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How did research on cleaning drive innovations?
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INSIGHT

In Brief

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Human Facility Management

By Ella van Leeuwen

The Human Resource Management (HRM) and Facility Management (FM) departments should consult each other more often. There is a 'grey area' between these two support departments. In this grey area, tasks remain unfulfilled and there is uncertainty about who is responsible for what. Effective coordination between HRM and FM can remove this grey area. The activity associated with this coordination could be termed 'Human Facility Management'.

To map the added value of better coordination between HRM and FM, Ella van Leeuwen carried out organization-independent literature research and interviews for her thesis in Facility Management at Rotterdam University.

Added value

The benefits of better coordination between HRM and FM that emerged from both the desk research and the field research included:

1. Increasing the level of service, or the customer intimacy according to Treacy and Wiersema's customer value profile. Since HRM and FM are aware of each other's tasks, they can complement each other in the performance of them. At that point, added value is created. In addition, this can prevent bottlenecks, because a plan will be looked at from two different sides.
2. Greater attention to the health of employees. Exercise, a healthy environment and a healthy diet are important for employees' health. This contributes to a reduction in illness-related absenteeism. Added value is created here if the tasks of FM can be supplemented by the knowledge of HRM. Encouraging exercise is one example of this. FM can ensure that employees use the stairs more often by devoting attention to this. HRM has more detailed knowledge of which employees are located where and can ensure that the relevant activities are better suited to the needs of the employees.
3. A shift in the costs and increased productivity. There are cost items where savings can be made, but also cost items that will rise. On the other hand, there will be an increase in employee productivity. Concrete figures on this are not available, but this expectation is confirmed by the field research. In this case, the added value lies in the increased efficiency that is achieved. While some costs may increase, productivity will also rise and the number of FTEs may potentially be reduced.
4. Creating an inspiring work environment. Added value is created here by combining knowledge from both specialist areas. For instance, FM has the task of organizing the building and HRM has knowledge of the employees' wishes. By optimally coordinating these two areas, the design of the building can also contribute to employee productivity.
5. An increase in employee satisfaction. Once again, there are no concrete figures as of yet, but an assumption can be made. If the service level goes up, this must necessarily result in an increase in employee satisfaction. By paying attention to employee satisfaction, the organization and the employees can perform better and management will be more effective. This produces added value.
6. A contribution to employer branding. A good company image enables an

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Comment

Paul Bagust, UK Commercial Property Director, Professional Groups at RICS

In a competitive, global business environment, it is increasingly recognised that facilities management (FM) has a strategic role to play in the experience of the end user of buildings and facilities, and ultimately the success of the organisations operating from them.

Whilst FM is clearly becoming a more recognised profession, with a more strategic role to play in business and workforce strategy, a core component of FM's evolving maturity is the need for senior FM professionals to develop multi-disciplinary skills. These skills go well beyond building engineering and maintenance, lease negotiations, space planning, and building safety/security.

It may sound simplistic to suggest that there is a need for facilities managers to just think and act "strategically". However, thinking strategically means developing a deep understanding of the business they are supporting, its customers, and its competitors. In addition, strategic thinking includes understanding how to develop financial models, build and analyse alternative future scenarios, how to see "over the horizon", and how to link causes and consequences in areas as diverse as HR, IT, Finance, Operations, and even Marketing and Procurement. It means developing and applying measures of FM impact not only on the bottom line (which of course can be very strategic), but also on performance outcomes like talent attraction and retention, staff productivity, the Triple Bottom Line, community recognition, and even broader metrics like brand recognition, market share, and net profit.

This is a challenge facing FM - it's not enough to believe in your strategic value. Heads of FM build credibility and influence by educating their peers and senior business executives, and then by demonstrating how FM can directly impact the activities, processes and people in the organisation to create new strategic value for customers.

FM career paths are undergoing significant change and the FM profession faces a potentially serious future talent shortage. It is clear that the critical skills needed for future FM leaders focus primarily around collaboration, interpersonal relationships, delegation, strategy formulation and implementation, and managing service providers.

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Human Facility Management

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employer to attract and retain talent. Good service does not in itself attract talent, but a reputation as a good employer certainly does. This talent in turn contributes to the continued existence of the organization.

