

How to demonstrate the added value of FM to the organization in a phase of implementation

Implementing the principles
of FM in an municipal
organization

*Redelighed
Helhed
Mulighed*

Tibbe Knudsen

8 years in Facilities management

Two municipalities

4 years in Gladsaxe

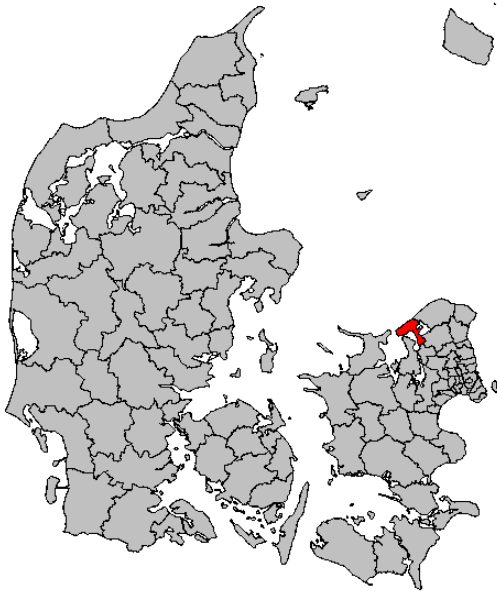
1 year in Halsnæs (now)

Private sector

3 years in Arriva DK

All 3 places working with the analysis and implementation phase

Municipality of Halsnæs



Areal: 121,91 [km²](#)

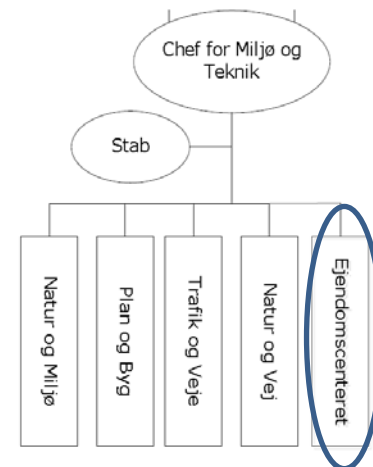
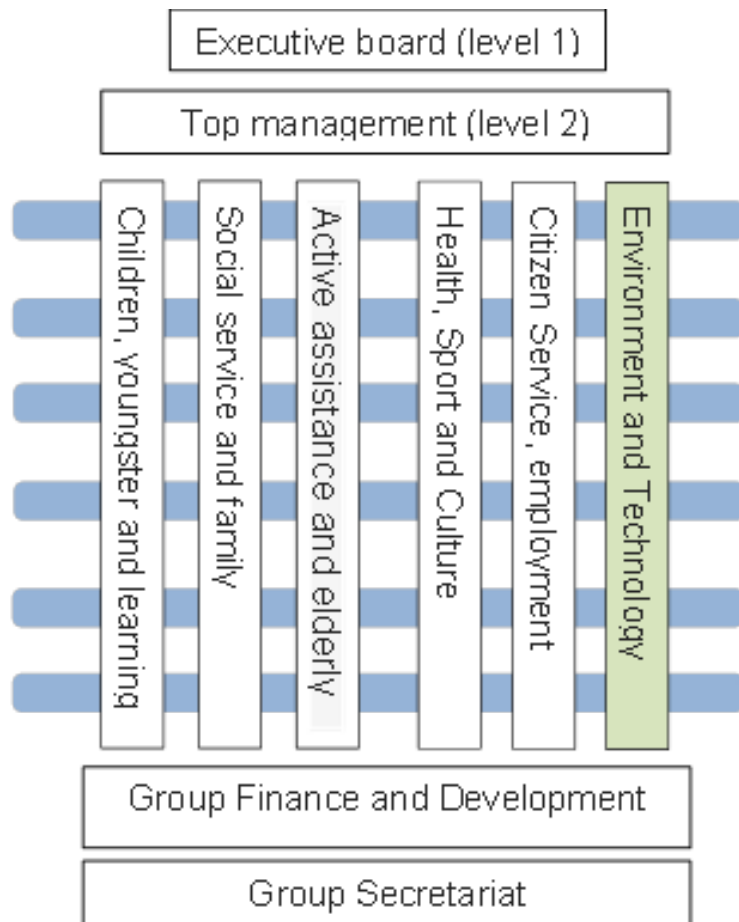
Citizens 31.049 *pr.*
2016

population 255
density (*Indbyg. pr.*
[km²](#))

