed what is available or can be provided
6. Ensure that relevant parties concerned are advised when there are problems with the allocation of space, that the circumstances are clearly explained and realistic options are developed and proposed
7. Ensure that space and facility allocation is confirmed with property owners, users and other interested parties
8. Identify your personal responsibilities and liabilities under space management statements and policies in your own organisation
9. Ensure regular consultation with colleagues or clients on space management issues
10. Where appropriate, seek and make use of specialist expertise in relation to space management such as design or construction professionals
11. Make space management a priority area in terms of informing planning and decision-making
12. Seek feedback from space users on the effectiveness of space utilisation and design
13. Review the use of space, identifying any improvements that can be made or any changes that are necessary to optimise performance

**Knowledge and Understanding for this unit**

You must know and understand the following:

- a. Latest industry practices and trends in space management
- b. The space management needs of the organisation and the intended use of the building or facility
- c. The characteristics of the building or facility and any restrictions on space usage or alteration
- d. How available space can be adapted to meet the needs of the organisation and users
- e. How space management techniques can be implemented and the resources required
- f. How to allocate space and facilities and the factors to take into account when doing so
- g. Your personal responsibilities and liabilities under space management standards and policies
- h. Your organisation's standards and policies on space management
- i. With whom to consult on space management issues, including specialist expertise available on space management and from where to obtain it
- j. Methods and techniques for monitoring, measuring, implementing, testing and reporting space management performance
- k. The importance of your own actions in reinforcing the organisation's space management policy statement

**FM417 Oversee works and maintenance of facilities**

This unit is for middle managers in the facilities management environment. It is about understanding and managing hard services – even though you may not be a specialist in this area – which can sometimes be technical and have implications for health and safety. It is about planning, monitoring and recording progress, sometimes to short timescales or in an emergency situation.

This unit is applicable to those who deliver facilities management services:

- within an organisation, and
- to a client organisation

In this context ‘the organisation’ can be either your employer or a client.

**Performance criteria**

You must be able to do the following:

1. Undertake an economic analysis of life-cycle costs involved in the provision of assets and facilities including maintenance
2. Identify resources required for the implementation of a programme of planned preventative maintenance
3. Develop and gain approval for a system of planning, recording, monitoring, tracking and controlling facility maintenance
4. Devise a schedule for planned preventative maintenance that minimises disruption to facility users
5. Ensure a thorough identification and assessment of risks is undertaken and documented in an appropriate format
6. Identify controls to manage risks in the provision of facilities and implement these, taking into consideration cost-benefit
7. Ensure procedures are in place to undertake reactive maintenance and that contingency arrangements are devised and documented
8. Monitor works and other related projects, and control cost to achieve best value
9. Audit service requirements to ensure the organisation’s needs can continue to be met by the maintenance schedule

**Knowledge and understanding for this unit**

You must know and understand the following:

- a. The organisation's business objectives and priorities
- b. The organisation's portfolio of property and facilities and other assets relevant to the delivery of facilities management services
- c. How to conduct an economic analysis of the provision of assets and the techniques for doing so
- d. How to calculate life-cycle costs and why it is important to take this into consideration when overseeing works and maintenance
- e. How to identify resource requirements
- f. Methods for monitoring assets and how to devise a maintenance schedule
- g. The factors to take into consideration when developing a maintenance schedule
- h. What information should be contained in a risk assessment and how it should be documented
- i. The controls available to manage identified risks to the provision of facilities
- j. How to assess the cost-benefit of implementing planned preventative maintenance
- k. How reactive maintenance differs from planned maintenance
- l. Methods for monitoring works and projects
- m. How to control costs and what is considered best value
- n. How to audit the maintenance schedule and the level of service agreed to

**FM418 Carry out energy management of facilities**

This unit is for middle managers in the facilities management environment. It is about identifying and understanding the energy requirements of the organisation and how improvements can be made to the way that energy is used across a portfolio. It is about developing effective strategies for energy management and making sure that these are sustainable for a range of assets, including buildings and transport. It is also about recognising the importance of using renewable energy sources, reducing the organisation's carbon footprint and communicating this to decision makers.

This unit is applicable to those who deliver facilities management services:

- within an organisation, and
- to a client organisation

In this context 'the organisation' can be either your employer or a client.