Conditions

The research revealed that in cases where HRM and FM hardly consult each other at all, there are often factors that impede cooperation. To counteract these obstacles, a number of conditions have been drawn up, based on the interviews, for promoting the desired coordination.

1. An organizational structure that encourages contact and gives employees the scope to make decisions. It is of great importance that HRM and FM should be positioned at an equal level within this organization. They must have a common interest, to avoid a divide opening up between the two departments.
2. A flexible and open organizational culture that is shared by the various departments.
3. A clear vision. Employees need to understand why decisions are being made and why they should support them, especially when it comes to the implementation of change.
4. Space for communication. Space and time must be created not only for communication, but also for the departments' desire to communicate. Culture and structure are important factors in this regard. At present, HRM and FM departments have little structured contact. There are no fixed times for contact, and the departments consult each other only as and when necessary.

Direct, organize, perform

Each organization operates at a different level. It is therefore difficult to recommend any specific method. This advice is given at a strategic, tactical and operational level and is suitable for all organizations.

Direct (strategic)

At the strategic level, it is important to provide the right working environment. This environment must be created at a strategic level and must meet a number of conditions.

Firstly, this will have an influence on the structure of the organization. HRM and FM must operate at the same level in order to avoid any disparities in rank. In addition, the authority to make decisions must be located at the lowest possible level in the organization. The next step will be to create a culture that supports the coordination between the two departments. Culture is not something that is easy to change or to implement. It is, however, possible to influence it by example. The research did not identify any particular culture that is suitable for this purpose. It is true that organizations in which there is a high degree of cooperation and a greater devolution of power tend to be more successful. This is associated with the 'task culture' in Handy & Harrison's classification of organizational cultures. Thirdly, there must be a clear vision. This vision must be supported not just by senior management, but by all the employees in the organization. This means that the vision must be understandable and distinct. Increasing the level of service is not something that can be achieved by the support departments alone, but by the organization as a whole. This also applies to the contribution to employer branding and increasing employee satisfaction. HRM and FM can play an important role here, but it starts at the top. It should be used as the basis for the management decisions made at strategic level. It is possible that agreements with partners will have to be adapted, because a different approach will be expected from them.

Organize (tactical)

The conditions must also be met at tactical level to enable the departments to cooperate, coordinate and communicate in the correct manner. This presupposes, first of all, that the two departments are operating at the same level and have the same priorities, so that they can coordinate their activities and work together.

The culture of the two departments must be shared and must be the same as that in the rest of the organization. Senior management's vision should be translated into the appropriate departmental goals. This means, firstly, that the goals should emerge from the vision and, secondly, that the goals of the two departments should dovetail. Finally, communication is a necessary condition. With regard to communication, it is once again the case that there is no one correct or ideal method. Fixed contact times can contribute to the gathering of information, so that both departments are aware of each other's activities. In addition, these fixed contact times result in time savings, because the departments will now need to seek each other out less. Increasing the level of service is achieved from within the support departments and should be used as the basis 12 for the decisions made at tactical level. This also applies to management decisions aimed at increasing employee satisfaction and contributing to employer branding. This all begins with recruiting and training the right employees.

In order to focus on the health of employees, activities should be designed and implemented to promote this, such as paying attention to the range offered by the caterers, encouraging exercise and creating a healthy indoor climate. An inspiring working environment can be created by introducing ideas associated with the 'New World of Work'. This will require middle managers to listen carefully to the wishes of the employees. All the parties involved should sit around the table, so that all the wishes and requirements can be taken into account.

Leadership is of essential importance for providing the correct support for cooperation and coordination. The research shows that managers need to encourage cooperation. People should be trained to do this by the most appropriate educational methods. There are three options: shared training, separate training courses or separate training courses with different content but considerable overlap.

Perform (operational) At operational level, there is a choice between integrating the two departments at some future point or leaving them as separate entities.

