



How to increase the usability of academic FM research for practitioners?

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How to increase the usability of academic FM research for practitioners?

by Keith Alexander and Susanne Balslev Nielsen, members of EuroFM research network



FM Research for Practice

'FM research for practice' was the title of the Nordic FM conference in 2011, pinpointing the organizers ambition that FM research should be used and have an impact on practice and for the benefit of society. The messages from this conference is here presented to European FM Insight readers to support the development of the next

generation FM research projects and a viable alliances among EuroFM members from practice, research and education.

The ambition is research for practice, but how to ensure that research is used in practice? For researchers, academic journals are a vital means of communicating research. However those outside the academic world do not have access to academic journals, and even if they had, the language is often hard to understand and the topic too specific or too theoretical for their needs. An important debate at the conference was therefore concerning how to improve the usefulness of academic research to practice, and

the key messages from the many conference participants should in our opinion have an impact on the design of future research programs and communication of research; and a EuroFM way of research with and for practice.

This article summarizes the essence of two workshops at the Nordic FM conference, where relationship between research and practice was discussed. The open and direct dialogue between researchers and practitioners about this topic is very unique, and the outcome is relevant beyond the Nordic countries but also beyond the FM-sector.

Collaborating in advancing knowledge

The workshops proposed that, for Facilities Management to advance as a discipline and a profession, effective collaboration between research and practice is needed in order to develop a robust and reliable knowledge base.

The purpose of the two conference workshops was to generate discussion about how interrelations between research and practice can be improved for mutual benefit. Pairs of workshop facilitators, a practitioner

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Comment

Svein Bjørberg

R&D-Manager / professor

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Public buildings constitute a large portion of the building mass in all countries. In Norway the public buildings are approximately 14 % of all buildings (gross area) and approximately 38 % (gross area) of the non-residential buildings.

Through a series of research and consultancy projects we have documented the backlog of maintenance and lack of adaptation to state-of-the-art working methods in core business activities such as public offices, education and healthcare.

The backlog in Norway was mapped in a national research project in 2008 with data from approximately 12 mill m² of municipality buildings, nearly 40 % of buildings in the municipality sector. The project documented a need for technical upgrading on municipalities buildings estimated to 14 - 19 billion EUR. In addition there is a need for 4 -5 billion EUR for technical upgrading in hospital sector.

Sustainable FM should contribute and support the basic principle of sustainability, the interaction between economy, social aspects and the environment. Backlog of maintenance is well known and documented. It has a significant influence on the environment, both indoor as well as outdoor, which will affect the users of the buildings regarding health, safety and environment. The Norwegian Labor Inspection Authority has over a period of three years inspected schools and some hospitals and a number of public building owners have received notice to upgrade the buildings to comply with the requirements given in the health and safety at work act.

The big challenge for FM and Real Estate Management is to communicate the potential for improvement for the core business which lies embedded in upgrading and modernization of

buildings. This challenge is especially important for those responsible for building portfolio, campuses for hospitals, schools and universities.

A good assessment method is becoming increasingly important as the focus of FM shifts towards strategic level and added value for users. Such a method may also be effective for FM-personnel in their daily work, as an aid in the dialog with users, but this requires a shift in practice towards an active strategic role which is not so common today.

It is obvious that sustainable FM is more than energy efficiency and upgrading of maintenance backlog of the building itself. It is the combination with quality of environment and nature and the social interaction between the elements.

How to increase the usability of academic FM research for practitioners?

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and a researcher, presented the need for evidence-based FM from their respective positions, and set out the common mission - to improve the quality of knowledge available for decision making in facilities management.

The need for researchers to present results in a form that is accessible to practitioners is well-established and often a requirement of funding. But have we found the right ways? To stimulate discussion in one workshop, a number of leading FM practitioners were invited to reflect on selected CFM research themes and upon work presented at the conference and to comment on its relevance, novelty and usefulness to practice. In another workshop it was a clarification about stakeholders (representing: municipalities, consultants and universities) interests and motivations. The purpose of this workshop was to share and explore of what to aim for and what to expect from practice-research-education collaborations.

The overall conference theme implies a flow of findings from research to practice. Both workshops addressed ways to improve the dissemination of research to practice. However, they also stimulated discussion of research with and by practice and about action research to support reflections about own practices. The process of collective reflection might be the most important outcome of the conference workshops and a valuable contribution for the further collaboration about FM-research in the Nordic countries. However, to document and share the insights beyond the conference participants, we here summarize the main points about production of useful knowledge in collaboration between research and practice.

Evaluating the value of research

In the paper-review workshop, the facilitators presented the need for evidence-based FM from their respective positions in practice and research. Then, four leading FM practitioners, consultants and service providers, each from different Nordic countries, gave their reflections upon papers presented at the conference and commented on the relevance, novelty and usefulness of the research to practice:

What to appreciate about academic conference papers:

- Confirms our experience
- provides a very good overview, and sum-up of the tasks and dilemmas of the area
- presents a good framework, a good model or a good tool

What was perceived less useful?

- It is somewhat relevant –but does not hit bull’s eye.
- Practice looking for solutions, what should we do? Solutions for tomorrow and for the longer term.
- The research shows that theory does not work in practice. It is much more difficult.
- I had hoped for something newer, give us more forward-looking research/input (lot of research is looking back)
- I do not need all the cross references.
- Include technical solutions and costs, not only strategy and organizational issues

From the researchers the wishes were:

- Help us define the questions to be answered, so our research is perceived relevant
- Give us access to your organization, so we can do empirical studies
- Allow us to present the results to beyond collaboration partners, we have obligations to share knowledge and give public access to results
- We must contribute to theory generation and the academic debates to work at a university

Practitioners highlighted current characteristics of FM and identified three areas for research – sustainability, building operations and organizational development of FM. They recognised differing FM strategies and the need for alignment to find the best solution. As FM is often broadly defined, it was felt important to implement standards and to refer to available handbooks.

Integrating research, education and practice

The second workshop, ‘FM Research, Practice, Education’, created a similar discussion about collaboration within research and practice, and discussed the success criteria of the different parties’. In contrast with the first workshop, this workshop specifically addressed education as an element in knowledge production and dissemination.

Participants in this workshop felt that FM is still an emergent discipline and vaguely defined in reality, this called for reflections on how to frame future research projects:

- FM is not clearly defined. Spread out a common terminology
- FM is often very wide, hold the European standards or refer to the FM handbook by Per Anker Jensen
- Always clarify the FM role in organization and its services, define core businesses, services
- Understand the organization of companies and their FM strategies
- Ensure a holistic understanding of value chain and clients needs (added value and new forms of procurement)



- Intelligent use of key figures, to communicate the type of organization
- Different forms of communication to academia and practitioners-tuned to the target group
- Research has been slow, primarily descriptive and remote from practice; it does not help the revenue to be used in practice.
- Sustainability must be operational and must be made known among both architects and engineers. Is not today.
- Committee’s (advisory boards) role is not reflection, but to challenge the applicability of the research.
- Enter both strategically and tactically. The strategic target group is too small, even in the Nordic countries. There are few people.
- FM is not known, even in their own professional circles. Need for dissemination, bridge builders, translators

Participants also saw FM education is also an emergent activity, and formulated ideas for the future:

- Rising demand for FM educated employees and post graduate training
- We are few teachers in FM, let’s collaborate about the development of new FM degree programs (construction/operation/service/business).
- Saves time, if research and development are integrated, instead of research first, usability afterwards.
- Lets motivate more students with attractive career opportunities
- Students must learn FM as a management discipline.
- Students looking for leadership skills when they discover this is required at the job marked
- Involve students in research

They also recognized the synergistic possibilities of interaction: involving students in mini research projects and in development work and researchers as sparring partner for the development of FM departments.

Participants concluded that FM should be established more clearly as an academic discipline, with a strategic emphasis and broad, multi-disciplinary

outlook and called for different types of research to support these developments.

Conclusions and recommendations:

The British philosopher Austin distinguished three phases in a process – debate, intention and action.

He argued that most processes usually stop with good intentions.

As the organizers had intended, the conference provided a unique opportunity to debate and clarify the benefits of engaging in FM research, to discuss how to collaborate more effectively and contribute to the development of an FM-research agenda.

The clear feedback from practitioners at the conference was that the current research is often to distant to practical challenges at tactical/operational level. A recurrent theme was the need for better strategies for communication, to a broader FM community and beyond committed FM individuals. To improve effectiveness, it is necessary to be clear of specific audiences and to use different channels of communication including social media e.g. LinkedIn, Facebook and google+.

What is left is the action, to collaborate in the improving the quality of knowledge available for decision making in facilities management. The open and constructive dialogue generated many good insights of how researchers, practitioners and educators can support the FM knowledge generation.

