

## FM - LETTER FROM SÃO PAULO

### KEY REFLECTIONS ON DRIVERS FOR PROFESSIONAL FM PRACTICES

#### To Facility Management Professionals

The International Forum in Facility Management 2022, was held on 9-11<sup>th</sup> August 2022, in São Paulo, Brazil and, it was kindly hosted by ABRALIMP - Associação Brasileira do Mercado de Limpeza Profissional (Brazilian Association of Professional Cleaning Market). As professionals, by functions of coordinators and speakers in the event we decided to write this document based on our reflections during the whole week in Brazil (inside and outside the Forum).

The future of the Facility Management (FM) Profession shall focus mainly on the following directions and aspects, presented below in 32 key points grouped into 6 macro topics, in alphabetical order:

#### EDUCATION

- Appreciate the **evolution** of FM over time so it can be leveraged for further growth and development of the profession.
- **Sustaining** the FM profession depends on investments made today in the education of future generations of Facilities Managers. Nowadays, opportunities already exist to pursue FM as a career path.
- To take **full advantage** of the elevation of the profession. We must acquire the necessary education, leadership skills, and business acumen, to become technology savvy.
- **To compete** within our organizations for resources, Facilities Managers need to develop more business skills.

#### PEOPLE

- Understand the **multi disciplinary** nature of FM. FM is about maintaining continuous improvement of people's quality of life through the development of better built environments and human experiences. Interpreting users' and other key stakeholders' needs and translating them into requirements for FM. Be ready to do everything to focus on well-being and the best user experience inside the workplace of the organization.
- **Creativity** in the innovation of human relationships and the way the services are delivered are always welcome to produce positive changes in the workplace. Serviceability, Usability, and Influencing behaviors must be on the radar of all modern Facilities Managers to improve outcomes.
- As the pandemic has already pushed companies and organizations to reflect on their practices, it provides a good opportunity to create workplaces that are more **human-centered** and sustainable by placing more emphasis on employees' needs and the well-being of individuals and community - FM has a major role towards co-creation of user-centric workplaces.
- **Future work** will consist of a combination of work from home, the office, and various places for remote work, and the design of workplaces is based on the value of being together in person, however, the number of days in the week in the office can vary among different users - FM can identify users' profiles based on fixed or flexible time and use of space.

- Learning how to listen and talk appropriately with different organization levels is a kind of concierge service for users and a strategy piece for the administrative board at the same time. **Influencing the top management** should be a priority, to ensure they understand and support our efforts to meet organizational objectives.
- Positioning FM as a **key enabler** towards achieving client needs and core business objectives.
- **Facilities Managers are critical to organizations**, managing the 2nd largest asset for the organization which supports and enables the most important asset: staff.
- We have to be careful not to be distracted by “bright shiny objects” and trends of the day and **build the foundations of excellence** in FM practices.

## PLACES

- Due to a shortage of labor and materials, Capital Assets will see high growth in manufacturing processes (industrialization). Facilities Managers should be **part of the discussion** on how to maintain and service manufactured buildings and assets during the Design for Manufacturing and Assembly (DfMA) phase.
- **Networks of places** are always changing in a complex world at a fast speed. FM is the way to assure the reduction of the gaps between needs/desires and what we have in a dynamic built environment.
- The workplace is a system including physical, digital, social, and mental spaces, places, and realities - FM **need to collaborate** with human resource management and ICT-department in workplace development and since people will have more options to choose the time and place to work, it is important to design workplaces where people feel comfortable and variety of areas for diverse work.
- **Workplace development** is about collaboration, co-creation, co-commitment, and co-learning - both with and without the help of digital tools. Facilities Managers must understand the value of the change processes as part of the workplace solution and its ownership.

## PROCESSES

- FM is always about adding value and supporting the core business, regardless of how different it is applied and practiced in various sectors of the industry. Aligning FM with a demand organization’s business strategy, objectives, and plans to provide a workplace that supports the core business, safeguards user well-being, and raises productivity. For the value of sound FM practice to be planned, delivered, and realized, we need to provide a performance framework for the **measurement of success** and improvement.
- Establishing and maintaining an overall approach to FM on the strategic level. **Formalizing FM strategy and policy** to guide decision making and behavior. The FM profession is gaining significant recognition in emerging economies and FM practitioners must up their games to play at the strategic levels within their organization. Our profession has not progressed as much as it should have, with most of us remaining outside the strategic decision-making of our organizations.
- The Global FM community should pay attention to the growth witnessed around the African continent - new amazing city developments, **partnerships, and collaboration** are key in the new phase of FM development in Africa.
- Recognizing the **importance of a similar level of maturity** in terms of capability for both the demand organization and FM organization.

- Kinetic/Moving Real Estate Assets are being developed as a cutting-edge solution for dense urban environments (transportation). Facilities Managers will need to learn how to **manage non-stationary “real estate”** as a new key value as a profession.
- Provide low-cost or no-cost resources to support FM Professionals with Data Analytics to **support improved decision-making**.
- Continue supporting the development of new technologies that help reduce carbon emissions or create clean energy. **Facilities Managers are key professionals for proper implementation of ESG practices and the SDG** of the United Nations.

