

ASTFM406

Manage change in a facilities management environment



Overview

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

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

1. within an organisation, and
2. to a client organisation

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

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Performance criteria

You must be able to:

- P1 keep up to date with the environment in which the organisation operates to identify improvements that can be made in facilities management
- P2 identify drivers of change, externally such as policy or market practices and internally such as efficiency
- P3 evaluate the impact that change has on planning and future facilities management strategy
- P4 where appropriate, consult with other stakeholders including clients and service users, where appropriate, to identify the potential impact of the planned change
- P5 employ a range of different consultation and negotiation skills, which are suited to the target audience for the consultation
- P6 review the findings of your consultation to identify issues that impact on the implementation of change and review plans as appropriate
- P7 plan the implementation of change, taking into consideration the needs of the client, and/or service users, as appropriate
- P8 gain necessary support for your plans from senior management and other stakeholders as appropriate
- P9 ensure that the strategy for facilities management fits with changed circumstances including the market and wider industry environment
- P10 with senior management, revisit organisational policies, procedures and objectives in light of planned changes
- P11 identify barriers to change and deal with implementation problems appropriately, involving others as necessary
- P12 implement revised strategies, policies and procedures, as appropriate
- P13 where appropriate, implement new ways of working which meet the requirements of agreed changes
- P14 obtain feedback from stakeholders such as clients and service users, where appropriate, and review the impact on them of change
- P15 identify any training needs as an outcome of change and ensure that these are addressed

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Knowledge and understanding

You need to know and understand:

- K1 sources of information for keeping up to date with industry best practices in facilities management and the commercial environment
- K2 how to identify and assess the relative importance of potential drivers of change in the industry
- K3 the difference between internal and external drivers of change and the influence you have on them
- K4 how to assess the potential impact that change might have on future planning and strategy for facilities management and the objectives of the organisation
- K5 who the organisation's stakeholders are
- K6 why it is important to consult with stakeholders and effective methods of doing so
- K7 how to negotiate with stakeholders effectively in order to bring about change
- K8 the types of information, internal and external, that it is necessary to evaluate in order to identify change
- K9 how to identify, analyse and prioritise issues identified as impacting on the implementation of change
- K10 why the strategy for facilities management should be aligned with the environment in which the organisation operates
- K11 methods for reviewing strategies, policies and procedures and how to identify where revision is necessary
- K12 how to identify and evaluate potential obstacles to change and produce solutions which minimise their impact on what is proposed
- K13 how to identify where new ways of working would aid the implementation of change
- K14 how to review the impact of change, who to involve and the timescales for carrying this out
- K15 how to identify training needs as an outcome of change and methods for addressing this

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