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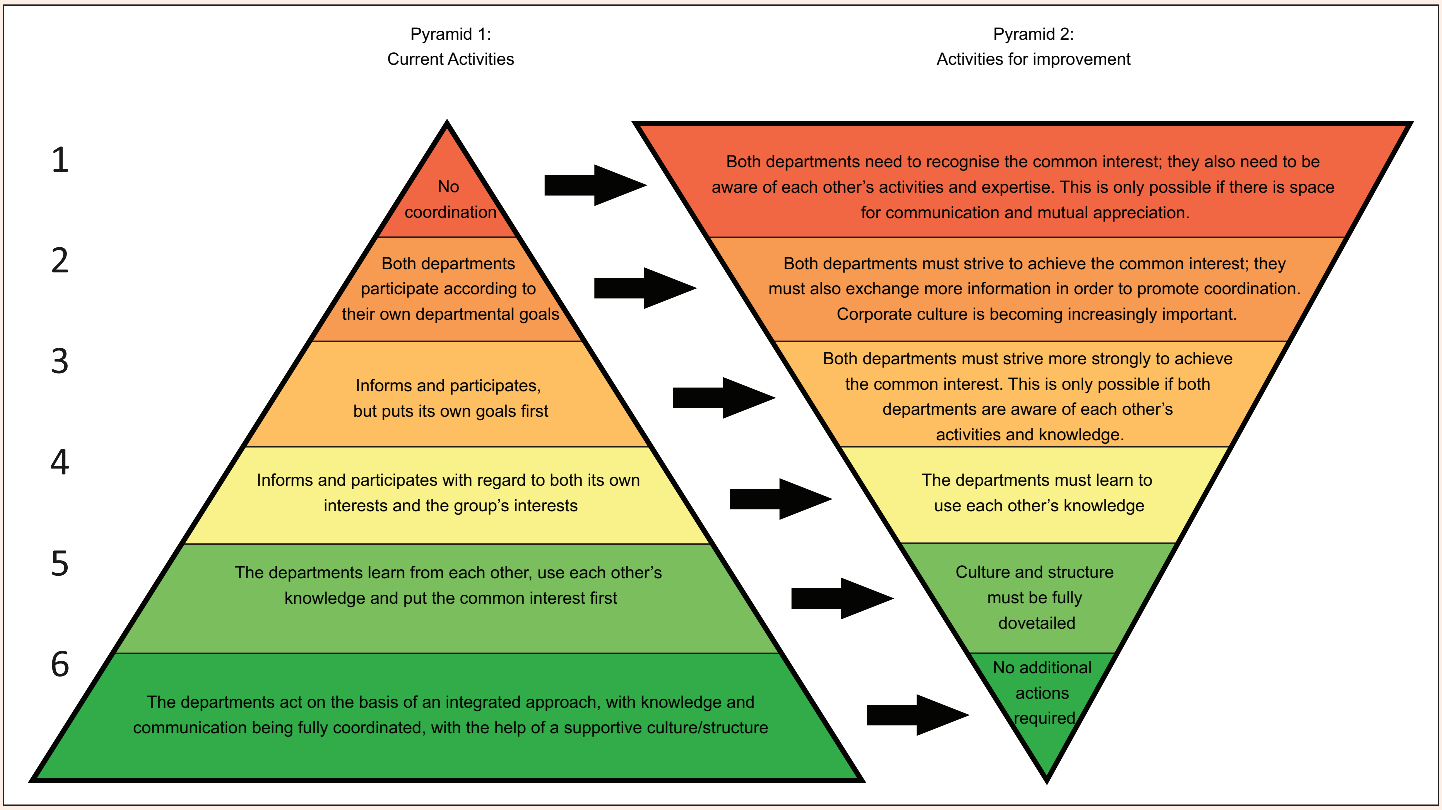

GERMANY

Der Facility Manager

Decentralised power generation

First megawatt fuel cell for site power supply

On 19 September, the first European fuel cell power plant in the megawatt range was officially commissioned at the FRIATEC AG site in the Friedrichsfeld district of Mannheim. The plant was installed jointly by E.ON and FuelCell Energy Solutions and will provide clean energy for the production processes of materials specialist FRIATEC for an initial period of at least ten years.