## STANDARDIZATION

- FM Standards in the ISO 41000 series continues to be developed and published with a purpose to be an accelerator and enabler of change for the profession of Facilities Management. ISO 41001 Management System Standard assures that practice is delivered to agreed international requirements. As a consequence, ISO 41001 is the foundation of any professional FM activity recognized at an international level. **Certified FM Systems** is the assurance and public demonstration that it operates according to ISO requirements.
- The ISO 41001 FM MSS (Management Systems Standard) is a **game changer** for the FM profession. FM practitioners should continue to develop strategies on how to get the adoption, domestication, and implementation of ISO 41000 series by national governments, demand organizations, and FM Organizations.
- Recognize (learn & adopt) that all the ISO 41000 series standardization **is the base (foundational) for all Facilities Managers** around the world. The ISO 41000 series of Standards sets the competence base for professional recognition of the management practice of FM.
- The ISO 41000 series can be used across the world to **enable FM** to be a profession of choice, a personal FM career development, and the base for measured professional competence.
- The ISO 41000 series will assist FM professionals to move the delivery of FM from a commodity-focused output to one of meeting the FM needs of the demand organization with measurable, sustainable outcomes. The standards will act as a reset tool. **FM reimaged!**

## TECHNOLOGY

- Facilities Managers should position themselves as the **liaison between the physical and digital worlds** (digital twins & the metaverse). An understanding of value creation that digital worlds bring to the workplace will be critical to the future of work and Facilities Managers are positioned to be valuable stakeholders in this emerging virtual space.
- As blockchain technologies and solutions are integrated into virtual worlds in the **Metaverse**, Facilities Managers should educate themselves about the valuations of digital real estate and how physical performance measures will affect both digital and physical assets (digital Real Estate & FM).
- Technology is changing FM. Paying attention to **how tech is influencing FM** operations must be an everyday activity of Facilities Managers with formal planned actions. They need to support the global community to help align best practices with the appropriate technologies to provide enhanced operational efficiencies.

- Have a hungry desire to **align all technological trends and innovations** (IoT, all hardware & software) inside the FMS (Facility Management System) of organizations (including metaverse).

***SUSTAINABILITY is a transversal theme in all 6 topics, meaning that it is a main (and mandatory) behavior for FM activities in daily practices.***

We hope these ideas can be **useful for FM Professionals around the world.**

We confirm that the information provided in this letter reflects the personal opinions and views of the individuals as agreed by the respective signatures below.

With warm wishes,

**Atkin, Brian Prof. Dr. / United Kingdom**

**Crepaldi, Ricardo MSc. / Brazil**

**Doherty, Paul CSI, CDT, IFMA Fellow, DFC Senior Fellow / United States**

**Graça, Moacyr Prof. Dr. / Brazil**

**Lavy, Sarel Prof. Dr. / United States**

**Nenonen, Suvi Dr. / Finland**

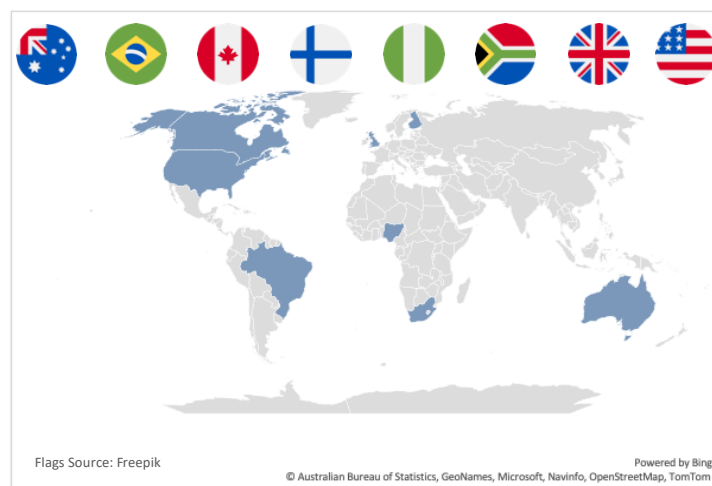
**Osayamwen, Collins CFM, FMP, IFMA Fellow / Nigeria**

**Pienaar, Helgard HND Eng. and Post Grad Dip / South Africa**

**Ritter, Ted LEED AP, PBD, PMP, IFMA Fellow / United States**

**Theriault, Michel IFMA Fellow, FMP, LEED AP / Canada**

**Waddell, Duncan BBus, FAICD, LMFMA / Australia**



**General Notes:**

- This letter is just the reflections of this group at the time that it was written. This is not academic work and is not intended to be the only and complete source of information on the topics addressed here.
- Intellectual property document of the authors of this letter, for free non-commercial use as long as the source is cited.
- LinkedIn contacts are in the respective hyperlink of each authors' signature.
- The original electronic location of this letter can be accessed beside the QR Code linked to a specific place on the ABRALIMP website.

