



Associate Assessment

# Facilities Management

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# Facilities Management

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## Introduction

In order to become an RICS Associate you must demonstrate that you have knowledge, understanding and practical ability relevant to a specific role – in this case, Facilities Management.

This guide explains the competencies for your pathway, with examples of how you can show you meet the requirements.

Refer to this guide while preparing your submission for assessment.

The **Associate Assessment Candidate Guide** gives further essential information on how to prepare for the assessment.

## Competencies

A competency is the knowledge, skills, abilities and behaviours needed for a particular role or task. RICS competencies equip you to work in your chosen pathway.

The technical competencies are the pathway-specific ‘hard’ skills needed for your role.

The eight mandatory competencies are the ‘soft’ business skills demonstrating your ability to work with colleagues, manage workloads and act with integrity. All candidates, regardless of their pathway, need these skills.

## What is Facilities Management?

This pathway is suitable for people embarking on a career as an adviser (in-house or external) in facilities management for commercial and public sector occupiers.

Facilities managers assist businesses to plan and safely deliver essential property decisions that assist companies in delivering on their key mission.

Once established within the premises, businesses must make their buildings and offices as efficient as possible. Facilities managers look at the best use of space, suitable technology solutions, human resources and safe surroundings.

Running a company also means complying with legal responsibilities including health and safety, building regulations, fire regulations, access and security. Facilities managers advise on these and other essential services such as catering, cleaning and maintenance.

The scope for facilities managers is extremely varied and services are likely to include:

- business operations
- business re-location
- business support
- health and safety
- outsourcing
- performance measurement
- procurement
- property management
- strategic planning and advice
- utilities and services.

## Facilities Management competencies

You must achieve **six** technical competencies from the list below:

- analysis of client requirements
- building information modelling (BIM) management
- contract practice
- procurement and tendering
- project financial control and reporting
- property management
- supplier management.

You must complete all **eight** mandatory competencies:

- client care
- communication and negotiation
- conduct rules, ethics and professional practice
- conflict avoidance, management and dispute resolution procedures
- data management
- health and safety
- sustainability
- teamworking.

# Technical competencies

Analysis of client requirements	
Description	This competency is about the establishment and agreement of a client brief, but primarily deals with the inception stage of a facilities management project. This requires a sound understanding of the relevant law, the preparation of outline service delivery proposals in various formats, the preparation of budget costs, project programmes, and advising on various procurement options. It also requires an understanding of matters concerning energy efficiency, sustainability and alternative energies.
Requirements	Demonstrate knowledge and understanding of the need to collect data, analyse and define the needs of clients. Provide evidence of the practical application of that knowledge and understanding. This should include the development of strategies, methodologies and, where appropriate, undertaking feasibility studies, design proposals and costings.
Examples of likely skills, knowledge and experience	<p><b>Knowledge</b></p> <ul style="list-style-type: none"> <li>the methods of data gathering including client briefings and site-based information</li> <li>the law applicable to facilities management activities and, in particular, those relating to consents, approvals and employment law and pension regulation</li> <li>the principles of energy efficiency, sustainability and alternative energy sources</li> <li>the principles of the preparation of alternative outline design proposals including sketch drawings</li> <li>the methodology of preparing an option appraisal</li> <li>the principles of preparing outline service level agreements, budget costs and a project programme of works</li> <li>the various procurement options and contact strategies</li> <li>the need for specialist consultants and options for engaging them</li> <li>principles of service delivery and service improvement.</li> </ul> <p><b>Activities</b></p> <ul style="list-style-type: none"> <li>analysing the data gathered through the client briefing process and formulating a detailed client brief that supports the business overall strategies</li> <li>consulting with the statutory authorities on the consents and other approvals required</li> <li>considering the impact of energy efficiency, sustainability and the need for alternative energy sources</li> <li>preparing alternative outline service delivery proposals and preparing option appraisals in line with clients budgets</li> <li>preparing outline schedules of work with approximate quantities</li> <li>preparing budget costs including elemental cost plans</li> <li>preparing a project programme of works</li> <li>analysing contract procurement options</li> <li>considering the need for specialist consultants and the options for engaging them.</li> </ul>
Examples of tasks undertaken	<ul style="list-style-type: none"> <li>gathering information from client representatives to inform the development of strategies and methodology</li> <li>liaising with outside bodies to establish requirements and constraints</li> <li>co-ordinating information from consultants and incorporating it into proposals</li> <li>preparing complaint proposals</li> <li>helping to brief client departments on feasible options.</li> </ul>