The dice is rolled for the next generation of FM research!

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More information about the Nordic FM conference in:

P. A. Jensen and S.B.Nielsen (Editors): Facilities management research in the Nordic countries. Polyteknisk boghandel og forlag, 2012.

FM think tank

Are organisations spending too much money on trying to improve the well-being of staff?

by David Arminas, News Editor, FM World

Nearly a quarter of respondents to FM World's latest Think Tank Poll said employers are spending too much money on the well-being of their employees.

But many of the respondents - 77 per cent - who said employers were not spending enough, were adamant that ensuring a comfy environment produces a much more productive workforce.

To a large degree, the most effective office and workplace conditions will differ for each business: 'It's not a black-and-white issue. Some employers go over the top; others may not do enough.'

A balance needs to be struck between 'what is necessary and what is just pandering to the head of the company's own wants and desires', said a respondent.

'Everyone would like a pleasant working environment, but is it necessary to have artificial grass and picnic benches instead of carpet and normal tables?'

Even an on-site coffee shop might be an amenity too far, said a respondent: 'On-site coffee shops are great until staff are spending more time in there than at their place of work. And if a company can't afford these things, it probably means that they have other priorities, which may be ensuring that the organisation itself survives in the long run.'

A good, caring employer gets and keeps their best people. That's why so many companies now focus on staff well-being, a respondent said. And with the government's Soft Landings campaign starting next year (for building hand-over), it will put government FM managers in the driving seat to improve the workplace experience for the civil service.

But office design must be driven by solid research because trying to



gain consensus from workers on what suits everyone can produce irrelevant hotel-style demands.

Professional thought on designing workspace means worker interactions are likely to be more productive rather than distracting. This includes grouping interactive teams together and away from quiet areas where they can be disruptive. Don't position

attention-attracting items near people's desks.

At the end of the day, productivity is about the attitudes of both employer and employees, as a respondent explains: 'Company cultural and management attitudes are very much key because a great office design but poor management will equal poor employee morale.'

Happiness at work? You're having a laugh

When is too much happiness bad for your organisation? Maybe when the photocopier has broken again and there's no spares on site because the store room has been cleared for the mobile masseuse.

At this point, a company should take a hard look at its priorities, said Paul Morrell, the government's chief construction advisor.

Morrell, also a former senior partner at Davis Langdon, was speaking at the 10th annual Workplace Trends conference, held at the offices of law firm Allen & Overy. The conference had the theme of 'well-being and performance'. Putting aside the humour- and there was a lot of it - the 'after-lunch debate' was a serious look at where employee wellbeing fits into an organisation's efforts to get the best out of the workforce.

Delegates were asked to consider the motion: 'The current focus on controlling costs and maximising profitability is misguided. We should be designing and managing for staff wellbeing.'

Sooner or later, the help you give to your employees becomes a hostage situation, said Morrell, who was pitted against Neil Usher, general manager of global property for mining giant Rio Tinto.

Morrell, speaking against the motion, admitted he is a naturally a suspicious person and is suspicious of too much happiness at work. He set the tone of his tongue-in-cheek presentation with: 'My name is Paul

Morrell and I don't care if you're well.'

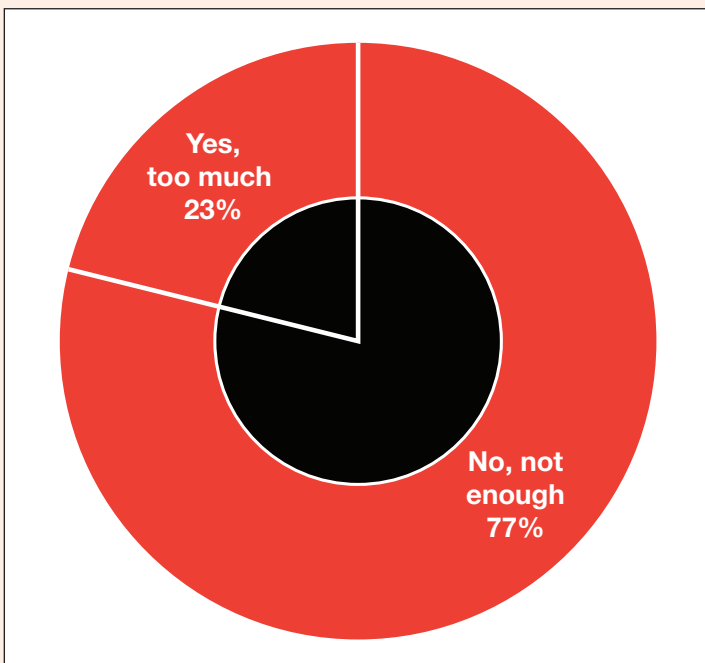
He said he is not against happiness at work, 'but it's just not British, it's too American, and I feel scented candles and yet more consultants coming on' when it's mentioned.

Taking too much care of your employees will not get you anywhere, he argued, pointing to the track record of financially troubled global investment bank Goldman Sachs. He pointed out that the company at one time noted that the mental health of its employees was probably one of its biggest concerns.

'Don't forget, you are in business and you are supposed to make a profit. The Good Samaritan had to have the money in the first place to pay the inkeeper to take in the wounded and abandoned traveller,' he said.

Wellbeing, or happiness at work, is fine if the organisation has the money to pay for it. Too much happiness can pull down the work ethic, he claimed. Has anyone told the Chinese about the happiness-at-work trend? he asked. 'While we're making employees happy, the Chinese are busy working.'

However, Morrell softened the blow of his message somewhat: 'I'm not saying that wellbeing is for wimps.' He allowed that businesses needed to make their employees 'comfortable', to make their working life easier. It would help employees to be more productive and efficient.



The office is better high-tech

By Roberto Cigolini (Professor of Quality Facility Management and Operations Management in the Industrial Engineering Department at Politecnico di Milano).

As businesses evolve, new models are required for the workplace. It is no longer a physical shell to divide up along hierarchical lines, but rather a way to manage spaces that takes account of how they are actually used and that fosters good working relationships. The technological revolution and the changing demands of mobility and flexibility are playing their part, too. A detailed template is emerging for a new concept of productivity.

The workplace is changing, and the use of space is becoming an increasingly complex issue. Today, therefore, it is even more important than before to avoid a common error in space planning, that of treating space utilisation (the number of square metres allocated per person) as the most important parameter for measuring how people use space at work.

Many organisations view space utilisation as a target to be achieved or a vital benchmark. Thus, they risk oversimplifying the problem by neglecting some fundamental issues concerning the use of space, such as:

- company requirements
- the variety of different users of a space (full-time, part-time, shift workers, etc.)
- measurement method
- effective cost of the space
- age of the building.

Strategic planning cannot, therefore, be based exclusively on space utilisation. It must also take account of other factors, such as the following:

- total cost per employee
- total square metres owned and leased
- the balance between closed offices and workstations in open-plan areas
- internal customer satisfaction
- free space still available to the company, and
- the need to identify and eliminate redundant ancillary spaces.

This is all the more important in the current climate, where our way of working is changing rapidly and fundamentally. As an example, work is now seen less and less as an activity centred on the individual and featuring an organised flow of information. Today, our workflow is much more systematic, and our approach to work is a great deal more collaborative than before. And while it is true that we used to work primarily with those sat nearest to us, our immediate colleagues may now be on the other side of the world. The office was traditionally conceived as a physical shell within which all

activities took place. The modern high-performance workstation, on the other hand, can support activity not just in a single place but in a number of open and closed environments. The office must, therefore, be adaptable enough to accommodate requirements such as flexibility, mobility and teamwork.

The impact of all these factors is clear if we look at the changes in workplace design in recent years. In the traditional view, everyone had to have an office of their own in order to operate effectively. Nowadays, though, it is commoner practice to encourage the use of open spaces (with access to closed spaces) in order to stimulate collaborative working, innovation and productivity. The emphasis is no longer on individual workstations but instead on providing a 'variety of work areas'. Hence, concepts of high flexibility and 'non-territoriality' of office space have gained currency among organisations, as they apply these new ideas in order to reduce overheads and boost productivity. Rationalising working areas through a greater use of the available space offers a way to cut costs and optimise workspaces specifically for the tasks that are carried out there. By analysing and designing the office environment to meet the needs of those who actually use it every day we can also re-use the space thus 'saved' in order to create or extend areas for people to meet and interact.

The concept of office space as 'non-territorial' is the death knell for the traditional vision wherein the worker physically appropriates a workspace through their desk and a system of relationships that centre on him/her. There are five key points to consider:

- There is often a mismatch between work activities and the allocation of space. Many managers are given large closed offices that they seldom use. Some employees, however, because of their place in the hierarchy, are forced to sit at small workstations even though their tasks require a larger and better-organised space. This traditional scenario is caused by assigning space according

to right, not function. But the tide is gradually turning.