A 1.4 megawatt fuel cell is expected to provide around 60% of the energy required for FRIATEC AG's production processes in Mannheim. "In this way, we can generate almost half of the electrical energy we need ourselves and reduce our CO2 emissions by around 3,000 tonnes a year," says CEO Klaus Wolf, summarising the benefits. In addition to the construction of the fuel-cell power plant, FRIATEC is planning to completely modernise its existing heat infrastructure. The company manufactures products made of non-corroding and wear-resistant materials for a wide variety of applications.

In a construction period of just nine months, the fuel cell was installed as a joint project by E.ON Connecting Energies, E.ON's subsidiary for commercial and industrial energy solutions, and FuelCell Energy Solutions, a joint venture by the Fraunhofer Institute for Ceramic Technologies and Systems (IKTS) and FuelCell Energy Inc. E.ON and FuelCell Energy Solutions have entered into a long-term partnership to offer high-performing clean fuel cell technology to customers in energy-intensive sectors.

With a capacity of 1.4 megawatts, this fuel cell is the only one of its kind in Europe to date, according to E.ON. In terms of technology and environmental protection, fuel cells represent a future-oriented alternative to conventional combined heat and power generation, since plants of this type use fuel sources far more efficiently than other decentralised technologies, such as gas turbines. They generate electricity and heat in a non-combustion process which produces virtually no pollutants. The plant is expected to generate approximately 11.2 GWh of electricity per year, with around 6,000 MWh of thermal energy being extracted each year for self-consumption.

High overall efficiency

In addition, the process heat of up to 400°C produced in the fuel cell by the non-combustion generation of power can be further utilised in the industrial production processes in the form of steam, hot or cold water produced via a heat exchanger. In this way, the systems achieve a high overall efficiency of over 90%. The 24/7 monitoring by FCES ensures the optimal control of the systems at all times, without the need for operating personnel.

The 1.4 megawatt fuel cell is expected to provide around 60% of the energy required for FRIATEC's production processes.

Photo: FuelCell Energy Solutions

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Whichever choice is made, the departments will be working in a different way. Firstly, the employees from both departments will be working at the same job levels.

They will also have to be aware of the tasks and responsibilities of the other department. This is the first step in raising awareness and increasing mutual appreciation. Furthermore, it is important that the common interest (supporting the employees) is clear to all staff. This common interest is derived from the vision and is supported by the departmental goals. Finally, a clear policy is required with regard to the division of responsibilities. If the departments are not integrated, a grey area will remain in which tasks remain unfulfilled or where employees are sent from one department to the other. If all the responsibilities are clearly defined and the departments can, if necessary, take over responsibilities from one another, both time and money can be saved. A new employee can serve as an example in this respect. Many things need to be arranged for a new employee in an organization. Various departments are involved in this. If the activities of these departments, and in particular of HRM and FM, have been coordinated in an optimum manner, this process will be more effective and more efficient.

All employees will have to make a contribution to increasing the level of service. This means they must be proactive and have a service-oriented attitude. In this way, employee satisfaction can be increased and a contribution can be made to employer branding. In order for this to happen, they will have to be trained in the correct manner. Furthermore, employees should be encouraged to exercise more and to eat more healthily. This can reduce illness-related absenteeism and lead to cost savings. This is only possible with the right approach on the part of the middle managers.

The Human Support Index

The research clearly revealed that it is not only difficult to achieve coordination between departments, it is also difficult to evaluate the existing level of organizational coordination. To remedy this, a tool has been developed with which organizations can assess themselves. This tool is called the Human Support Index.1 The Human Support Index consists of six steps. The six levels sketch out a picture of which level the organization is operating at and what needs to be changed in order to reach a higher level. These steps are based on the following indicators: interest (own/group), communication, culture/structure. In the left-hand pyramid, six levels are described. Based on these descriptions, the organization can determine at what level it is located.

The lower the organization is in the pyramid, the better its score. The left-hand pyramid is widest at the bottom. This means that full coordination is taking place.

For each level, corresponding improvement factors are specified in the right-hand pyramid. The righthand pyramid provides advice on how coordination can be improved. If an organization is at a very low level in the left-hand pyramid, this means that at the same level in the right-hand pyramid there is little room for improvement. Where the left-hand pyramid is wide, the right-hand pyramid will be narrow at the same level.