Building information modelling (BIM) management	
Description	This competency encompasses the establishment and management of the information modelling systems on projects. It covers collaborative process and technological principles involved in implementing Building Information Modelling (BIM).
Requirements	Demonstrate knowledge and understanding of the technical, process and collaborative aspects of the use of BIM. Demonstrate knowledge and understanding of the technical, process and collaborative aspects of the use of BIM.
Examples of likely skills, knowledge and experience	<p><b>Knowledge</b></p> <ul style="list-style-type: none"> <li>• Understanding of BIM strategies and implementation</li> <li>• Understanding of the various technical options and solutions for using information modelling in operations</li> <li>• Understanding of the collaborative processes necessary for BIM adoption</li> <li>• Knowledge of digital surveying techniques such as laser scanning</li> <li>• Knowledge of standard classification systems and their use in operational phases of buildings</li> <li>• Knowledge of standards such as PAS 1192 -2 and PAS 1192 -3 or local equivalence</li> <li>• Knowledge of relevant information exchange processes such as Construction Operations Building Information Exchange (COBie).</li> </ul> <p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Design and implementation of a BIM management process</li> <li>• Utilize BIM data to provide options for lifecycle, maintenance and energy management strategies in use.</li> </ul>
Examples of tasks undertaken	<ul style="list-style-type: none"> <li>• To define the data required within the BIM model to ensure optimum FM data</li> <li>• To define and implement surveying programmers to ensure effective data capture</li> <li>• Maintenance and upkeep of an information model in operational use</li> <li>• Agreement and implementation of contractual aspects of BIM such as separate protocol</li> <li>• Facilitation and management of project team members for BIM implementation.</li> </ul>

Contract practice	
Description	This competency covers the various forms of contract used in the facilities management sector. Candidates should have an awareness of all of the main standard forms of contract and an understanding of contract law, legislation and the specific forms that they have used including the use and development of bespoke contract strategies.
Requirements	Demonstrate knowledge and understanding of the various forms of contract used in the facilities and construction industry and/or your area of business. Apply your knowledge of the use of the various standard forms of contract at project or contract level, including the implications and obligations that apply to the parties to the contract.
Examples of likely skills, knowledge and experience	<p><b>Knowledge</b></p> <ul style="list-style-type: none"> <li>• basic contract law and legislation</li> <li>• contract documentation</li> <li>• the various standard forms of contract and sub-contract and when the different forms would be used</li> <li>• basic contractual mechanisms and procedures at various stages of the contract</li> <li>• third party rights including relevant legislation and the use of collateral warranties</li> <li>• the benefits of collaborative working and partnership strategies.</li> </ul> <p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• producing contract documentation</li> <li>• carrying out the contractual mechanisms and procedures relevant to the commercial management aspects of your project, such as mobilisation, staff transfers, change procedures, valuations, applications and the management of payment mechanisms</li> <li>• understanding general contractual provisions such as letters of intent, insurances, retention, bonds, liquidated and ascertained damages, early possession, practical completion, unavailability provisions, risk/reward processes and other common contractual mechanisms.</li> </ul>
Examples of tasks undertaken	<ul style="list-style-type: none"> <li>• handling queries relating to the production of contract documents</li> <li>• dealing with the review of contract proposals to establish compliance</li> <li>• reviewing risks within a bespoke contract</li> <li>• dealing with letters of intent and the placing of contracts</li> <li>• dealing with the contractual aspects of valuations, variations, disputes and final accounts</li> <li>• involvement in insurance issues, liquidated damages, phased possession, etc.</li> </ul>