- People sit at their desk less than they think. Most employees believe that they sit at their desk all day, although this is often not the case. Countless studies have shown that staff move around the office almost continually. Their work no longer involves sitting at a single workstation.
- Virtual space is as important as physical space. Virtual space must be allocated and organised as carefully as the physical office environment has always been. Giving ever-higher priority to software, hardware, lighting, ergonomics, computer filing systems, remote access and data security is therefore essential.
- Technology helps to increase the available floor area. As technology invades the workplace, it offers staff more and more options as to how and where they perform their tasks.

This has direct repercussions for the working environment. The consequence is not that employees become entitled to more or less space but rather that, when supported by appropriate technologies, space can be optimised for each worker's particular tasks.

The new-generation office brings many benefits: better customisation and support for each activity's particular requirements; more opportunities for teamwork and mutual learning; and more effective operational processes. This kind of office environment exploits technology to the full. It encourages those working there to seek opportunities for innovation continually, and it fosters wellbeing and job satisfaction, thus attracting the best people.

All this brings a host of additional benefits:

- improved productivity
- great flexibility
- full use of technology
- a better quality working environment
- optimum resource usage.

To create a highly productive working environment, those responsible for spatial designing and planning must be thoroughly familiar with not only the building, but also the company's strategic objectives and its production process. Only then can they know what individual workers do and need. This information is essential in helping the planning procedure begin to take a more precise shape. Hence, many space-planning strategies for new-generation offices require users to be fully involved in identifying the concepts underpinning how the working environment is created and managed. It is worth emphasising that, to implement this approach properly, it is necessary to set aside time and resources for assessing existing processes accurately.

The effort, therefore, is considerable, but then so are the benefits:

- an environment where employees operate at peak effectiveness
- greater process efficiency

- a more flexible layout, and
- a reduction in the space used by the company.

The strategies involved in this approach must be considered as points on a continuum ranging from the conservative to the innovative. The more cautious solutions maintain the traditional arrangement of one workstation per worker while reducing the size of the individual work area in order to free up space for teamwork. Solutions at the more 'avant-garde' end of the spectrum, on the other hand, make full use of virtual space to achieve optimum flexibility, thus creating an office environment where everyone can work at any time. With any office move or major reorganisation, many staff members are keen to know who will get their own office. But that is not a useful question. For it articulates that hierarchical mentality that, although increasingly outdated, still affects business culture through ideas like 'your role entitles you to space'. These ideas may be deep rooted, but they are on their way out. Organisations today focus increasingly on creating the ideal conditions for each of its resources to operate as productively and effectively as possible. It follows that, when a company creates a high-performance office space, it does not ask 'who is entitled to their own office?' but rather 'who needs their own office in order to work effectively?' and 'does this function need its own space for the whole week or just for a few hours?' High-performance workplaces still have closed spaces. But organisations use them more flexibly and according to need, not to entitlement. As Tronconi, Ciaramella & Pisani noted in 'La gestione degli edifici e dei patrimoni immobiliari' (Managing buildings and real assets), new technologies are applied in tandem with the Space Manager's agenda to introduce location-independent working. This means the widespread trend observed in technologically advanced companies towards 'decoupling' work activity as much as possible from the physical workplace.

These new ways of using the office have the following points in common:

- the view that office activities can be carried out anywhere;
- the office is a meeting place for exchanging information;
- the office is a 'shared environment' regardless of hierarchy;
- the workspace is no longer seen as one's personal territory to be 'defended' but rather as a space used by all according to need.

The current strategy for containing workstation-related costs is to increase the number of staff using the space. This can be done in two basic ways: by modifying the layout to increase the intensity in the workplaces, or by planning and managing the space to minimise the number of empty workstations. The overall result is to reduce the costs-per-head of individual workstations.

Westgate, Cologne interaction with Mother Earth

By Dr Thomas Herr

At the Westgate, a system based on aquifer thermal energy storage provides comfortable temperatures while protecting the environment.

The Westgate, a sustainable office and retail building, is being built on the Rudolfplatz in Cologne city center. The focus of attention is not just on its impressive appearance, but also on the high demands that are being placed on building services engineering and protection of the environment. Although still in the construction phase, the building has been certified by the European Commission as a 'Green Building'. It will consume 32% less primary energy and emit 53% less carbon dioxide than a comparable building. In addition, geothermal energy will be used.

By focusing on its sustainability, the planners and investors in the project are looking at the overall life cycle of the building. The investment costs, which are higher for this type of building than for conventional construction projects, will be offset by the lower operating

costs. Development, utilization and operation must all be in harmony with the various aspects of sustainability, such as economy, environmental protection and the benefits to society.

Aquifer storage

The energy plan makes use of aquifer storage and thus near-surface groundwater. This design was selected after numerous studies had been carried out and alternative ideas rejected. The preliminary hydrogeological studies around the Rudolfplatz in Cologne had shown that the layer sequence, the position and inclination of the water table, the hydraulic conductivity of the substrate and the flow rate and direction of the groundwater would allow the aquifer to be used. This project is currently the only office building in the center of Cologne that uses this form of geothermal energy.

Aquifers are water-filled layers of



A view of the high, bright atrium. The atrium's underfloor heating and the heaters of the air conditioning systems are supplied via heat pumps.

reservoir rock, i.e. a stratum of the earth in which a particularly large amount of groundwater is stored. As natural energy reservoirs, they not only store the groundwater, but also the temperature of the water and can thus be used for the long-term storage of heat or cold. The use of aquifers makes it possible to 'preserve' thermal energy for a relatively long period by means of the underground storage of energy. The aquifer extends on both sides of the Rhine under the entire city of Cologne. It consists of a layer of gravel up to 30 meters thick, which in turn contains 20 meters of water.

The cornerstones of the energy plan:

- The building's own six wells (grouped into two groups of wells on different sides of the building) are used to access groundwater at a depth of around 25 to 30 meters.
- Heat and cold for the building's room conditioning are mainly provided by the use of groundwater.
- In summer, the cold water is supplied directly via the heat exchanger.
- In winter, the required heating water temperature is generated by the heat pump.
- The offices are air conditioned by means of ceiling heating/cooling, which provide area temperature control and, in combination with the moderate temperature level as a result of the use of groundwater, represent an optimum system.

The building engineering supports the sustainable design of the energy plan, while also meeting users' wishes and being adaptable to their processes: high level of use of natural light, sound insulation with baffle discs, individual control options for ventilation and sunshades

Natural cycle

Six wells are in operation beneath the underground car park. These descend to a depth of approximately 25 to 30 meters and act as extraction and injection wells. The extraction wells pump up water from the aquifer, while the injection wells return it to the aquifer. In summer, cold groundwater is used to cool the building, and in winter warm water is used for heating.

In summer, a well group pumps up

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The Westgate in the center of Cologne has been certified by the European Commission as a 'Green Building' while still in the construction phase. It will consume 32% less primary energy and emit 53% less carbon dioxide than a comparable building.

Westgate, Cologne interaction with Mother Earth

continued from page 5

cold groundwater. Heat exchangers extract the cold from the water and transfer it to the building's cooling system. If it is hot outside, the cool groundwater is used in the central equipment room to cool the water circulating through the building, which then heats up again on its way through the building. This heat is in turn extracted by the heat exchanger and released into the groundwater. The groundwater, which is now up to 3°C warmer, is then transferred to the second aquifer by the injection well. The warmer water is preserved there in a 'heat bubble' and waits until it is used again during the next period of heating.

In winter, when heating is required, this natural store of warm water is accessed, the water is pumped up, its thermal energy is extracted from it by the heat exchanger and the energy in the heat pump is converted into heating energy. This makes it possible to raise the groundwater temperature level to a heating flow temperature of around 40°C. After circulating through the building, the groundwater has cooled down by up to 5°C and is then returned indirectly via the heat pump and the heat exchanger to the other aquifer, where it waits until it is used in summer. In total, the wells can pump up to 250 m³ of water per hour.

The system operates efficiently: for each kWh of energy introduced, four to five kWh of heating energy can be obtained. In cooling mode, the ratio is even better: for each kWh of energy introduced, 10 to 15 kWh of cooling energy can be provided.

The pumps supply the ceiling heating panels in the offices, the underfloor heating in the atrium and the heaters of the air conditioning systems. The primary energy needs of the approximately 17,400 m² of office space can thus be met entirely with renewable energy. Only the static heating systems for the auxiliary rooms in the basement, the shops on the ground floor and the hot water in the restaurants are supplied via the Rhein Energie AG district heating grid. For this purpose, the building has a district heating substation.