It is possible that HRM and FM are operating at different levels. This may be the case, for example, if one of the departments has a greater desire to cooperate than the other. The six levels are described as follows:

1. The department displays an attitude of indifference and can be a disruptive influence, does not participate, prefers to work solely within the department and is primarily concerned with its own interests.
2. The department is willing to participate, supports joint decisions and does its portion of the work. The department is, however, focused on achieving its own goals.
3. The department keeps the other department informed about their joint processes, communicates all relevant information and works to achieve both its own interests and the interests of the group
4. The department has a positive attitude to cooperation, shows respect for input from others and works to achieve both its own interests and the interests of the group.
5. The department uses the input and expertise of the other department, is also willing to learn from employees or colleagues, asks for ideas and opinions before decisions are made and puts the common interest first.
6. The departments provide integrated services and base their actions on the expertise of both specialist areas. They strive to achieve the common interest and strategic goals.

This model was developed under the guidance of Dr Roel Cremer, an occupational psychologist who is involved in the excellent undergraduate programme of Fier-FM: FaciliBOOST.

USA

2016: The Year of the 360 - Degree View of the Building

By John T. Anderson

What was your New Year's resolution? For most people, the resolutions they commit themselves to involve eating healthier, getting a new job, picking up a new hobby or just spending more time with family and friends. All too often these resolutions end up falling through because they're easy to put off. But, there's one resolution that savvy facilities professionals can't afford to put off: establishing a data-driven 360-degree view of the building they manage.

What does it mean to establish a 360-degree view of the building? It means understanding both the intended and actual utilization of your building and using that knowledge to design for the future. Through a combination of software, hardware and sensor technology, FMs can analyze intended room and desk bookings versus actual occupancy levels of huddle areas, drop-in spaces, meeting rooms or phone booths. From there, FMs have a 360-degree view of their building's pulse, not only monitoring where people are congregating in real time but also anticipating where they will go next.

The potential for smart technologies to transform the way facilities professionals understand and manage their buildings is a topic that has been much hyped over for the last few years. Smart technologies are now so widely spread and accessible that the data-driven 360-degree view of buildings is a goal within reach. Furthermore, embracing it will have a tangible impact on both the facilities team and occupants' everyday experience in the space, as well as on the bottom line.

The incoming flood of workspace data

Until relatively recently — not just for facilities, but for virtually all industries — data collection was a slow and steady process. The tools for gathering data were often tedious to use and in general had a significant time delay and lack of quality. By the time the analysis was complete, any insights that could be derived were already out of date.

Now, we have the opposite problem. The rise of connected devices and their integration into workplaces have already completely redefined the data landscape. Consider Gartner's prediction that, by the end of 2016, the Internet of Things will span more than 6.4 billion devices worldwide.[1] That number is expected to skyrocket to more than 20 billion connected devices across the globe in the following four years. With so many smart devices flooding the workspace, companies now need to be able to distinguish which data collection mechanisms are the most efficient at gathering only the data that provides useful insights.

FM professionals have more data than ever, accessed faster than ever, to draw on for extrapolating new conclusions and deploying new solutions. FMs can use tools that aggregate data from HR systems, badge security systems and other kinds of smart sensors to fully understand the pulse of their office. This information can, in turn, empower facilities professionals with a 360-degree view of the building. But while the power of data may be there, this raises the question: how can facilities professionals unlock it?

Drawing on big data for a smarter building

The 360-degree view of the building enables facility managers and real estate executives alike to constantly optimize how space in their office building is used, based on real-time or near-real-time data that tracks workspace efficiency. Rather than maintaining disparate snapshots of part of a building's life, the 360-degree view makes a full profile accessible in one place.

By integrating smart sensor technology into common, day-to-day office tools, FM professionals can seamlessly gauge how employees are utilizing available spaces — whether meeting rooms are going unused or constantly double booked; whether sitting desks continue to reign supreme or standing desks have rendered them obsolete; and whether common meeting spaces are attracting clusters of employees to work together and spark productivity or if they spend most of their time unoccupied. Best of all, this can all be done completely under the radar, without disrupting the employees in question in the process.

All of this insight is incredibly valuable to FM professionals, who can use that data to adjust their building's office plans accordingly. Real-time, 360-degree views of any given building allow facility managers to make workspaces not only more accommodating for current occupants, but attract new ones as well.

