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Spring 2003

A fluffy duckling with brown and yellow down is sitting on a patch of green grass. The duckling is facing right, and its black beak is visible. The background is a soft-focus green lawn.

IFMA

Corporate Headquarters Council



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The Corporate Headquarters Council newsletter is published quarterly, based on our program year. We strive to put out issues in March, June, September, and December.



I had a revelation the other day. One of my co-workers said, "You must really be busy. I haven't seen you around the campus as much lately." That comment made me stop and think. I wasn't getting out and about as I should. It is easy to get caught in this trap given the multitude of issues facility folks have to deal with on a routine basis.

In my opinion, being seen is as important as being heard in today's ever-changing work environment. We as facility professionals must strive to do both well. The nature of our business typically dictates that many of our accomplishments remain behind the scenes, going unnoticed by most.

Isn't it amazing how many things just magically happen over night or during the weekend? While minimizing disruptions to the company is a standard goal, we don't want to be forgotten, either. We must take every opportunity to let everyone in the organization know who we are and how well we are doing the "facilities job."

To that end I suggest we use all of the tools available to us to do just that. Regular reports to the appropriate executive level, follow up with our internal customers on requested services, and keeping the local facilities department web page current and interesting are just a few options.

Do whatever fits with the particular culture of your company. Let everyone know that the facilities staff is providing exceptional service and adding value to the organization. Don't become the Invisible Facility Manager.

Buck Fisher, CFM
President

Council-Wide Teleconference



Chuck First, AIA, CFM, Director of Major Capital Projects for Nationwide Insurance, will lead a discussion addressing the "Challenges to Planning for Modern Office Environments." He will draw on designs and studies, taking a holistic approach to the work environment and visions for the "livable office."

Date: Tuesday, April 8, 2003

Time: 11:00 AM Eastern Time

Conference Numbers

US & Canada: 1-866-489-6660

UK: 0800-096-9487, then 866-489-6660

All other countries: 1-503-295-8265

Participant Pin: 6660



If you experience problems connecting, please contact client services at 1-800-290-5900, 5:30 AM – 5:30 PM Pacific Time

FACILITY RESOURCES CASE STUDY: THE ACTIVITY-BASED WORK ENVIRONMENT

Facility Resources, a facility management firm located in suburban Atlanta, created new office space with an activity-based work environment, redefining how the company used its space. The company had outgrown their current space and desired a new environment that would better reflect the vision and culture of the company. A mandate from their European headquarters required that the move be cost neutral over the life of the lease. This was not an easy task, considering the company was growing at a rate of 10% annually.

The answer was to develop an activity-based workplace with minimal dedicated workspaces. Skillful lease negotiations allowed the company to achieve what they desired. The resulting office has been a success with employees as well as becoming a marketing tool for the company.

The design of the office space centers on the company's motto, "Shaping the work environment of the 21st century." The company began by looking at the use of its current workspace. Research revealed that Facility Resources' former traditional office model averaged 60 percent

vacancy daily due to business practices, out-of-office meetings, on site consultation at client sites, travel, training, and vacation. Through employee surveys, it was discovered that there was not enough collaborative space in the current environment. Nor was there any place for employees to go for quiet heads-down work, the conference spaces were unpleasant, and there was a general disconnect between the operating divisions. This prompted the company to create a flexible work environment that maximizes the space and business needs of the company. The new model incorporates special support areas, tools, and technologies to make employees more productive, while enabling a higher degree of cross-expertise collaboration. It also showcases the company's concepts for improving the way people work.



The creation of the new office space was truly a collaborative effort by the employees.

The creation of the new office space was truly a collaborative effort by the employees. The activity-based concept was presented in an all-employee meeting. In addition to surveys, employees participated in a town hall meeting in the new location to present the new plan. Feedback was solicited and an employee committee was established to create the "Life Charter," a document that provides guidelines for the use of the office. Post-move surveys boasted an overall satisfaction rating of 4.5 out of 5 among the employees.

Just one look at the new office and it's easy to understand why employees are so satisfied. Imagine arriving at your company's office headquarters where you can decide to work anywhere you want—with your team, by yourself, at a café, outside on a terrace with skyline and mountain views, alone in a quiet private room, or just check emails or print a document on the community stations before you run out to your

next meeting. You walk over to the control station, pick up a wireless phone, check out a mobile desk for the day and go to the nearest empty workplace. At your "mobile desk" is the company's "Life Charter" manual with information on support systems, processes, technology access, client and project information access help, and guidelines for using the work environment. Need anything else for your client today? Go to the workplace central library where you can find all your records electronically. Set up a team room and work with a cross-functional team to model solutions or rearrange an open work area to accommodate a collaboration effort for completing a project deliverable. Need to concentrate on research or project analysis? Go to the many dedicated quiet spaces and "concentration bubbles" scattered throughout the space. Maybe you need to reserve time in a "quiet zone" for the day where talking and phones are not allowed and you can "de-stress" with an incredible panoramic view of the city. This is Facility Resources' new space.