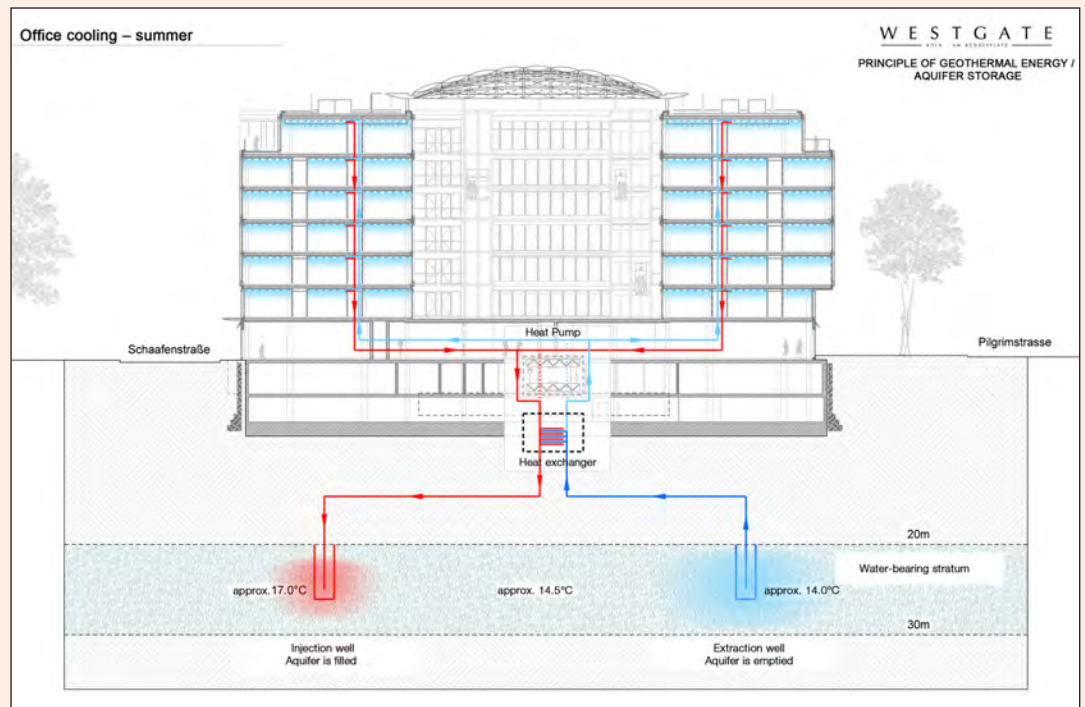
Radiant ceiling heating and cooling

In addition to putting sustainability into practice, the building engineering also ensures that this energy-efficient system is used to create an indoor climate that is both pleasant and suited to the users' processes and requirements. Cooling and heating take place via a system that branches out into the ceilings of the offices in millimeter-thin tubes. This ceiling heating and cooling

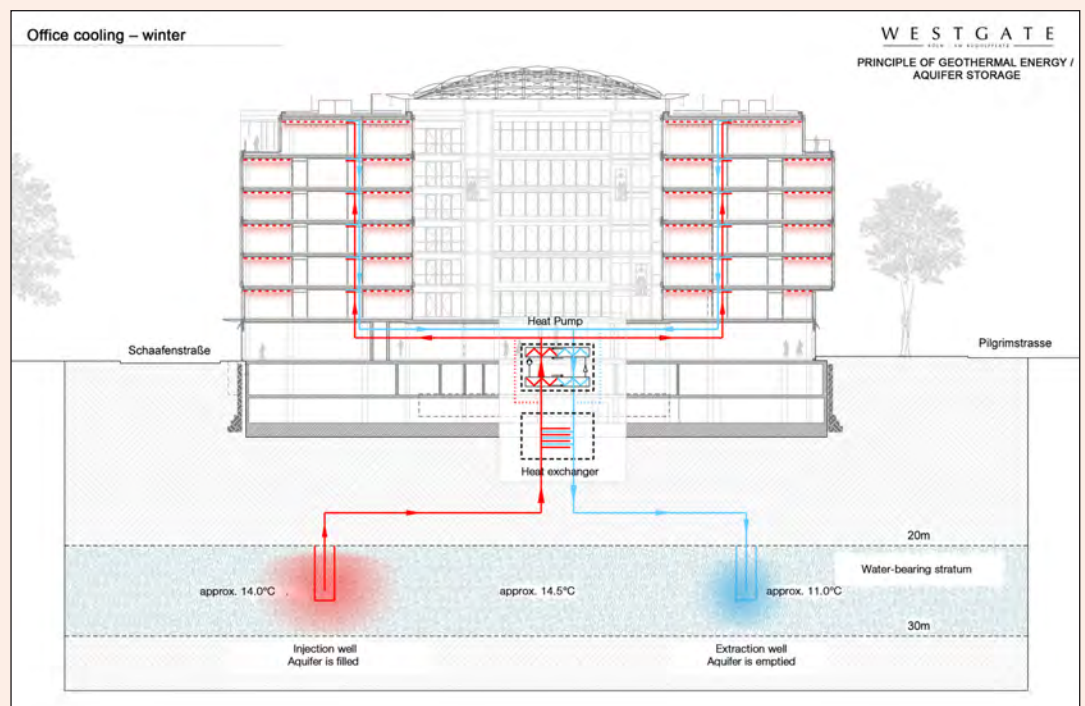
generates less movement of air than other types of heating and no dust is stirred up, which means that a comfortable indoor climate can be created. Sound insulation is achieved by means of exterior 'baffle discs', which are attached wherever a particularly high proportion of noise hits the facade. These discs reduce noise while allowing windows to be opened for natural ventilation. The room layout allows for individuality and flexibility. Window ventilation as required, individual control of the sunshades and individual setting of the heating and cooling mean that the climate in each room can be freely selected according to the wishes of the people in that particular room.



The primary energy needs of the approximately 17,400 m² of office space in the Westgate (the picture shows the reception) can be met entirely with renewable energy. Only the static heating systems for the auxiliary rooms in the basement, the shops on the ground floor and the hot water in the restaurants are supplied via the Rhein Energie AG district heating grid.



Principle of geothermal energy / aquifer storage: Office cooling (summer).



Principle of geothermal energy / aquifer storage: Office heating (winter).

Implementing change: the key to successful implementation

by Sophie Distel, Arseg Info

Work environment managers often face employee resistance when trying to implement new projects. In order to address this issue, the technique of change management is becoming widely used.

As a result of new technologies, changes in working methods, changes in the economic environment and in client expectations and behavior, the business world itself is experiencing numerous changes. In order to keep pace, companies are continuously implementing changes which can be rather unsettling for employees: mergers and acquisitions, relocations and re-organisation of office space. In the context of these adjustments, there is often employee resistance to accepting permanent changes. The consequences of such resistance to change are well known: projects that cause concerns amongst employees often require additional time and costs and, sometimes, the project has to be abandoned. Poorly managed projects or projects implemented without team support may incur 'Environmental and Social Management risks' that should not be ignored. These risks include a disrupted social environment, loss of talent, strikes, and, in the most extreme cases, psychological distress for employees. It is also important to remember that company employees are inclined to dwell upon unpleasant past experiences. 'After a change process has been abandoned or the change process has been rather painful, company employees will demonstrate a lack of flexibility in the future' explains François Bodin, head of organisation and change management at the holding company Logement Français. In order to address these risks, managers are changing their methods and are increasingly abandoning forced-through projects in favour of a 'change management' policy.

Don't try to predict the outcome

For the implementation of this modern management technique, an audit must first be conducted in order to define the main project issues, to define the starting point and where you want the project to go, and to identify the teams involved. The golden rule is 'don't try to predict the outcome' insists François Bodin. 'It is essential to put yourself in the employees' position. Any change, no

matter how insignificant it may seem, can generate employee resistance', he confirms. This is a theory supported by Christopher Faurie, an expert in change management within the Faurie firm, and, according to whom, one of the most difficult changes that work environment managers are expected to manage is relocation. 'Our routine is turned upside down: we may find ourselves further from home or being moved suddenly from an individual office to an open space...' This results in a sense of disorientation, a factor which is now being taken into account by managers, according to Edouard Dessirier, business director of the research department at SLH Amod. He is a specialist in providing project management support, and is now offering his clients support for implementing change in the context of office reorganisation and company relocation. 'For about two years now, our representatives have been taking into consideration the human and psychological dimension of these projects and aim to anticipate any potential issues, he claims. This is particularly pertinent when the change involved is a sensitive one, such as moving from an individual office to an open space.'