If there are spaces in a building that are being underutilized, you might consider renting them out to other companies, similar to how an airline might sell seats — with real implication for cost-saving. Now, thanks to smart building technology, all of the data analysis can be automated and done in real time, allowing FM professionals to respond faster than ever when it comes to designing a more intuitive and efficient facility.

Going green with smart buildings

Establishing a smart, 360-degree view of the building goes beyond just maximizing workspace use and efficiency. Smart sensor technologies also facilitate a significant push in building sustainability, empowering businesses to reduce their carbon footprint while benefiting from cost savings.

Between the U.S. and China's pact to cap their countries' carbon emissions in 2014 and the recent talks in Paris about curbing climate change, never before have we seen such a worldwide and concerted push for greener and more sustainable living. In order to achieve these larger goals, facility managers can do their part to achieve more sustainable offices. Sensor technology makes this easier than ever to track and accomplish.

Facility managers can use their integrated dashboards to not only gauge space usage, but determine usage of utilities like light, water and heat as well.

Odds are you've already seen iterations of this kind of technology around the office already: motion sensors that turn a meeting room's lights on and off depending on whether or not someone is in the room; smart thermostats that automatically raise or lower the temperature of the office based on the weather and eventually learn to determine a building's most comfortable base temperature; and motion-activated faucets that only run water if there are hands are underneath, ensuring you never run the risk of leaving the faucet on and wasting water again.

Smart building dashboards streamline all of these processes, coordinating utilities monitoring into a single easy interface and giving FM professionals a real-time, 360-degree view of how efficiently a building is consuming these resources. With that kind of data on hand, facility managers can then implement new measures to better regulate how the building taps into these resources, ultimately resulting in a more cost-and energy-efficient office building.

Not only does this serve a larger mission of fighting worldwide climate change, it also saves on the building's bottom line too, ensuring a decrease in utility spending.

Looking ahead to a smart building future

If anyone is still skeptical about the imminent rise of the 360-degree view of the building, just look around: all of the conditions are already in place. Many FM professionals already use a variety of tools to manage and understand different aspects of their facilities.

But a centralized workspace management toolkit unifies these features into a single, consolidated dashboard that makes tracking, collecting and processing these data streams more intuitive than ever.

Through graphical representations of space utilization and heat maps, FM professionals can more quickly identify where employees' preferences lie and where improvements can be made. This can range from streamlining meeting room scheduling to avoid double bookings (or eliminating spaces that are never booked), designating common workspaces for greater productivity, sub-leasing unused spaces to new tenants that could better utilize them and remapping office layouts to better accommodate current tenants.

Best of all, these improvements can be made without conspicuously disrupting employees' day-to-day routines and yield serious cost savings in the process.

Adapting the 360-degree view for you

The New Year's resolution that should absolutely be on FMs' minds is designing a 360-degree view of the building. Understand how the current workplace plan is functioning by planning, defining, enabling and measuring the actual utilization of the current space. Then, maintain a constant feedback loop to determine the intended future use of the space.

This resolution yields benefits all around: for the building managers, for facility occupants and, on the efficiency front, for the greater fight to create a more sustainable footprint. A better managed office, more productive employees, optimized workspaces and energy-efficient utilities usage — a 360-degree view isn't just how office buildings should look in 2016, it's the baseline for how all offices should run.

REFERENCE

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FMWORLD UK

A measure of social enterprise

By Nick Martindale

Under the Social Value Act, organisations can make their presence felt in three key areas under the social element of sustainability – people, place and economy. But, asks Nick Martindale, how do you measure those effects accurately?

This article was first published in FM World October 2016

Back in 2013, the introduction of the Social Value Act sought to mandate a degree of social responsibility into the awarding of public sector contracts, formalising the previously unwritten rule that those winning business from the public purse must, in some way, put something back into society and the community they serve.

"Even before it came into being there had been a lot of commissioners who have been progressing in this way to varying degrees," says Colin Braidwood, head of sustainability at Interserve Support Services. "But this provided a framework to hang their procurement on."

It also created more of a level playing field, he adds, by forcing all potential suppliers to think about "social sustainability", rather than just those who had already made it part of their business.