**Performance Criteria**

You must be able to do the following:

1. Identify the energy requirements of the organisation and ensure that your energy management activities are based on an accurate assessment of this
2. Identify your personal responsibilities and liabilities under energy management statements and policies in your own organisation
3. Communicate to decision makers the long-term benefits of making improvements to energy efficiency of buildings and facilities
4. Contribute to the development of effective strategies for energy management, including those required to upgrade energy efficiency, that are sustainable and take account of identified best practice
5. Ensure that, where appropriate, the sources of energy used are renewable and, where possible, sustainable, taking into account cost-effectiveness, regulatory and legal requirements
6. Review buildings and facilities to identify where improvements can be made to energy efficiency
7. Ensure that those responsible for procurement consider energy efficiency and sustainability as a priority, regarding issues such as building fabric and insulation
8. Ensure that issues of energy efficiency and environmental impact are taken into account when assessing the viability and sustainability of new and existing facilities
9. Communicate to others, including end-users, the benefits of supporting energy efficiency

**Knowledge requirements for this unit**

You must know and understand the following:

- a. Current relevant regulatory and legal requirements for energy management
- b. How to identify the energy requirements of the organisation
- c. How to relate energy management activities to the energy requirements of the organisation
- d. Your personal responsibilities and liabilities under energy management standards and policies
- e. The organisation's policies for energy management
- f. How to identify best practice in energy management
- g. The importance of implementing sustainable strategies for energy management
- h. Sources of renewable and alternative energy and the importance of making use of these
- i. The factors to take into consideration when reviewing the energy efficiency of buildings and facilities
- j. Who is responsible for making decisions regarding energy management and procurement
- k. Convincing methods of communicating to decision-makers the benefits of making improvements to energy efficiency

**FM419 Contribute to sustainable best practice through facilities management**

This unit is for middle managers in the facilities management environment. It is about demonstrating corporate social responsibility in facilities management practice. It is about ensuring that your actions and facilities management practice take account of factors such as social, environmental and economic issues.

It covers a wide range of aspects of sustainability including protecting the environment, minimising waste, the efficient use of natural resources, ensuring sustainable property occupancy and responding to the needs of stakeholders and the wider community.

This unit is applicable to those who deliver facilities management services:

- within an organisation, and
- to a client organisation

In this context 'the organisation' can be either your employer or a client.

**Performance Criteria**

You must be able to do the following:

1. Employ facilities management practices that minimise demands on natural resources such as water and energy
2. Employ practices that minimise the environmental impact of facilities management, such as on pollution and carbon footprint
3. Make the most efficient use of materials, equipment and consumables in facilities management practice
4. Use technologies and materials consistent with sustainability principles
5. Ensure sustainable practices contribute to economic viability on the basis of whole life value
6. Ensure working practices maximise environmental benefit to the controlled environment
7. Reduce, re-use, recycle and recover waste in the most efficient manner
8. Ensure that suppliers and contractors adopt sustainable practices wherever possible
9. Ensure that all facilities management practices conform to or surpass environmental protection regulatory requirements and achieve best practice
10. Communicate and promote best sustainable practice to others in the organisation and among clients, contractors and suppliers, as appropriate
11. Monitor and evaluate facilities management practices to ensure conformity to sustainability principles
12. Contribute to the development, implementation and revision of sustainability policies and practices
13. Adopt an approach to facilities management that impacts positively on the local and wider community

**Knowledge and Understanding for this Unit**

You must know and understand the following:

- a. The legal requirements regarding environmental protection and how to comply with them
- b. The balance between social, environmental and economic factors in ensuring the sustainability of the built environment
- c. The contribution of sustainable practices on climate change
- d. The impact of facilities management services on the education, training and employment opportunities within local communities
- e. The principle of carbon neutrality and ways of moving towards it
- f. How facilities management can optimise opportunities and social benefits for the local and wider community
- g. How to engage with the local community in ensuring facilities management services meet their needs
- h. How to control nuisance and disturbance to the local community
- i. How to ensure that local communities can access employment opportunities
- j. How to ensure that controlled facilities are kept secure and safe
- k. Ways of assessing and mitigating the environmental impact of facilities management activities
- l. How to minimise energy demand by conserving and renewing energy resources
- m. Ways of minimising water demand and conserving resources
- n. How to select and make best use of environmentally friendly materials and consumables
- o. Ways of minimising, re-using, recovering and disposing of waste
- p. The role of sustainable practice in meeting corporate social responsibility obligations
- q. The business and community benefits of environmental management
- r. The relationship between sustainable design, construction and operation of buildings and infrastructures
- s. Ways of communicating sustainability issues to others
- t. Ways of establishing cost and benefit on the basis of whole life value
- u. Ways of maximising economic benefits of adopting sustainable practices