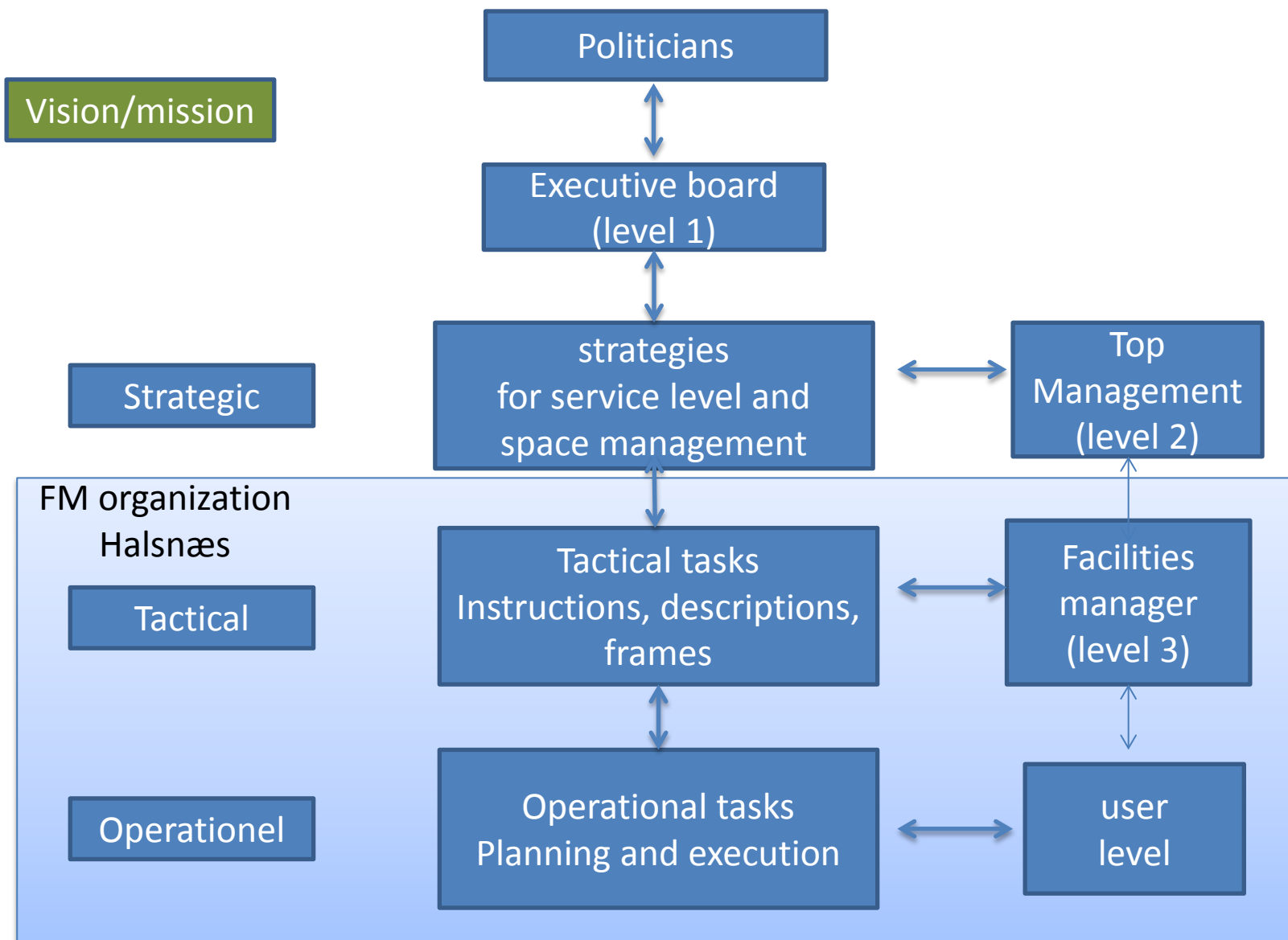


Organization of the Municipality

Place in the organization



Communications and decision levels



Organization

- FM organisation was founded in august 2015,
- compiled by independent teams from several different departments
- Teams in the new organization
 - Building maintenance
 - Energy and technical maintenance
 - Risk management
 - Buying and selling
 - Cleaning

The appointed goals were:

- Implement an FM organisation
- sell 10 empty buildings
- Buy an CAFM system
- Take over the project management in larger building projects



Facts and budgets

•	numbers	heated m2
Administration Building	8	14.914
School (incl. SFO)	8	68.629
Day care	17	13.687
Housing Elder care	9	32.781
special care Institution	5	7.837
Culture	8	11.714
Sports facilities	9	10.817
FM org. (empty buildings)	15	14.228
Other	4	888
Local association	21	2.985
Museum Buildings	8	2.040
Public housing	4	941
public toilets	7	136
I all	123	181.597

building maintenance	kr. 10.700.000,-
Energy	kr. 20.650.000,-
Taxes	kr. 13.300.000,-
Risk Management	kr. 650.000,-
Cleaning	kr. 21.000.000,-

- The necessary changes –
the need, vision and coalition for change

added value

What is the definition of Added value ?