'it is possible to implement change management at an affordable cost, if we ensure that internal communication is taking place'

Much more than communication

After the diagnostic phase, and depending on the importance of the project, the methods of project support to be implemented are selected. As a bare minimum, managers have to communicate with the employees. 'I don't believe that resistance to change is a human 'genetic' trait because humans are

constantly evolving and adapting and have been for years. However, being able to express our free will is very important. In order for the successful implementation of a project, the project needs to make sense', insists Xavier Sabouraud, chairman of Alter&Go, a specialist consultancy for change implementation. It is, therefore, unrealistic to imagine that the less we talk about potential problems, the fewer difficulties we will encounter. 'It is essential to be completely transparent and to involve employees in projects which engender their support and do not cause them to suffer', warns Fabrice Zaphiratos, CEO of OZ consulting, a consultancy firm dedicated to facility management and company organisation. The next stage is to define the message that you wish to convey, the key players involved in the communication plan and the tools to be used: newsletters, conferences, websites, meetings with experts, visits to the future premises, employee voting on new office furniture, feedback, etc. 'However, in order to ensure the successful implementation of project support, communication needs to be a two-way process' clarifies Christophe Faurie. This is why it is important that the voice of the employees is heard, particularly during the negotiation phase.

'I don't believe that resistance to change is a human 'genetic' trait [...] However, being able to express our free will is very important. In order for the successful implementation of a project, the project needs to make sense'

This detail is what marks the difference between straightforward 'communication' and authentic change management. When undergoing change, whether it is in your private or professional life, it is natural to experience a whole range of feelings: denial, anger, sadness, fear, etc. 'Then comes the negotiation phase which allows us first to accept and then to become involved', explains the head of organisation and change management at Logement Français. 'This discussion on future changes must be preliminary to the changes themselves and should not be employed as an adjustment variable after the event. It is essential to listen to the employees and to

give them some leeway concerning the aspects of the project considered 'negotiable'. Of course, 'this does not mean that everyone should be invited to the different workshops and other organised meetings', explains Edouard Dessirier of SLH Amod. 'It is the managers' responsibility to circulate the information' adds Fabrice Zaphiratos of OZ Consulting. Xavier Sabouraud of Alter & Go argues the same point: change should be led by management. 'However, in France, this task is often difficult to accomplish: managers are restricted by time, they are absorbed in other tasks, numerous projects, reports... As a result, an external facilitator is employed, someone who can offer a global perspective on the project which managers, given their daily workload, cannot always provide.'

'It is said that the preparation and determination phases of the action and support plans for change implementation account for 80% of the project's success'

Time: The key to success

All of this requires time. The experts view this as a positive consideration and even 'a lever for change, when the time variable is used widely, particularly prior to the start of the project', suggests Xavier Sabouraud. Gaining both support and acceptance requires time. 'Even for an adjustment as simple as changing a photocopier, advance notice should be given to users by means of a demonstration day held prior to the change, for example', explains Fabrice Zaphiratos. And, as François Bodin from the Logement Français points out, these preliminary phases merit special attention since 'if they are carried out correctly, then project implementation itself will be nothing more than a mere formality. It is said that the preparation and determination phases of the action and support plans for change implementation account for 80% of the project's success.' Following the implementation, it is important to monitor project development and to provide continued support once the implementation phase is complete. In the case of relocation, for example, the business director of SLH Almod recommends implementing a sort of temporary after-sale service. 'It could be provided by work environment

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Ymere and D&B the facility group enter into cooperation agreement

A welcoming attitude is the key to reception management

by Eliza van den Anker, Crossmedia Editor, FMM

Since 2009, the head offices of housing company Ymere have been located in Huys Azië and the historic Pakhuys Afrika building, a renovated warehouse, on the Piet Heinkade quay in Amsterdam's Eastern Docklands, near the Java Island. In the context of the further optimization of its facility services, the reception service is now also being outsourced. D&B The Facility Group has been engaged to take responsibility for this area with effect from 1 December.

'The workplace concept we have developed is based on 'The New Way of Working', which is all about meeting, collaborating and connecting,' says Bas Neuteboom, Facility Services Manager at Ymere. 'You can see this in the way we have set up the warehouses: the wide open spaces, the multifunction layout, the modern, informal character and the large number of corner areas where you can meet up with colleagues. In addition, we have centralized all the meeting rooms and decorated them with different themes. We want to incorporate this workplace concept into the layout of all our offices and thus create a recognizable image and a warm 'Ymere feeling'. The New

Way of Working is already being used within the head office, but we now need to develop it further and roll it out throughout the organization. An important question is what management style best matches the new commercial path which Ymere has set out on.'

Further development of service levels

To be able to better serve the company's employees and guests, the Facility Services department is working on improving its level of service provision. Good reception management is a key element in this. For this reason, Ymere invited five suppliers to tender for the reception management at its head office. 'We organized a detailed presentation to give the suppliers a clear



From left to right: Jeroen Herbrink, Sales & Marketing Director, D&B The Facility Group. Bas Neuteboom, Facility Services Manager, Ymere. Joost de Leeuw, Facility Services Team Leader, Ymere.

picture of Ymere,' says Neuteboom. 'It gave us a good idea of the culture at Ymere and what the expectations were,' adds Jeroen Herbrink, Sales & Marketing Director at D&B. A shortlist was drawn up of three suppliers who were asked to present their plans, with D&B ultimately proving successful. Neuteboom: 'D&B has made a welcoming attitude the central feature of their organization. This hotel concept, combined with facilities management, fits in well with what we want to achieve in the future.' According to Neuteboom, accessibility and approachability are crucial in this regard. 'When our clients come to visit us, they must receive a warm welcome.' One way to do that, according to Herbrink, is to create an accessible reception area with separate tables and armchairs, as Ymere has done. 'This stimulates interaction and encourages people to meet each other. The hospitality staff can easily walk up to the visitors to welcome them, take their coats and umbrellas, if necessary,

and call the lift for them. Little gestures like these cost nothing, but have a big impact,' says Herbrink.

'D&B's hotel concept fits in well with what we want to achieve in the future'

Extension of the Facility Services Department

From December, welcoming visitors will not be the only role performed by D&B's employees. 'We have entered into a partnership,' says Herbrink. Neuteboom: 'This means that the hospitality staff will also be responsible for other facility services, such as managing pool cars, organizing meeting services and dealing with messages in TOPdesk. In other words, they will be an extension of our own Facility Services Department.'

Implementing change: the key to successful implementation

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managers or by dedicated personnel, in the form of a help desk or a member of staff on-site. This service would provide answers to any questions, ensuring that the employees feel supported throughout the entire process.' Lastly, the importance of the assessment phase should not be overlooked. It is important to provide a conclusion, confirms François Bodin. 'You must be able to turn the page, summarise what has been accomplished, learn from the experience and thank your teams. A successful change is guaranteed to engender unity amongst your employees'.

Case study

'Using change management, the rate of new tool implementation in the workplace can increase rapidly'

The AFTM (French Association of Travel Managers) proposes implementing the technique of change management for travel managers. Estelle Camusard, head of the association's training department, explains why there is so much interest in this new management technique.

Arseg Info: In which context can change management be useful to travel managers?

Estelle Camusard: Since the early 2000s, companies have been using new on-line tools to manage organisation and travel reservations. This new way of operating has an effect on all departments, from HR to accounts, and some employees may find themselves psychologically perturbed: those who have been removed from certain assignments, but also those who feel that they are taking someone else's role, obliged to take on new and daunting responsibilities. Change does not happen overnight and it is not merely a problem with the handling of new tools.

Arseg Info: What are the optimal conditions for the implementation of such tools?

Estelle Camusard: It is important to make provisions for a pilot phase in which all of the departments concerned are invited to be involved in the project. The main users should contribute to the tool selection process. Employee training and communication are the next important stages, of course. It is important that every employee understands how they can benefit from this change (independence, mobility, easier report management, more flexible organisation, etc.). Once the tool has been implemented, setting up a helpdesk will provide continued support for the users, assisting them throughout the entire process.

Arseg Info: It is clear that this concept requires time and money. Is it really necessary?

Estelle Camusard: If we simply provide training and tutorials, the tools cannot be implemented correctly, and, as a result, we jeopardise ROI for these expensive software tools. By implementing successful change management, we can ensure an increase in software tool use rates from 35 to 60% between now and next year. And it is possible to implement change management at an affordable cost, particularly if we ensure that internal communication is taking place. It is important that the person responsible for communicating messages is in a position of managerial authority, that they are able to explain the 'how' and the 'why' of the change and that they deliver a positive message.

Keeping your distributed workforce productive

A 'how-to' guide for facility professionals

By Keith Perske, Principal, Ebusiness Strategies, LLC

Over the past three years, Sandy, the head of facility management and real estate for a major retailer, has known she needs to make major changes to the location and design of the company's headquarters. Cost pressures, commute times and sustainability issues are driving reflection. But more importantly, Sandy is questioning if the workplaces she provides truly support the current workforce.

