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### Overview

This unit is for middle managers in the facilities management environment. It is about delivering facilities management through people from the initial recruitment and selection of employees to establishing, building and managing teams. It is about considering legislative requirements when recruiting new employees and ensuring they are eligible to work, and have the skills necessary to deliver facilities management. It is also about maintaining the productivity and efficiency of the team by dealing effectively with grievances, discipline and other related matters.

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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## Deliver facilities management through people

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### Performance criteria

- You must be able to:*
- P1 identify the expertise, knowledge, skills and attributes required to deliver facilities management services
  - P2 delegate tasks to staff according to their expertise, knowledge, skills and attributes and the work requirements
  - P3 review your requirements for delivering facilities management services identifying, as appropriate, where additional staff may be required
  - P4 where appropriate, follow organisational and lawful procedures to recruit staff to meet service delivery requirements
  - P5 ensure that all staff are eligible to work and fulfil the requirements of their position and, where appropriate, follow up references
  - P6 specify and issue contracts of employment that are consistent with organisational and legal requirements
  - P7 ensure that facilities management staff have complete, accurate and up to date information on their role and responsibilities
  - P8 encourage staff to communicate openly and honestly within the limits of client or organisational confidentiality
  - P9 monitor staff performance in service delivery and review staffing requirements according to economic, technical and the organisation's requirements
  - P10 assess requirements for training and CPD according to staff performance and implement as appropriate
  - P11 where relevant, deal with conflicts and staff problems such as absence, sickness, dismissal and redundancy according to the organisation's relevant employment policies

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### Knowledge and understanding

*You need to know and understand:*

- K1 legislative requirements and the organisation's procedures for employing staff and dealing with issues, such as dismissal and grievances
- K2 how to identify and assess the skills needed to deliver facilities management
- K3 the roles and responsibilities required and methods of delegation
- K4 methods of communicating to staff their roles and responsibilities and why it is important to ensure that this information is accurate and up to date
- K5 the benefits of encouraging open communication between staff and how to facilitate this
- K6 procedures for reviewing staffing requirements for facilities management delivery and how often to conduct a review
- K7 how to check that staff are eligible to work, and follow up references
- K8 how to draw up contracts of employment and what should be specified
- K9 the limits of confidentiality and the information that can and cannot be communicated openly
- K10 methods of monitoring and reviewing staff performance
- K11 how to evaluate the need for staff training and development

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**Suite** Facilities Management Level 4

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**Key words** Facilities management, environment, teams, managing, requirements, skills, deliver, organisation