- An amount added to the value of a product or service, equal to the difference between its cost and the amount received when it's sold

Definition in the business dictionary

Input → Throughput → Output → outcome → Impact = Added Value

Jensen et. al (2016) Toward an integrated Value Adding Management model for FM and Crem

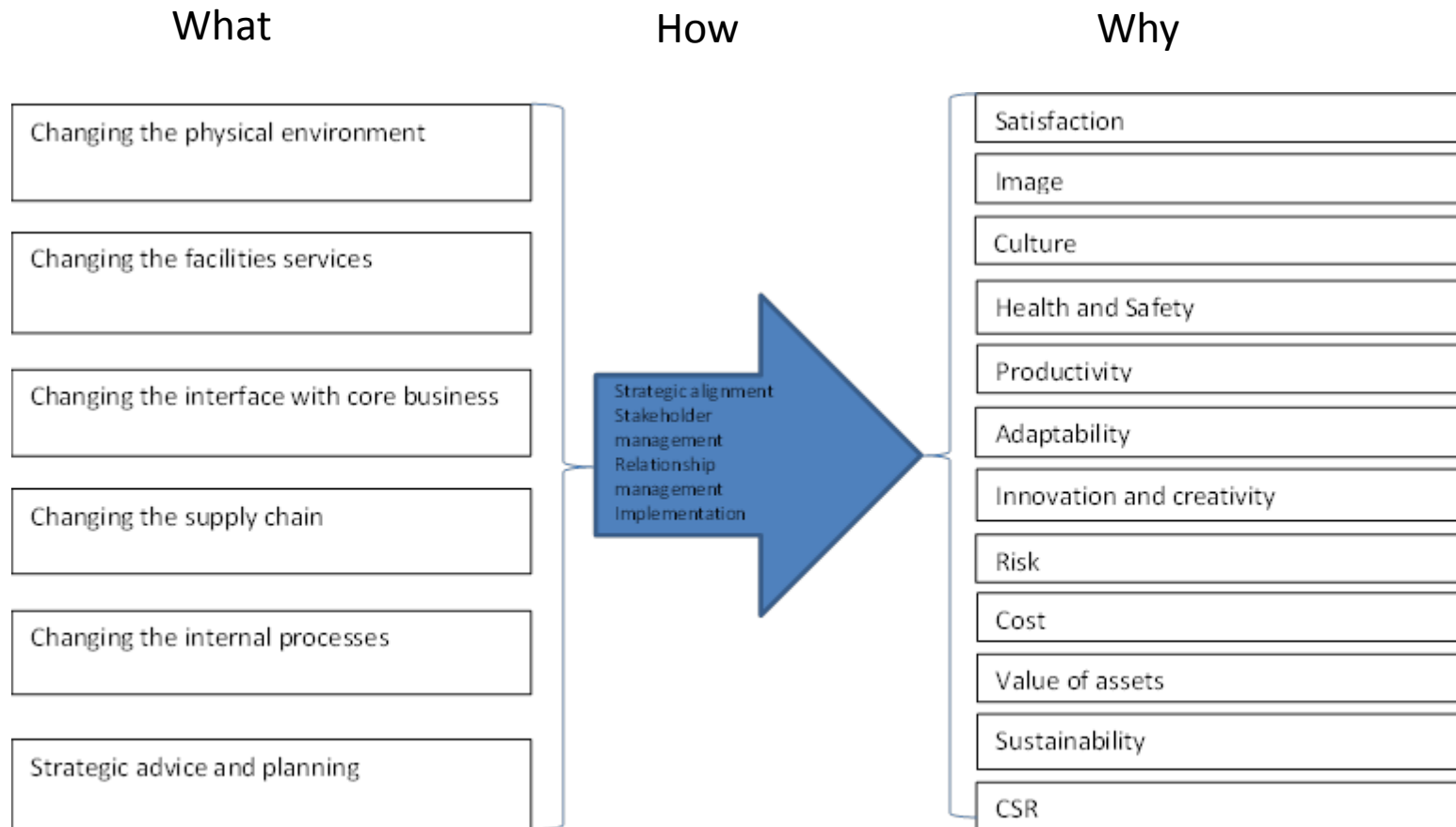
The big question is how do we get there

- The focus in the generalised Value Adding Management process is on how output by appropriate management can lead to outcome and added value
- This is equivalent to:

Decision on type of change → Implementation → Outcome/Impact

And also to: What → How → Why

Added Value Process model

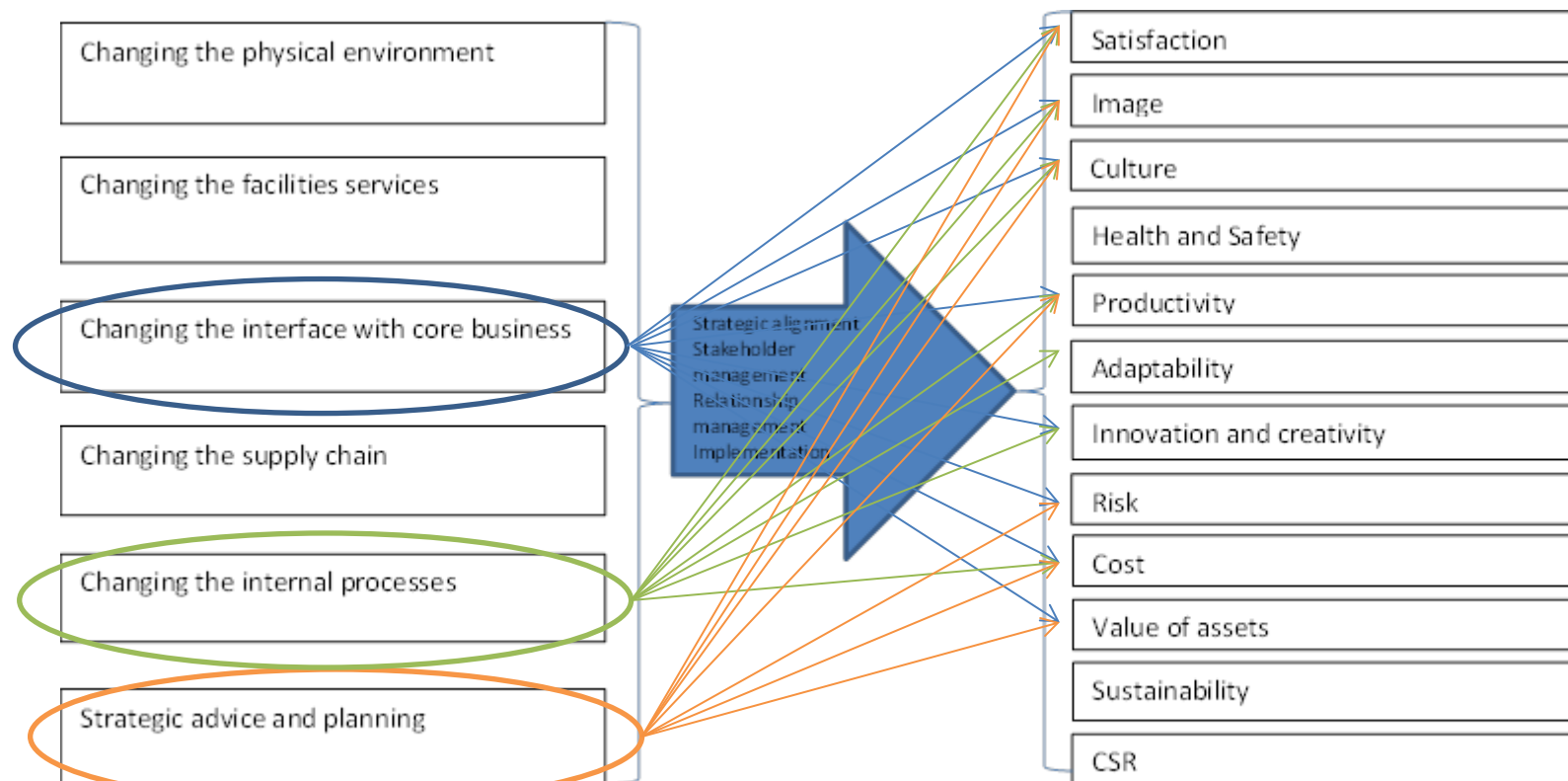


Added Value process model with types of interventions and added value parameters, Per Anker et.al; Toward an integrated value adding Management

The necessary changes –
the need, vision and coalition for
change

The What !

What did we do !