The company's facilities are allocated in the traditional one-person, one-seat model but simple walk-through studies have shown people were not in their seats more than half of the workday. They were working, she knew, in another part of the building, with a client, in a retail store, at another facility, even at home. Technology, to some extent, was freeing the workforce from traditional location constraints. Some managers were allowing employees to work from home occasionally. Many of the

newer employees in their early 30s had different expectations for how and where they worked. All Sandy knew was that people were not working at the desks her group had designed, built and maintained.

Sandy knew the employees were indeed working because the company was meeting its goals and squaring off well against its competition. It occurred to her that because people were working in places other than the assigned workstations she was providing, she possibly was not supporting them to

be as productive as they could be. In fact, she feared, people were being productive in spite of the spaces she was providing.

It's a familiar story. But Sandy's realization caused her to do something different. She realized that for the workplaces she provided to be their most productive, the behaviors that happened within them had to change. And she knew that the FM and real estate departments alone couldn't support or increase productivity with just new workplace designs, compression strategies or new location schemes. Sandy realized she had to partner with her peers in human resources and information technology to fully support the new way her company's employees already were working. This new endeavor required new knowledge, perspectives and courage.

Productivity

Corporate facility management always has been in the productivity business. No matter how it has been defined, our job has been to provide workplaces that enable the employees we serve to be productive. The workplaces have been the access devices to productive work. But work has changed. The access device now must change.

Much has been written and many studies completed on the productivity of knowledge workers – those workers whose raw material is information. Peter Drucker said, "The most important contribution management needs to make in the 21st Century is [similarly] to increase the productivity of knowledge work and the

knowledge worker' (Management Challenges for the 21st Century, HarperBusiness, 2001).

Discussing the productivity of knowledge workers can take volumes but for this article, the subject will be simplified to the idea that knowledge worker productivity is a function of the 'Three Es:' engagement, empowerment and enablement. Workforces are productive, by many measures, whenever the 'Three Es' are present. But these lofty 'E' words only are good when clear actions can be taken to make them real. It is only then that the 'Three Es' can drive behaviors that lead to productivity.

The 'Three Es'

Engagement, empowerment and enablement have specific attributes, the high points include:

- **Engagement:** Engaged employees have confidence in the leadership and direction of their company. They are enthused by their company's genuine focus on quality and customers. They see a commitment on their company's part to their own personal development. Engaged employees participate in their company's success through fair pay, benefits and recognition. Engaged employees work hard on the clear goals and roles presented to them and are more loyal. High productivity is a direct result of high employee engagement.
- **Empowerment:** Empowered employees are given the clear authority and decision responsibilities to get their jobs done. They have input into how, when and where they work. They know that when they offer new and better ways to do the work of the company, they will be heard and their ideas often implemented. Empowered employees drive productivity in their companies.
- **Enablement:** Enabled employees benefit from clear goals tied to the larger objectives of the company. They are challenged by their managers to push beyond their current skill sets and comfort zones toward attainable and measurable goals. They receive clear and honest feedback regularly. They have the resources to meet their goals in terms of tools, information, processes and access to team members. Their jobs match their current skills and while they participate in training that improves their ability to contribute. Enabled employees have the tools to be productive.

The key to the "Three Es" is that

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Keeping Your Distributed Workforce Productive

A 'how-to' guide for facility professionals

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all three must be present to drive productivity. For instance, engaged employees without enablement are frustrated workers who add minimal value and soon look for work elsewhere. Empowered employees without engagement can become bullying bureaucrats. Enabled employees without engagement are rudderless and prone to in-fighting. All 'Three Es' must be present.

The 'Three Es' describe attributes every company would covet. The key is to move beyond the words and take action to provide a place for them to manifest and flourish.

The 'Three Es' are clearly beyond FM's traditional role. But the big challenges facing Sandy's headquarters made her commit to remaining in the productivity business and in keeping her FM group relevant to her company's leadership. Sandy realized she needed to broaden her mandate. She reached out to her peers in HR and IT.

HR, IT partners

Sandy educated herself about how the workplace could support her company's increasingly distributed workforce and found that it was the behaviors, management and use of technology tools that happened within the employee ranks that truly drove productivity. She learned what it was that HR and IT specifically could contribute to the new way of work.

Here are the top questions FM can take to HR and IT to begin to drive alignment so the workplace can be the most productive tool it can be.

Questions from FM to HR:
(subsubhead)

- Engagement goals: How do you measure engagement? Does a regular engagement survey exist? How do you know you are reaching the company's engagement goals?
- Responsibility: Is someone responsible for employee engagement at the company?
- Authority: Are decision points and authority lines clear? Are processes defined and roles clear?
- Autonomy: Do employees have a say in how their work, hours and locations are structured?
- Measurement: Is the employee assessment program a management-by-objective system rather than a time-in-your-seat system?

- Training: Is there a training program in place for managers to effectively manage remote workers and for employees to make the most of company flexible work/mobility programs?

Some of these questions may seem elementary but they need to be asked and then followed-up. For instance, many HR groups will say they have a management-by-objective program in place but when probed, the program is not well understood by managers and staff and is used to limited success. Often the management style that in place is the 'management by walking around'-type which is making sure people are in line-of-sight during business hours. This has little to do with management or productivity.

In order for facility professionals to make the workplace the most effective productivity tool it can be, these critical HR programs and supporting policies must be in place.

Questions from FM to IT

- Network access: Are employees able to access the network quickly and securely from any location, enabling them to choose to work in the places where they will be most productive?
- Collaborative apps: Has IT standardized on the collaborative applications that support teaming and community over distance for activities like remote meetings, video conferencing, instant messaging and file sharing?
- Voice communications: Are employees' phone numbers portable and transferable to many phone devices? Does the company have a voice over IP (VOIP) solution?
- Wi-Fi: Can employees access the network via Wi-Fi when they are in company facilities, enabling them to work anywhere?
- Devices: Has IT standardized on the types of phones, laptops and other network devices that will access the network? Who pays for these and how are they supported?
- Support: Does IT have an extended hours help desk to assist employees working remotely?
- Measurement: Does IT have a measurement and feedback program to access the effectiveness of their technology solutions to support mobile work that focuses improvement efforts and funding?

Again, getting affirmative answers to these questions is not enough; deeper exploration and testing needs to be done. For instance, IT may claim the internal network can be accessed from anywhere but upon testing it takes special knowledge that is obvious to IT but unknown to commons workers. Or remote access may take 10+ minutes to authenticate. Or collaborative apps may be in place but there is no training to drive their use or support when there are questions.

What facility managers need to do

In addition to knowing about and helping to establish priorities in HR and IT, facility professionals can sharpen how company workplaces support productivity by being well designed, thoughtfully located, well maintained and are affordable. The company's FM group needs to provide:

- Activity-based settings: FM can provide a range of settings within the facilities that support and provide choices for employees for quiet work, casual collaborative work, learning activities and meetings.
- Network of places: In larger companies, FM can ensure that employees have access to a family of facilities located throughout a region. Some location choices might even be outside of company-controlled facilities in locations known as 'fourth places,' privately owned and funded drop-in centers.
- Push change management: It often falls to FM to drive change from the traditional way of using space and HR/IT tools and techniques. Partner with HR to create and drive a robust change management program.
- Align funding: FM can shine the light on new priorities for HR and IT funding by wrapping them into a comprehensive view of productivity and the new way work is done.
- Build the business case: FM usually leads the way to develop

and vet the business case for the new work style because there are obvious savings to be found in reduced company foot print and an ability to add capacity without adding square feet. But the real value is in productivity and supporting the 'Three Es.' Be sure to include issues outside of facilities like recruitment and retention, sustainability and risk reduction.

- Survey and measure: FM needs to drive a measurement program that regularly asks employees key questions about productivity, the 'Three Es,' technology and workplaces. Trends that become evident in these surveys will help drive funding priorities and continued improvement.

Call to action

As of this writing, Sandy is fully engaged with HR and IT to fund, implement and support key activities and projects that will enable the new way of work. She is the key driver of this effort at her company, raising her personal profile and re-establishing the value of FM, now and into the future.

As facility professionals we need to stay focused on remaining in the productivity business by creating workplaces that engage, empower and enable the workforces that are served. To accomplish this, FMs need to drive the alignment with our partners in HR and IT. And FM professionals have the business skills and visibility to drive multiyear, multidisciplinary projects.

It is clear there are ways to drive productivity within a company. The aforementioned examples are just a few of the ways FM can get the process moving. But deeper dives need to be made into HR and IT to ensure all bases are covered regarding driving productivity. It is beyond our traditional FM roles, but it is critical to the success of our workplaces and our companies.