Procurement and tendering	
Description	<p>This competency relates to services and goods rather than construction. It covers the selection of service providers – pre-qualification, tender lists, selection criteria; contract selection – alternative forms of contract; and pricing documentation.</p> <p>In this context contracts might cover single service providers or multi-service management and implementation.</p>
Requirements	<p>Demonstrate knowledge and understanding of the main types of procurement. Demonstrate knowledge and understanding of the regulatory framework, tendering and negotiation processes involved in procurement.</p> <p>Apply your knowledge to the implementation of the procurement routes selected for your projects and to carrying out tendering and negotiation processes relevant to them.</p>
Examples of likely skills, knowledge and experience	<p><b>Knowledge</b></p> <ul style="list-style-type: none"> <li>• pre-qualification procedures</li> <li>• selection criteria</li> <li>• tender lists</li> <li>• specifications</li> <li>• service level agreements</li> <li>• pricing documentation</li> <li>• tender negotiation</li> <li>• performance indicators</li> <li>• service delivery models</li> <li>• contract law.</li> </ul> <p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• working with in-house and external stakeholders to contribute towards the establishment of an agreed procurement solution</li> <li>• implementing pre-qualification procedures using selection criteria to draw up tender lists</li> <li>• devising tender documentation including statements of scope of service and pricing schedule</li> <li>• participating in pricing and/or vetting of tenders.</li> </ul>
Examples of tasks undertaken	<ul style="list-style-type: none"> <li>• gathering information to inform the decision on the most appropriate procurement and tendering solution</li> <li>• helping to establish selection criteria</li> <li>• analysing returns to identify suitable contenders</li> <li>• assisting with pre-qualification and selection procedures</li> <li>• helping to identify how the procurement route best balances risk and reward for all parties.</li> </ul>

Project financial control and reporting	
Description	This competency covers the effective cost control of facilities management related projects, such as space planning, energy management, recruitment and management of staff, security and/or contingency management. Candidates should be aware of the principles of controlling and reporting costs on any project. They should have an understanding of the control and reporting processes used on their projects.
Requirements	Demonstrate knowledge and understanding of the effective control of costs during a project. Demonstrate understanding of the legal and contractual constraints and the effect of time and quality on the cost of a project. Apply your knowledge to the management of project costs. This should include the preparation and presentation of financial reports on the performance of a project at appropriate intervals, to provide effective forecasting of costs, risks and their financial implications.
Examples of likely skills, knowledge and experience	<p><b>Knowledge</b></p> <ul style="list-style-type: none"> <li>effective cost control of facilities management activities</li> <li>the legal and contractual constraints on the cost of a project such as changes in legislation and design risk allocation</li> <li>reporting and forecasting of costs</li> <li>principles of contingencies/risk allowances.</li> </ul> <p><b>Activities</b></p> <ul style="list-style-type: none"> <li>managing budgets and costs</li> <li>reporting and forecasting costs for different procurement routes and client types</li> <li>using cash flows in financial management</li> <li>managing clients budgets/contingencies/risk allowances</li> <li>managing variances between budgets and costs.</li> </ul>
Examples of tasks undertaken	<ul style="list-style-type: none"> <li>preparing cost reports at various stages</li> <li>dealing with the financial aspects of valuations, variations, claims and final accounts</li> <li>identifying variances between actual and anticipated expenditure</li> <li>assisting with cash flow projections</li> <li>preparing reports on options relating to capital or operational expenditure for clients.</li> </ul>