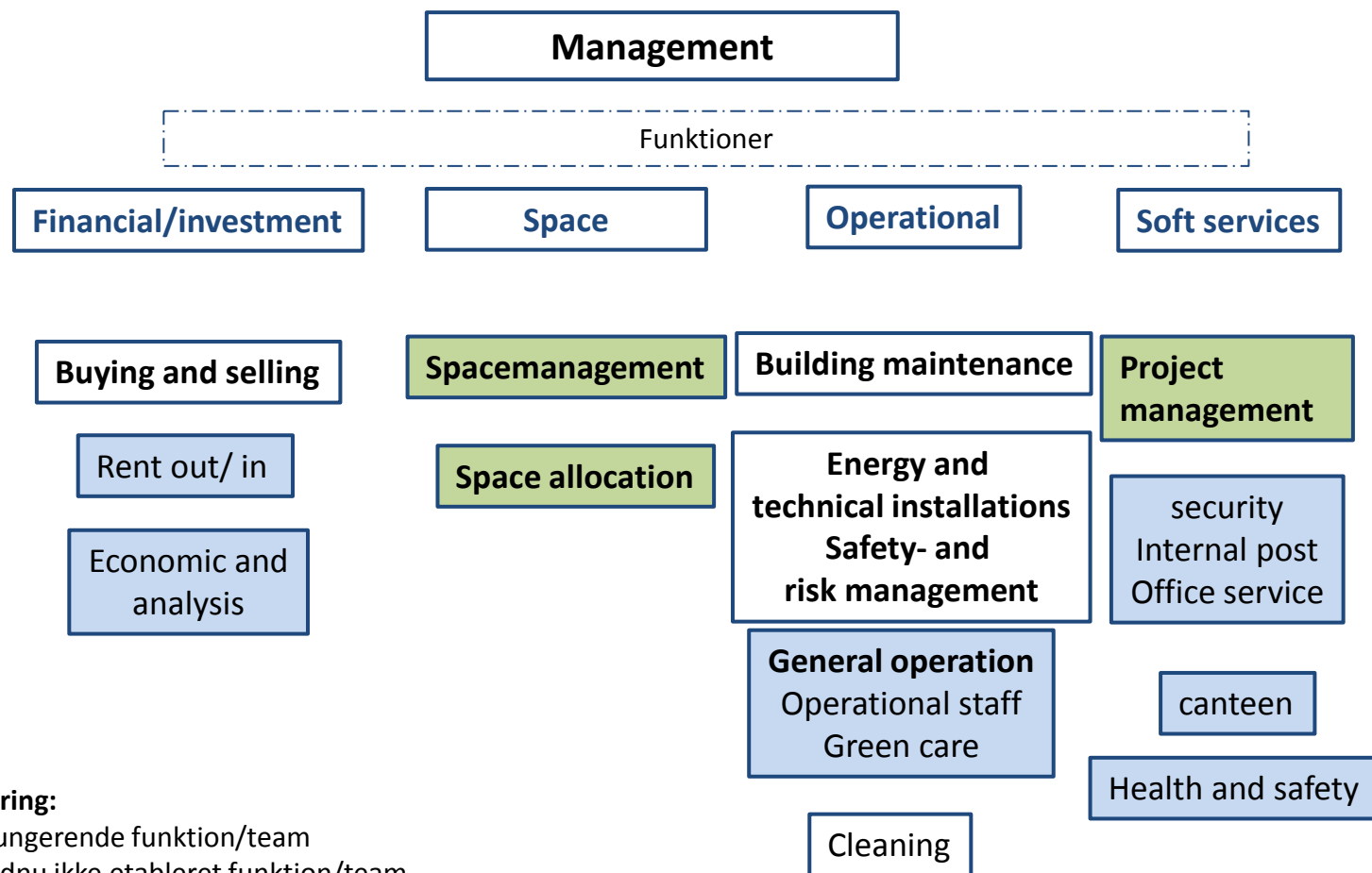


Added Value process model with types of interventions and added value parameters, Per Anker et.al; Toward an integrated value adding Management

What

- Change from being mainly an operating agency to a section focused on service and a 'yes culture' in order to support the core business
- Take the Potential gap between worries and expectations serious
- Look into the appointed goals for the FM organization
- See to that the total economic aspect is considered in all decisions
- Attention to that resources such as property, capital, knowledge and formal position is considered essential in a relationship of power.
 - Implement an FM organisation
- Build the internal organization
 - sell 10 empty buildings
- Learn to communicate
 - Buy an CAFM system
 - Take over the project management in larger building projects

Organization internal teams



Farveforklaring:

Hvid felt : fungerende funktion/team

Blåt felt: endnu ikke etableret funktion/team

Grønt felt: funktion/team under udvikling

The necessary changes –
the need, vision and coalition for
change

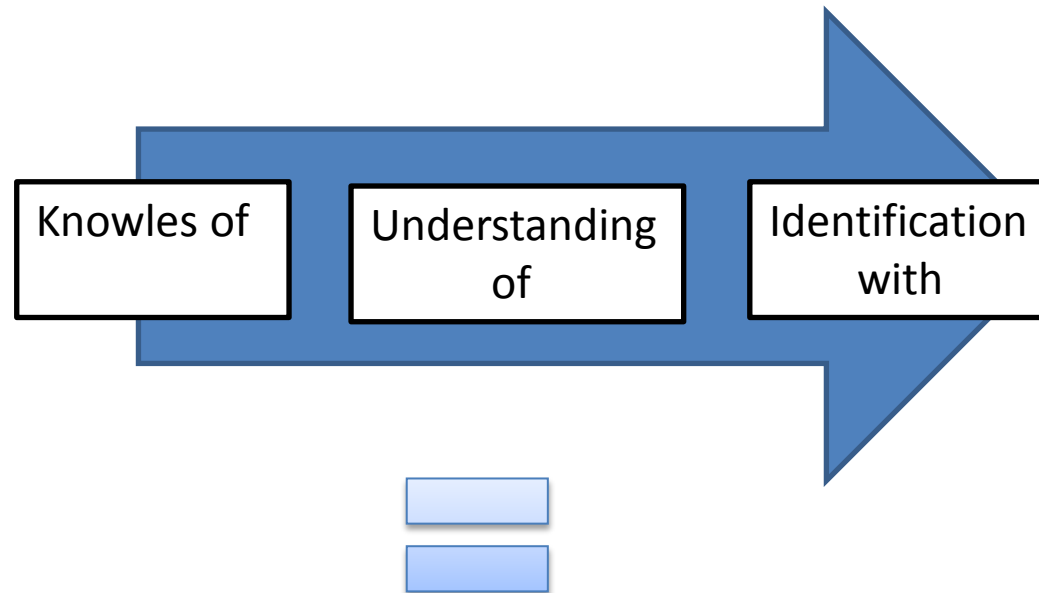
The How!

HOW

- Learn about the concept of FM
- Be aware of the communication form
- Be aware of the power the FM organization obtain and how to use it
- Clearly defined and communicated goals
- Changing the interface with core business
- Communicate the vision and empower action
- Vital that the vision is crystal clear to the entire organization
- Initialize the promised changes
- Make certain that the 'cultural change' into being a service organization actually takes place