Keith Perske is a principal at EBUSINESS STRATEGIES, a company that helps organizations align work practices, workplaces and technology to enable employees to make choices about how they can be the most productive. Perske was president of Group 5 Consulting; a firm that helped organizations enable their workforces to be mobile. He worked in the real estate group at Sun Microsystems when they built the world's largest worker mobility program on the planet. He's been a VP at HOK architects and a VP at Home Savings of America (Chase). Keith is a frequent and sought after consultant, writer, educator and speaker on the changing nature of work and what to do about it.

Chairman's report following the EFMC 2012 in Copenhagen and Members' Meeting in Trondheim in September 2012 and WWP 2012 in San Antonio, Texas, USA

Ron van der Weerd
Chair EuroFM



The EFMC 2012 held in Copenhagen was a great success with more than 700 attendees. Held in an excellent venue, the event was

professionally hosted by DFM, the City of Copenhagen, IFMA and EuroFM and expertly organised by Informa. The success of this event proves that a global approach to European FM conference organisation is essential for bringing together FM knowledge and experience from all over the world. This is the type of approach adopted by IFMA for the organisation of WWP conventions which take place annually in the USA, as was evidenced by the IFMA WWP 2012 held in San Antonio, Texas. This event was also an opportunity to meet a lot of familiar faces who had also attended the EFMC in Copenhagen. At the exhibition, EuroFM had a booth to promote the EFMC in Prague next year. And, believe me, if Americans had to choose between going to a conference in Australia and going to the EFMC in Prague, they would not find it a difficult choice to make...

We are all facing hard (economic) times. And, in this context, it is not easy to convince people that FM is not merely an additional cost factor but a crucial factor which adds value to the primary activities involved in any organisation. For this reason, EuroFM, in conjunction with IFMA, is committed to working even harder on promoting our message worldwide. We want our message to reach business leaders, policy makers,

politicians, national governments and supra national bodies like the European Union. We want to offer a platform where people can learn from new, different, and innovative approaches to business- property management and leadership issues which have not been implemented before. We want people to learn from basic and applied scientific research that has been carried out on FM challenges and issues. This is the core activity of a network organisation like EuroFM. By doing this, we aim to promote FM as a profession and as an industry that can add value to any organisation.

FM is increasingly being implemented in the European governmental headquarters in Brussels. The European Committee is becoming increasingly interested in the Business Support Industry since it is now being

recognised that there is a lot of money circulating there and that this industry plays a crucial role in terms of Europe's economic prospects.

Considering EuroFM developments thus far, we must ask: what is and what should be the role of EuroFM? Should we be representing, speaking and negotiating on behalf of the European FM industry and, therefore, on behalf of all of our members, including national FM associations, universities in different countries and our corporate associates? NO, WE SHOULD'N'T.

EuroFM is a network organisation, not an FM Union or some kind of interest or lobby group that aims to make deals with governments and politicians. Of course, there are a lot of other organisations, also in Brussels, that try to lobby for certain business support groups (cleaning associations, security associations, HRM associations, real estate associations, construction associations, plumbing associations, etc.). And now, there is also Bring FM, a lobby group for FM suppliers trying to raise some funds so that it can establish itself in Brussels on a permanent base and sit at round table meetings with the European Committee.

I strongly believe that, if all of these groups want to be successful, they will be requiring assistance from our expansive EuroFM network with its numerous members and national FM associations and vast amount of knowledge, experience, data, studies, and research.

So, in response to all of these lobby groups, we should simply believe in our own strength as an organisation. These groups can invite us over to sit at any table, to share knowledge and to form part of our network. They need us more

than that we need them.

In Istanbul, Turkey, in October of this year, the message was clear: there are countries who want to join and to benefit from our network. I was invited to Turkey as EuroFM Chair, to explain my vision of the added value that FM can bring to organisations. It was an excellent conference and EuroFM received a warm welcome. I, in turn, demonstrated the same warmth towards our Turkish friends. I want to thank them again for hosting me in Istanbul, as only the Turkish can. I hope to see the Turkey Chapter of IFMA or any other Turkish national FM organisation joining EuroFM very soon. They are very welcome and, what is more, Turkey represents a particularly challenging market for the FM industry with enormous possibilities.

Before the conference in Prague, the next EuroFM Members' Meeting will take place in Zurich, Switzerland on 6th-8th February. The Members' Meeting will take place in Wädenswil, a pleasant small town of about 20,000 inhabitants, situated close to Zurich. It is an excellent place to meet and make decisions regarding PNG, ENG and RNG activities. It is also where we will present the final Mission and Strategy 2020 document to our members, along with a new schedule for changes in board positions and where we will discuss the latest developments in Brussels.

EuroFM is making great progress and will continue to do so. Join us and be a part of it.

I look forward to seeing you all in Zurich and then, of course, in Prague.



San Antonio, Texas, USA.

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Centre for Real Estate and Facilities Management University College London

1st International Conference on Urban Sustainability and Resilience

5 – 6 November 2012, London, UK

Øyvind Mathisen and Ingemund Skålnes, Real Estate and Facilities Management Master's students from NTNU, attended the international conference on urban sustainability and resilience at UCL in London, held from 5th to 6th of November 2012. A number of institutions, influential in the fields of engineering science, architecture and social sciences, also participated in the conference. Participants addressed themes of sustainability in the context of some of the most pressing issues facing society today.

The two-day conference included lectures on various topics such as sustainable solutions within the fields of engineering and architecture, water management, energy technologies, transport, urban resilience and ecocities. Different scientific disciplines came together to discuss themes of sustainability, which is interesting given that, in the context of the issues that we face today, a holistic approach to sustainability is required.

One of the reasons that participants attended was to present a poster created

in partnership with Professor Antje Junghans. The poster was based on research carried out by Professor Junghans concerning principles of sustainability for real estate and facilities management and describes how the different management models outlined in FM standard EN 15221 and environmental management standard ISO 14031:1999 can be combined. In addition to the poster model, an abstract was provided Professor Junghans which was included in the official conference material.

The poster received positive feedback from many of the conference participants, both for the simplicity of the model and for the importance of the research that had been carried out. The feedback will hopefully encourage for further research within this particular area. The conference also provided the opportunity to look at the many interesting posters entered and to exchange with the different conference participants.

Many thanks to those responsible for organising the conference. It proved to be a very interesting and inspiring programme!