The process of honing down the impact of such initiatives, though, has been a difficult journey; something highlighted by Lord Young in his review of the Act in 2015. One issue is just what counts as social sustainability. Andy Melia, head of community investment at Business in the Community, defines it as "the impact a business has and the long-term difference a business creates for the community in which it is operating".

This isn't just about the local community, he says, but could extend to other areas also affected by the business, including customer and supplier locations.

Organisations can broadly have an effect in three main areas under the social element of sustainability, he adds: people, place and economy.

"People is anything from skills to life chances, including health, education and well-being," he says. "From a place perspective it's more the traditional environmental elements, so access to green space but also the vitality of the high street, transport facilities and the health of the wider community. Then, from an economic perspective it's issues like access to jobs and the health of the local economy."

Measuring the value of any initiatives is even trickier. Greg Davies, head of service development at Assurity Consulting and a committee member of the BIFM sustainability special interest group, draws a parallel with social value today and where we were 10 years ago with environmental and energy reporting.

"Over the last 10 years we have become quite sophisticated around that, measuring from a normalised year-on-year metric, so against square foot or per capita or absolute figures, and most people do have some form of trend analysis within their data which they can then extrapolate and set objectives against," he says. "But if anything, it's going to be a little bit harder with social value, because with energy you have a direct metric and it's very much objective."

BIFM's recent sustainability survey, however, ranked the measurement of social value in fourth place as a priority area for the next 10 years, suggesting this is now something that is coming on to the radar for FM providers and their clients.

Correcting the focus

Organisations are already increasing their efforts to try and measure the impact of social sustainability, says Melia. But he warns that it is also important to ensure that they focus on the right areas, rather than just those that lend themselves to a tangible metric. "What often happens is that people get really into wanting to measure and then have to find things to measure rather than thinking it through from the start," he says.

"It's not about measuring for measurement's sake; it's about being clear on what you're doing and where you can add the biggest value. It's far more important for businesses to look at what they're trying to make a change to, and what issues are most relevant to them, and from that they can then start to put it into practice and set measures."

A recent report, Realising Social Value Within Facilities Management, produced by the consultancy Acclaro Advisory, also identified a lack of specific and measurable goals as a gap, particularly in social value. It suggests a number of metrics and ways in which organisations have attempted to measure the value they add in the areas of employment, education and stakeholder engagement, based on criteria such as the percentage of people hired from the local area, the training spend per employee and the proportion of spend from the project that benefits the local area, but acknowledges there is much room for improvement here.

"One of the key issues we found was who measures it," says David Johnston, a sustainability analyst at Acclaro Advisory, who helped to write the report. "Whenever we discussed it with project commissioners, they said they found it difficult to resource or find the time or finances to check what is being done. That means the burden of proof is on the company that is delivering it, which is never an ideal situation."

The report did find individual examples where organisations from the sector have started to measure their impact. Babcock, BAM, Kier, Skanska and Mace, for instance, have joined the 5% Club, where organisations pledge to ensure 5 per cent of their workforce is on a structured training scheme over the next five years. Engie is a founding member of a social enterprise on the Queen Elizabeth Olympic Park, which aims to provide employment for 50 people who were previously out of work, while ISS is part of the 'Movement to Work' collaborative employer scheme, which targets vocational training and work experience to combat youth unemployment.

"The projects where it seems to be working better tend to be very large and high-profile," says Briony Fitzsimons, principal consultant at Acclaro Advisory.

"For the rank-and-file FM projects – the large lighting projects in a town centre – we're struggling to find a really good example." Some providers have attempted to measure social value through existing models such as the London Benchmarking Group's, she adds, but these have run into difficulty as they are not tailored to the specific requirements of the FM sector.

The triple bottom line

Interserve has also attempted to measure the impact of its SustainAbilities Plan, an initiative it has been running since 2013. "We look at the triple bottom line, so social, environment and financial capital," says Braidwood. "We have definitive targets around skills, so that could be

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NORWAY

How did research on cleaning drive innovations?