"We're a corporate real estate company that specializes in shaping workplace environments for our clients," said Julian Tablada, principal of Facility Resources. "When we decided to relocate our business to Central Park, the opportunity arose for us to test our company operations, much like we do for our clients. We designed a new business model that, in essence, has become a working laboratory that allows us to use our entire office space as testing ground for workplace environments and processes.

"For example, this environment allows us to test the latest wireless office technology in our office before we recommend that functionality to our clients," said Tablada. "This new work environment is a real test of change management for all levels of the company, but it also is an improvement in the quality of the Facility Resources' experience for both the employee and our clients. This office allows us accommodate a professional work force that has to respond to changes in client needs, market pressures, team organizations, and new expertise infusion to team collaborations. This hybrid solution supports special team needs."

Operating new, free-form workplaces is not necessarily a revolutionary concept, but the implementation and how Facility Resources is applying the concepts to its company needs, employee needs, and functional office space solutions is very progressive. DB Associates, the European parent company of Facility Resources, has successfully led some of Europe's

leading companies in developing similar spaces. Euroclear, Fortis Bank, and Interbrew have all benefited from the company's consulting on how their workplace environments can be improved.

Implementation of these concepts has enabled these companies to improve service, increase employee morale, and increase their businesses' competitive advantage in the marketplace.

Facility Resources' sees its new offices as the office of the future: a model of a responsive, collective network that adapts to the changing needs of the marketplace.

Submitted by:

Marty Taffel
Regional Account Manager
Facility Resources
Atlanta, GA

Anyone from the council who would like more information, or would like to visit this exciting new office, please contact Marty at 770/349-1811, mtaffel@facilityres.com.



click this link to view the conference brochure

www.ifmachc.org/conferences.html

Conference Feature

Workshop On Change with Cheryl Duvall

An accomplished author and speaker, Cheryl Duvall, FIIDA, will lead us in a workshop designed to assist participants in identifying challenges, embracing change, and taking charge of our professional and personal lives. Cheryl will use her own powerful and moving story as well as humor and practical tools. There will be opportunities for reflection and group discussion during the workshop, and participants will leave with a toolkit of ideas, worksheets, and resources.

Cheryl developed this workshop to address the enormous pressures and challenges facing facilities, real estate, and design professionals in balancing our careers and our private lives. The stress of our jobs and the demands of greater expectations in all facets of our lives, coupled with constant change, have driven many professional men and women to recognize the need to focus on personal development as an integral part of professional success.

This workshop will provide a roadmap for understanding, suggestions for further study and reflection, and the tools with which to develop an action plan.

The Organization Behavior Component of Facilities Management

Eckland Consultants last spring developed a survey questionnaire in association with the International Society of Facilities Executives (ISFE) to gather feedback from ISFE's membership, to identify communication trends in outsourced and in-house real estate management. The May 2002 Special Edition of ISFE's monthly publication, Executive Updates, which describes our research, is located on the International Facility Management Association's (IFMA's) Corporate Headquarters Council website located at www.ifmachc.org/newsletter.html.

The article, "Membership Survey Results," discusses our questionnaire results and presents a case for improving the Facility Function. Our research need to expand the role of by improving overall the short- and long-term quantity of information. The process management gained national attention and Buildings magazine.



Results," discusses our questionnaire results and presents a communication between various departments and the Facility Function focused on the importance of the Facility Function and the Facility Management (FM) within a company infrastructure, organization participation and communication in both the in facility planning processes; i.e., improving the quality and provided to the Facility Function and outsourced consultants. research we completed in association with the ISFE has was the subject of the lead editorial in the October 2002 issue of

Questionnaire Research and ISFE newsletter Executive Updates "Membership Survey Results" Synopsis:

The survey respondents represent a broad range of industries, with the majority being in the design, construction and real estate management sectors.

Twenty-nine percent of the respondents reported that they are outsourced real estate service providers, serving one or more organizations. The majority of the outsourced responses were generally divided equally among Operations and Maintenance, Strategic Planning, Facility Programming, Architectural, Engineering, Facility Design, Program Management, Project Management, and Construction Management. Least represented were Real Estate Brokers and Building Contractors.

The total number of facilities managed by in-house FM respondents was 4,896, with 31% managing less than 1M sf; 41%, 1-5M sf; 13%, 5-10M sf; 6%, 10-15M sf; 3%, 15-20M sf; 0%, 20-25M sf, and 6%, 25-50M sf. Forty-nine percent of the in-house FM respondents reported that they manage facilities totally with in-house staff.

In-house FM respondents who reported that they manage real estate with some assistance by outsourced consultants gave the following responses: 50% utilize Real Estate Management

Firms; 15%, Real Estate Due Diligence Firms; 29%, Management Consultant Firms, and 6%, Broker Contacts and Brokerage.

