

FM Benchmarking

A benchmark for FM Clients wanting to improve performance

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Outcomes

1. Develop a FM benchmarking tool that can be used to assess FM performance of organisations and then allow target setting and continuous improvement through a benchmarking club approach, thereby driving forward FM in NZ.
2. Provide benchmark system to central Govt and industry for its use and therefore further drive industry improvement and capture the status and health of the industry.

Participants



Higher Level Drivers and Background

- Treasury are wanting improvement in capital asset management
- Building Industry is driving for 20% increase in productivity by 2020.

Comment: The mgnt of the built environment is a key part of achieving these higher level govt and industry goals.

- Construction Project performance in the UK is measured against a benchmarking system and this is becoming part of the Productivity Partnership's plan for achieving its goals.
- The plant maintenance industry best practice in the US also users a benchmarking approach to drive improvement.

Comment: A similar approach can be taken to FM in NZ.

Higher Level Drivers and Background

- There is no FM industry generic benchmark in NZ that allows different parts of the industry (e.g. public sector, education, private, estate ownership type organisations versus lease holder/ occupier orientated organisations) to compare itself (FM wise) with each other.
- The Tertiary Education world has TEFMA benchmarking but having reviewed this, it is quite education metric orientated.

Comment: Opportunity to lead FM industry in NZ and create a united approach as well as raise awareness of situation to respective senior mgnt.

- FM industry is diverse and difficult to find common metrics for performance assessment

Comment: Focus on management maturity comparison as a means to continuous improvement

Facilities Management (FM)

FM integrates the operation, maintenance, improvement and adaptation of buildings and infrastructure with the people, place, processes and technology to create a built environment that strongly supports the primary objectives of an organisation.

Derived from definitions provided by Barrett and Baldry, *Facilities Management - Towards Best Practice*, 2nd Ed, 2003 and IFMA

Key Result Areas

Strategic Performance

- Responsibility
- Objective Definition
- Planning
- Prioritisation
- Portfolio Management

Compliance and Continuity

- Risk Framework
- Business Continuity
- Budget Control
- Auditing

Service Delivery Setting

- Level of Service
- Condition Assessment
- Asset Management System
- Engagement

Service Delivery Performance

- Utilities Management
- Metrics
- Maintenance Management
- Project Management
- Contract Management

Workforce Capability

- Effective Structures and Job Alignment
- Job Alignment with Business Drivers
- Procedures
- Competencies
- Resourcing Levels

Scoring System

Adopted from the Capital Asset Management (CAM) Maturity Assessment Survey

Aware	Minimum	Core	Intermediate	Advanced
0-20	25-40	45-60	65-80	85-100

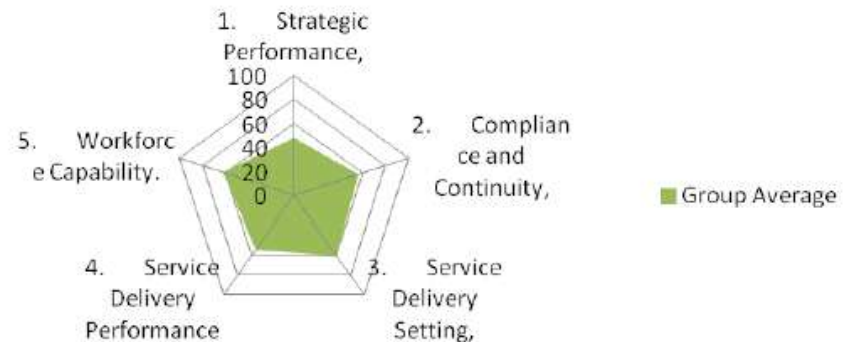
Aware	The Agency is aware of the need, but has not yet implemented, the process or practice
Minimum	Basic level processes and practices are in place
Core	Well defined and clearly linked processes and practices are in place
Intermediate	Well defined and clearly linked processes and practice are in place and well understood throughout the agency
Advanced	Integrated processes and practices use advanced techniques and are being continually improved to deliver optimum performance

Current High Level Performance:

Overall Analysis:

- There are no KRA's where the whole group stands out,
- The KRA averages are around 50% - suggesting that, whilst well defined processes and practises are in place, they are not well understood nor fully disseminated. This is a well structured but reactive position that is compliance based. Also there looks to be work to do before these processes and practises are:
 - fully integrated,
 - Part of continuous improvement.
- The KRA score suggests:
 - KRA 1- Strategic Performance - Overall a weaker area with mixed results - good options for improvement.
 - KRA 2 - Compliance and Continuity - The Group Average is not strong. Specifically Risk and Auditing need reviews within these organisations.
 - KRA 3 - Service Delivery Setting - Overall the basics in this KPI group are undertaken well.

Overall Group KRA Average



- KRA 4 - Service Delivery Performance - The whole group is weak on engaging with Metrics. It is however Stronger on Contract Management.
- KRA 5 - Workforce Capability - Overall an average all round performance. However organisations understand there are a number of detailed resourcing, capability and training issues.
- Specifically further review is required around:
 - Run comparisons with the CCG National KPI set – 2011.



Improvement Process