Property management	
Description	This competency covers all aspects of day-to-day functions associated with facilities property and/or maintenance management. It includes issues relating to works, health and safety, landlord and tenant relationships, and service charges. In general, any matter associated with the smooth running of a property.
Requirements	Demonstrate knowledge and understanding of property management and the relationship between owner and occupier. Apply the principles of property management to provide solutions to issues affecting both owners and occupiers of real estate.
Examples of likely skills, knowledge and experience	<p><b>Knowledge</b></p> <ul style="list-style-type: none"> <li>• key factors determining the landlord and tenant relationship in relation to the running of a property</li> <li>• operational objectives and management</li> <li>• planned maintenance and reactive maintenance</li> <li>• maintenance and statutory inspections and resultant corrective actions</li> <li>• compliance requirements</li> <li>• prioritising forward maintenance</li> <li>• integrating maintenance activity with the occupant's operational needs</li> <li>• legal requirements associated with multi-let property and/or managed property</li> <li>• property management accounting principles from the landlord and tenant perspectives, and also legal and RICS requirements</li> <li>• courses of action in relation to breaches of lease by landlord and tenant</li> <li>• how disputes and problematical issues can be resolved, and how to prioritise key tasks.</li> </ul> <p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• managing property from both landlord and tenant perspectives, and understanding the key factors from each viewpoint</li> <li>• maintaining record systems</li> <li>• identifying maintenance requirements</li> <li>• implementing maintenance policy prioritising activities in terms of changing operational and legislative requirements</li> <li>• placing contracts [orders] for maintenance</li> <li>• confirming satisfactory completion of work.</li> </ul>
Examples of tasks undertaken	<ul style="list-style-type: none"> <li>• establishing maintenance requirements in accordance with legislation, good practice and/or the provisions of a lease</li> <li>• assisting in the prioritisation of maintenance tasks</li> <li>• preparing and maintaining records</li> <li>• managing a range of maintenance activities using in-house or external providers</li> <li>• assisting in the review of maintenance activities to identify potential change and improvements.</li> </ul>

Supplier management	
Description	This competency relates to the management of internal and external facilities service providers.
Requirements	Demonstrate knowledge and understanding of how to manage suppliers using a logical process to ensure that the cost and quality of the service received meets organisational requirements. Apply your knowledge and understanding by using an existing process to manage suppliers to ensure that the cost and quality of the service received meets organisational requirements.
Examples of likely skills, knowledge and experience	<p><b>Knowledge</b></p> <ul style="list-style-type: none"> <li>• contracts</li> <li>• service level agreements</li> <li>• key performance indicators</li> <li>• performance monitoring</li> <li>• benchmarking</li> <li>• stakeholder management</li> <li>• supply chain management.</li> </ul> <p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• performance review meetings</li> <li>• auditing of suppliers</li> <li>• budgeting</li> <li>• ordering variations to the service</li> <li>• payment of suppliers</li> <li>• developing collaborative relationships.</li> </ul>
Examples of tasks undertaken	<ul style="list-style-type: none"> <li>• assessing supplier performance</li> <li>• reviewing performance with suppliers and with clients and building occupiers</li> <li>• identifying variance between service requirement and service provision</li> <li>• reporting on supplier performance</li> <li>• assisting in the review of supplier performance to identify potential changes and improvements</li> <li>• developing partnership relationships with the supply chain to deliver of joint objectives</li> <li>• encouraging a culture of learning and innovation with the supply chain.</li> </ul>

## Mandatory competencies

Title	Requirement
Client care	<p>Demonstrate knowledge and understanding of the principles and practice of client care including:</p> <ul style="list-style-type: none"> <li>the concept of identifying all clients/colleagues/third parties who are your clients and the behaviours that are appropriate to establish good client relationships</li> <li>the systems and procedures that are appropriate for managing the process of client care, including complaints</li> <li>the requirement to collect data, analyse and define the needs of clients.</li> </ul> <p>Demonstrate practical application of the principles and practice of client care in your area of practice.</p>
Communication and negotiation	<p>Demonstrate knowledge and understanding of effective oral, written, graphic and presentation skills including the methods and techniques that are appropriate to specific situations.</p> <p>Demonstrate practical application of these skills in a variety of situations, specifically including where negotiation is involved.</p>
Conduct rules, ethics and professional practice	<p>Although this is demonstrated through the RICS ethics module [see Candidate Guide] you should still refer to it [where applicable].</p> <p>Demonstrate knowledge and understanding of the role and significance of RICS and its functions. Also an appreciation of your personal professional role and society's expectations of professional practice and RICS Rules of Conduct and regulations, including the general principles of law and the legal system, as applicable in your country of practice.</p> <p>Demonstrate practical application in your area of practice, being able to justify actions at all times and demonstrate personal commitment to the RICS Rules of Conduct and RICS ethical standards.</p> <p>Demonstrate that you have applied these in the context of advising clients.</p>
Conflict avoidance, management and dispute resolution procedures	<p>Demonstrate knowledge and understanding of the techniques for conflict avoidance, conflict management and dispute resolution procedures including for example adjudication and arbitration, appropriate to your pathway.</p>
Data management	<p>Demonstrate knowledge and understanding of the sources of information and data, and of the systems applicable to your area of practice, including the methodologies and techniques most appropriate to collect, collate and store data.</p>
Health and safety	<p>Demonstrate knowledge and understanding of the principles and responsibilities imposed by law, codes of practice and other regulations appropriate to your area of practice.</p> <p>Demonstrate practical application of health and safety issues and the requirements for compliance, in your area of practice.</p>
Sustainability	<p>Demonstrate knowledge and understanding of why and how sustainability seeks to balance economic, environmental and social objectives at global, national and local levels, in the context of land, property and the built environment.</p>
Teamworking	<p>Demonstrate knowledge and understanding of the principles, behaviour and dynamics of working in a team.</p>