Thirty-seven percent of the in-house FM respondents reported that lead-times were not adequate for either small- or large-space reconfigurations within existing facilities. When in-house FM was asked about receiving input from other in-house departmental staff, 31% of the FM respondents indicated that input received was not adequate to meet short-term (one-year) or long-term (three- to five-year) space planning needs. Therefore, it was not unexpected that 51% of the in-house FM respondents reported that, after construction completion and occupancy, they typically need to design and implement major space reconfigurations to meet long-term occupancy needs and expectations.

In-house FM responses to questions concerning lead-times for planning new facilities or major building additions were generally similar to responses regarding reconfigurations within existing facilities, except that 67% reported that they do not receive input from in-house departmental staff that is adequate for assessing long-term space planning requirements.

When asked to rank communication relationships vis-à-vis their importance in programming new facilities or major additions, in-house FM respondents by and large ranked Executive Management and Departmental Staff input as Very Important to Somewhat Important. Communications involving Legal Departmental Staff, Outsourced Real Estate Consultants, Architectural/Engineering Design Team, Construction Manager, General Contractor and the Mechanical and Electrical Contractor were ranked as Very Important to Neutral. None was ranked as Somewhat Unimportant or Very Unimportant.

Furthermore, when in-house FM was asked to rank the importance of various procedures in improving facility planning and communication processes -- obtaining more timely information, obtaining more complete information, obtaining more Executive Management Staff and/or Department Management Staff input in the facility programming and planning process, and improving existing in-house channels of communication -- responses ranged mostly from Very Important to Neutral.

Conclusions:

As corporate and institutional strategic programs evolve to better utilize real estate in relation to organizational and strategic business goals, executive management is becoming more aware of the value-added benefit that is derived from programs designed and implemented to enhance and encourage communication by executive and departmental management with in-house and outsourced real estate professionals.

Historically, participative management policies have been successfully implemented to improve managerial functions and employee productivity. Employing similar participative management concepts to manage the Facility Function would effectively improve real estate utilization.

Analysis of the survey indicates a need to improve communication between various departments, outsourced providers and the Facility Function. Formalizing communication and responsibility relationships improves the quality and quantity of exchanged information and makes it more likely that individual department and corporate expectations will be met or exceeded.

Including real estate functions as part of an organization's "business process" requires more interactive involvement by in-house department personnel as well as outsourced professionals. This organizational change/management issue will require Upper management review, acceptance and policy directives. However, structuring an organization so that the Facility Function can take a more proactive, rather than reactive, role will allow for more effective communication and enhanced opportunities for achieving successful short- and long-term real estate utilization.

The question remains concerning who will take the lead in encouraging essential organizational changes needed to help the Facility Function be more inclusive in the overall organizational business process. Academic institutions, the IFMA, the ISFE, and other real estate-related professional associations are helping by providing research and forums for discussion. However, government agencies, corporations, and institutions need to embrace organizational behavior programs that enable FM to take a more proactive role. More complete and accurate information will likely help in-house real estate personnel provide a climate for Architects and other real estate professionals to help develop better real estate programs, leading to improved real estate utilization and productivity.

Submitted by:

Sheldon Goldstine, FARA, CFM, MBA
Vice President Corporate Services
Eckland Consultants Inc.



CHC Newsletter Articles Needed

The next issue of our newsletter will be in June 2003. We are always looking for content. You don't have to be a great writer---we are great editors! If you have an experience to share that would be of interest to our membership, or information that would educate the council, write something up and send it along by email to shelly_kelly@navyfederal.org.

Hey facility dudes,

The new site is up and running, so surf on over and check it out.

It's way cool!



www.ifmachc.org

Friends and colleagues—the Corporate Headquarters Council needs your participation in continuing this valuable networking and information tool. Elections will be coming up before you can say “Summer 2003” and we want you step up to the plate and volunteer to be an officer!

Any of you involved in volunteer organizations know how difficult it can be to get people to take on leadership roles. The nice thing about volunteering with the Corporate Headquarters Council is that our communication is primarily by email. We hold a conference call once a month to conduct business and discuss initiatives. The work is fairly minimal until we start working on our spring conference or World Workplace, and then we all pitch in with coming up with ideas, contacting speakers and companies, creating agendas, etc.

Even this work is not so consuming it can't be managed easily. Some folks are more adept at tackling projects; some are better at generating ideas; and some are dependable, reliable workers who provide the necessary assistance when asked. We need all kinds, and we hope you will consider joining us as an officer.

Our officers are president, vice president, secretary, and treasurer. While one or more of our officers may wish to run for their offices again, or a different office, we always need to identify those who are willing to serve and in what capacity. We also need people to work with us on our conferences, our membership, and on teleconferences. If you need any information on the duties of each office, or about the typical, minimal time commitments involved, please contact any one of the officers noted on the web page at www.ifmachc.org/officers.html.