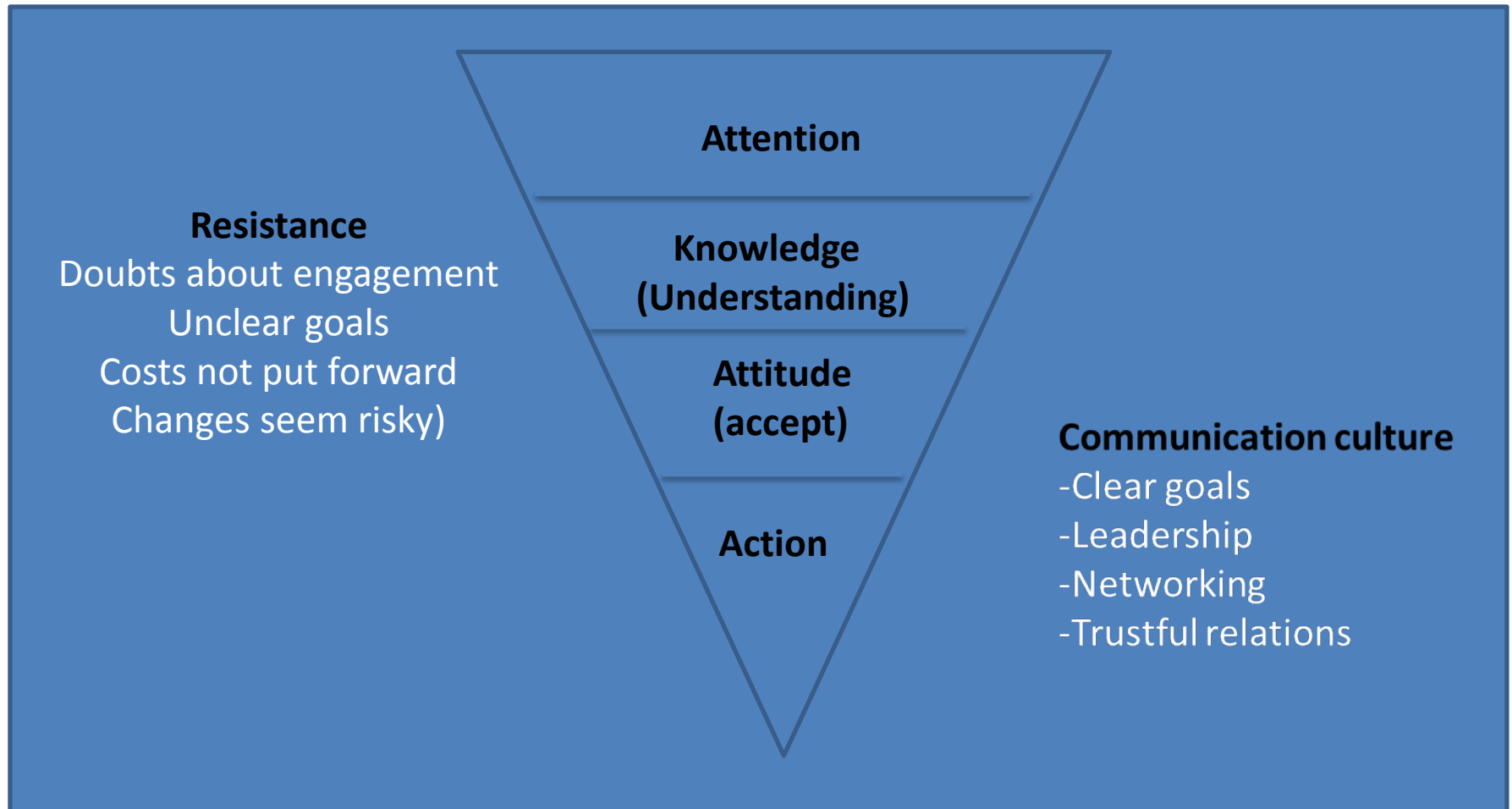
Culture change in the department

- Give employee knowledge of FM



Ownership

Communication

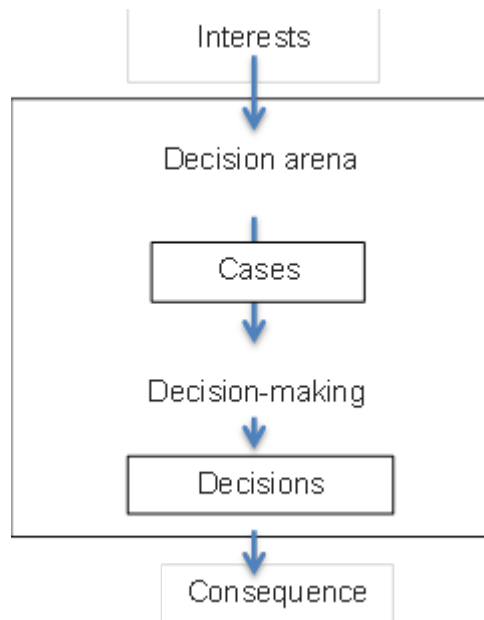


Acceptance and power

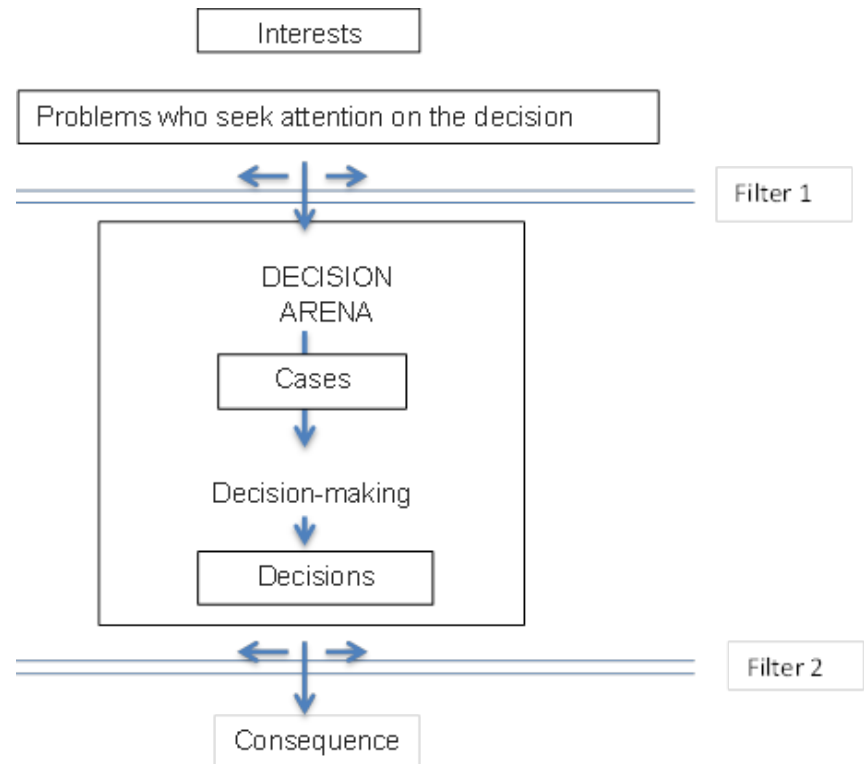
- Organizational units are often viewed as silos, where we individually or in groups seek to own interests are protected
- Today we will also point to the dynamics of a course of action (the flow of reactions and counter-reactions), including the mobilization of possible alliance partners