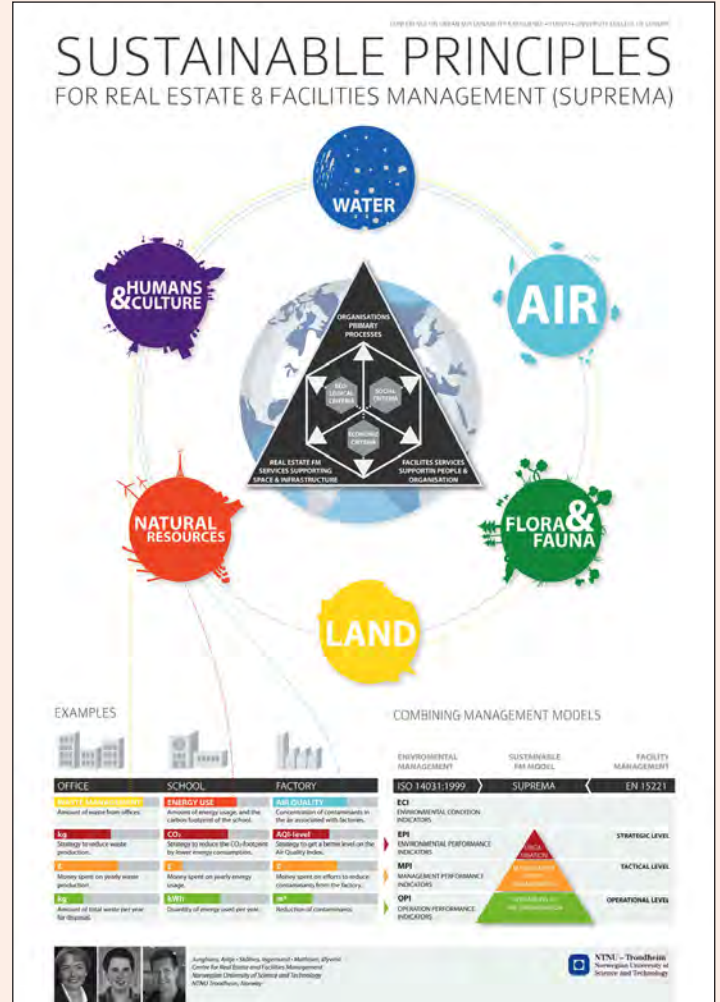


Figure 1 The poster that was presented



Figure 2 Øyvind Mathisen and Ingemund Skålnes with the poster they presented

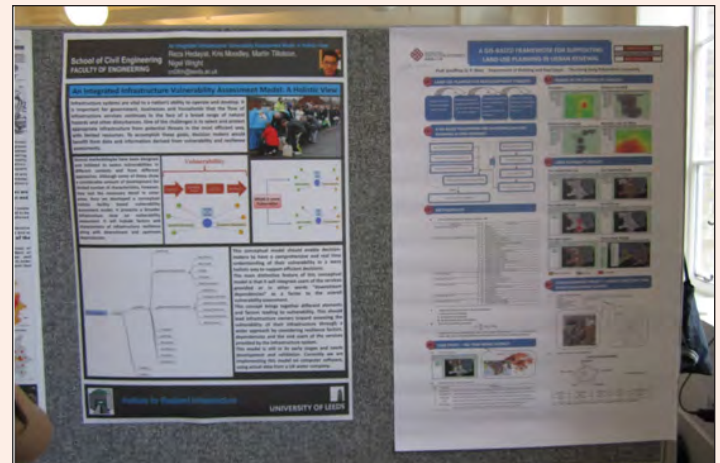


Figure 4 Two of the posters that were presented

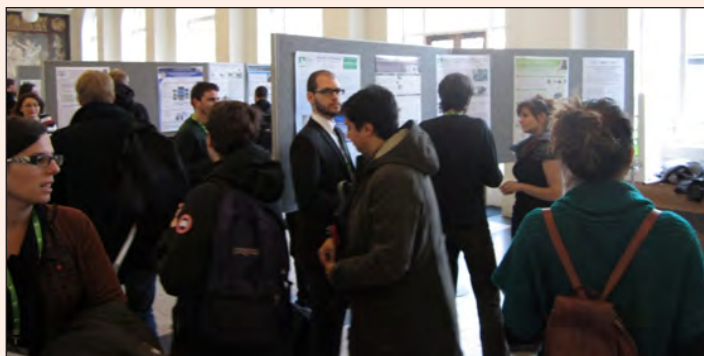


Figure 3 Poster presentation at UCL



Figure 5 Lunch, discussion and networking in the cloister

EuroFM Reports

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Education Network Group

A.J.M. Otto MA, Chair



Student poster competition 2013

During the European Facility Management

Conference 2013, organised by IFMA and EuroFM together with the local hosts the Czech Republic Chapter of IFMA and the Slovak Association Facility Management from 22nd to 24th of May 2013 in Prague, Czech Republic, there also will be the annual Student Poster Competition.

The call for posters addresses itself to current FM students or recent graduates (graduation after June 1st 2013) from European universities which are members of EuroFM. You are invited to submit posters on Facility Management topics you worked or researched on during your 2nd, 3rd and 4th year of studies (e.g. study projects or bachelor thesis).

The Poster Competition is open to students or graduates of Bachelor programs only. There can be unlimited submissions per university, but entries must be recommended by the course leader. The jury will select a maximum of 15 posters; only 1 student per poster will present the poster during the competition and the finals, although the poster may be developed by a team of two students (max.!).

The participation in the Poster Competition offers a great opportunity to students or recent graduates to present their FM projects or research work to an international audience and to gain international recognition. Your participation in the Poster Competition is also a contribution to the international understanding and cooperation between FM students and their universities in Europe.

The EuroFM Poster Competition is a growing and well-established contribution to the European Facility Management Conference (EFMC) organized by the EuroFM Education Network Group.

What do you have to do?

Decide what message you wish to communicate about your FM topic for the 2013 Poster Competition and convince your course leader that he or she will recommend you and your topic for the competition. Important notice: you will need a recommendation from your course leader! He or she has to endorse your application!

Look for more information and download the registration form at the webpage and hand in your registration for the competition before February 15th, 2013. (eurofm@eurofm.org)

2nd FM&REM Winterschool 2013 FH Kufstein

For the 2nd time the FM&REM WinterSchool will be organized at University of Applied Sciences Kufstein Tyrol. Date: 04/02/2013 to 09/02/2013. The topic of this year will be sustainable project development – hotel. Therefore we invite students from all over the world to take part at this amazing event. International students will work together in teams and have the chance to make new contacts in the branch of Facility & Real Estate Management. An international team of coaches will support the students. Furthermore the FM&REM WinterSchool is intertwined with the FM&REM Congress. For the 15th time this great community event will be at Kufstein.

For further information please contact: Sabrina Busko, BA Sabrina.busko@fh-kufstein.ac.at, Phone: +43 5372 71819 188

Winterschool workplace management

The Zurich University of Applied Sciences, Institute of Facility Management, organize this year the ENG Winterschool. Date 04/02/2013 to 08/02/2013.

Upon completion of the Winterschool the students...

- understand content and scope of workplace management
- recognise the differences in workplace management across Europe
- comprehend developing influencing factors for workplace management and their implications for the practice of workplace management/FM
- will have practiced their English language skills and gained intercultural skills

The registration deadline is 15th December 2012. Maximum of 30 students. No more than 3 from each University.

Accommodation

In the heart of Zurich. Hotel address to be confirmed before start of the course. Accommodation costs ZHAW. Other costs like food and travel are to be met by the students.

Contact

ZHAW Zurich University of Applied Sciences
Life Science and Facility Management
Gruental, P.O. Box
CH-8820 Waedenswil
+41 58 934 56 85

Lukas Windlinger (lukas.windlinger@zhaw.ch) or Kathrin Ashworth (kathrin.ashworth@zhaw.ch)

Practice Network Group

Susanna Caravatti-
Felchlin, Chair



We are working on the third version of the EuroFM Market Data Report, which will be presented at the EuroFM Conference in Prague in May

2013. This version of the report will provide details on market turnover for as many European countries as possible. It is important that Facility Managers and other professionals who work in the field of Facility Management understand the market and its size, given that relevant information is required to make positive decisions. All Facility Management professionals will benefit from the contents of this report which demonstrates the relevance of each professional's role in the context of the entire tertiary market. We are currently contacting each country's representative in

order to collect the relevant information however, not all countries have provided the feedback we hoped for. Any help in this regard is very welcome. For the questionnaire and further information, contact Ine Schaepe, marketdata@procosgroup.com, +32 3 2429460.

The programme for the next EuroFM meetings to be held in Zürich on February 7-8 2013 is available on the EuroFM homepage. The programme we have developed is diverse but our main area of focus is FM innovations in Switzerland. fmpo and ZHAW look forward to welcoming you and offering you an insightful and memorable networking event. fmpo is Switzerland's largest professional organization in the field of facility management and industrial maintenance, with over 1200 members. ZHAW is the Zurich University of Applied Sciences, where the Institute of Facility Management IFM forms part of its centre of expertise in the fields of nutrition, health, society and the environment.

I wish you all the best for the end of the end of the year and for a positive start to an ambitious 2013. I look forward to seeing you in Waedenswil/Zurich.

Research Network Group

Antje Junghans, Chair



'The future is not some place we are going to, but one we are creating. The paths to it are not found but made, and the activity of

making them changes both the maker and the destination' (John Schaar)

The beginning of a new year always provides a good opportunity to look back and make plans for the future. The EuroFM members meetings and the European Facility Management Conferences (EFMC) are central meeting points for all RNG activities. Over the last two years, (2011-2012) we have had six meetings. When I started as RNG Chair, I carried out a survey among the RNG members concerning goals, reality, options, and will (GROW). This was the starting point for the development of the European FM research agenda. The results were presented at the spring meeting in Brussels in February 2011 and at the 10th Research Symposium in Vienna in May (EFMC 2011).

In terms of future plans, there were some changes in both makers and destinations within the EuroFM

board at the members' meeting in Munich in November 2011. However, the RNG has continued creating a future and making the paths that will lead us there. The spring meeting 2012 took place in parallel to the 14th International REM and FM Conference at the University of Applied Science in Kufstein, Austria. The RNG celebrated the 11th Research Symposium in Copenhagen in May (EFMC 2012) which proved to be a great success. And finally, we met in Trondheim in September 2012. 'Research, Innovation, Practice – The future of FM' was the topic of the three-day event held at the Norwegian University of Science and Technology (NTNU).

Keith Alexander (UK) is going to take over as new RNG Chairman at the beginning of 2013. Keith is already Chairman of the Scientific Committee and responsible for the 12th Research Symposium in Prague, 23 – 25 May (EFMC 2013). The next EuroFM members' meeting and RNG meeting will be held on 6 -8 February 2013 at the University of Applied Sciences ZHAW, Zurich, Switzerland.

It has been a great pleasure working as RNG Chair. I thank you all very much for your support and cooperation and wish you all the best for the future!

Kind regards

Antje

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