## Continuing professional development (CPD)

In your submission document you must record 48 hours of CPD, this must be 12 months prior to your associate assessment. The following are examples of the type of development relevant to this pathway.

Contract practice			
Activity type	Purpose	Description	Learning outcomes
Work-based	To develop my knowledge of the use of various forms of contract	Attended in-house training workshop on contractual awareness	I developed an awareness of various forms of contracts and potential contract scenarios, including the implications and obligation that apply to the parties to the contract
Analysis of client requirements			
Activity type	Purpose	Description	Learning outcomes
Work-based	To develop my understanding of the client's operational requirements	CPD lecture on company procedures	I have an understanding of the need to gather detailed information in a structured manner so that we can develop an effective operational solution
Work-based	To develop my understanding of the client's operational requirements	Attended in-house induction on the client's organisational structure	I have a better understanding of the parties that I need to talk to, and the operational requirements of the organisation, so that I can help to develop service delivery proposals

Procurement and tendering			
Activity type	Purpose	Description	Learning outcomes
Organised	Strengthen my knowledge of procurement and tendering; how much it was being applied in practice and to further my understanding on the procurement options	CPD lecture – outlining the main forms of procurement as well as knowledge and understanding of the tendering and negotiation processes involved in procurement	I learnt that with procurement options, there are so many variables which determine the option that is eventually chosen, there is no standard way of analysing it but certain options will be better suited to certain projects
Health and safety			
Activity type	Purpose	Description	Learning outcomes
Organised	The course is aimed at making delegates familiar with relevant health and safety legislation and industry standards and procedures	Attended CPD training workshop on health and safety	The course provided a brief understanding of procedures and legal requirements regarding these subjects. It increased my knowledge of the systems and my potential role



## Confidence through professional standards

RICS promotes and enforces the highest professional qualifications and standards in the development and management of land, real estate, construction and infrastructure. Our name promises the consistent delivery of standards – bringing confidence to the markets we serve.

We accredit 125,000 professionals and any individual or firm registered with RICS is subject to our quality assurance. Their expertise covers property, asset valuation and real estate management; the costing and leadership of construction projects; the development of infrastructure; and the management of natural resources, such as mining, farms and woodland. From environmental assessments and building controls to negotiating land rights in an emerging economy; if our professionals are involved the same standards and ethics apply.

We believe that standards underpin effective markets. With up to seventy per cent of the world's wealth bound up in land and real estate, our sector is vital to economic development, helping to support stable, sustainable investment and growth around the globe.

With offices covering the major political and financial centres of the world, our market presence means we are ideally placed to influence policy and embed professional standards. We work at a cross-governmental level, delivering international standards that will support a safe and vibrant marketplace in land, real estate, construction and infrastructure, for the benefit of all.

We are proud of our reputation and we guard it fiercely, so clients who work with an RICS professional can have confidence in the quality and ethics of the services they receive.

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