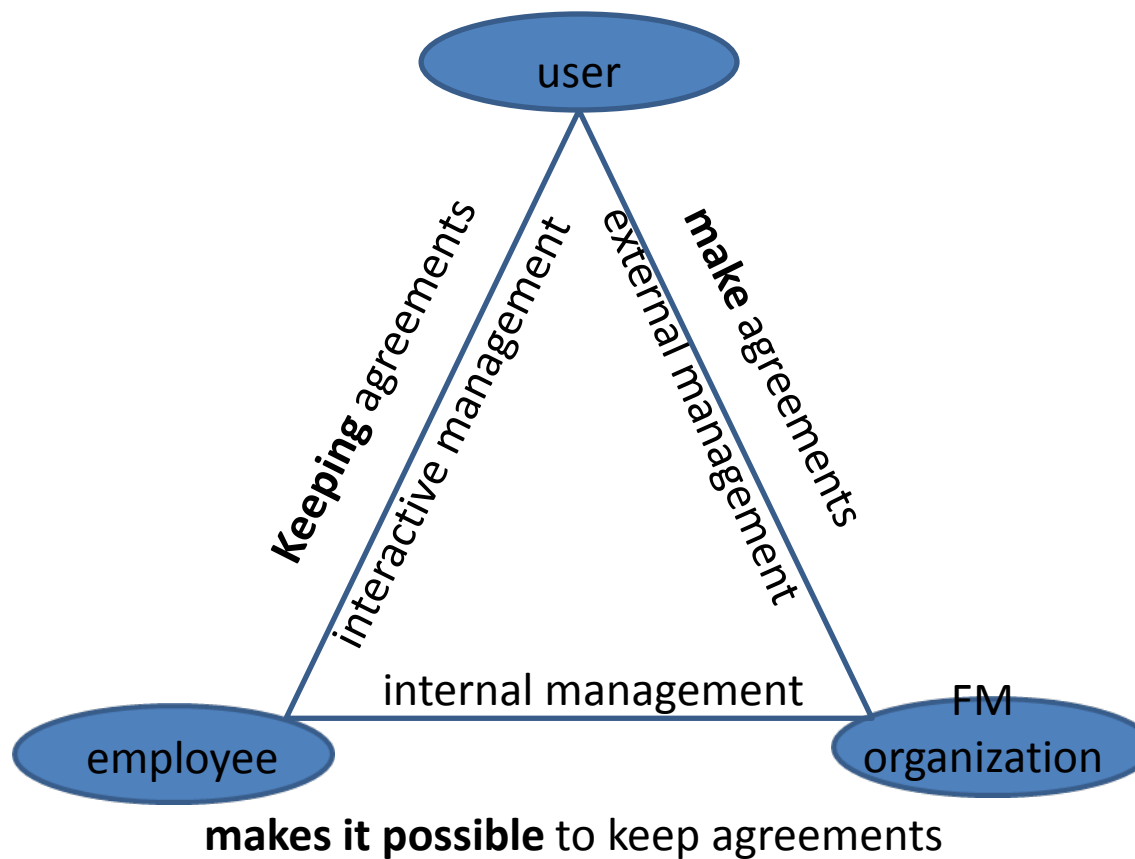
leadership / power

Direct



Indirect





How to make it stick

- Keep motivating staff
- Communicate the successes
- Do your lobby – keep up the good relations with the rest of the organization and keep close ties with major decisions makers

WHY

Because it's the only way we

- Add value to the organisation



Thank you for your time