By Nora Johanne Klungseth, Senior consultant EY Advisory, the Norwegian REFM team

Do you consider cost reduction to be the major reason for improving a service? Did you know that fear of leprosy spurred research into cleaning two centenaries ago? The Nordic counties are considered by many to be front runners when it comes to considerations in cleaning. The fight against leprosy might be one of the reasons for this. Norway have been researching cleaning since the 1800s. It all started with leprosy.

This article elaborates on the historical perspective addressed in the article 'What do we know about cleaning in local authorities?" (published in eFMi no. 37, June 2016), without limiting its focus to local authorities.

Research in general – that is all types of research, not only cleaning research, have developed over long periods, and research on cleaning has followed the general development in research traditions. In brief the 1800s based its research on neutral and positivistic research. Positivistic research was dominant until the 1980s, even though social sciences stated to evolve during the 1830s. Increased diversity were brought into research during the 1960s and 1970s – the so-called Flower Power period, including the Vietnam war, the feminist movement and the green movement. Since the 1970s, research on cleaning has included more interpretivistic and value-laden research. After the economic crisis of the mid 1970s, the total number of research publication increased, as we sought new knowledge that could renew our societies. At present we find ourself in a similar situation – we recently experienced an economic crisis. Our situation this time is better, as the working world is full of innovation opportunities.

The knowledge we have on cleaning and cleaning related topics today have become more solid. Our assumptions are more certain. As an example, we have found that some of the work related risk factors may be overestimated and that cleaning work has gained an undeserved bad reputation. This does not mean it's a risk free occupation. It just means that it might not be as bad as we previously thought and that the causes could be other than those we have considered until now.

Health considerations have been a major part of cleaning research all since the 1800s. The research results at that time caused the establishment of new institutions. In 1833 the coming King Oskar I of Norway and Sweden visited leprosy patients in Bergen, the city hosting the researcher who 40 years later discovered that leprosy was a bacteria. The visit of Oskar I in 1833 resulted in a request for investigations into leprosy in Norway. Lack of cleaning was indicated as a cause. As we did not know of the bacteria at the time, the blame was placed on women and their lacking abilities. In the subsequent years Norway got its first health regulations, health commissions, domestic schools for women and yet further research. These new investigations were to investigate the upbringing of girls, girls' education and women's work such as catering, cleaning, laundry, child care, nursing and more. As a result, we have detailed description of how domestic cleaning was conducted through major parts of Norway during the 1800s.

The more professional development of cleaning as a subject and as an area of research started in Norway in the 1900s. In 1908 a State teachers school for women in domestic care

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A measure of social enterprise

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disadvantaged groups such as those not in education or training through to ex-servicemen, lone parents, those who are disabled or ex-offenders. Then we work with agencies who support us in those areas and think about how we can get this through to employment. That's not necessarily employment with us, but could be helping them to write CVs or giving them financial advice, through to bringing them into the organisation."

The business also has a volunteering programme called Give a Day of Your Time, where employees spend two days a year with a registered charity or community project.

"On some of those you could attach a value, but you don't want to get too sidelined, and measuring some of the other social benefits to communities is a lot harder to do," he says. "Some things you can't put a pounds and pence behind, but it's inevitable that you can have an intangible value on the community."

Landmarc Support Services, a joint venture between Interserve and US firm PAE, which manages facilities across the Ministry of Defence's National Training Estate, has also been able to calculate the social value it delivers, he adds, including the number of tier-one suppliers which are local businesses.

"At the last count 51 per cent were either SMEs or social enterprises so you can put a value on that spend with the local community, and that money then goes out to the local economy," he says.

Yet there is undoubtedly a need for more formal measurements, which can take in the overall value delivered by a supplier or contract, rather than honing on isolated initiatives.

"The big issue at the moment is the project commissioners being somewhat unaware of what they should be asking for on different kinds of projects," suggests Fitzsimons. "At the moment it's almost like the project commissioner asks them what they can do, rather than saying 'we have particular aims and ambitions'. That's about confidence and awareness."

But any framework needs to avoid being too prescriptive, warns Braidwood. "In our communities part of the business I get to see the tenders that come out and to really see a clear articulation of what they're looking for," he says. "But they do then allow their supply chain to illustrate how they respond to it. When it's a bit more open like that it allows the social value to cover a wide spectrum of skills and for suppliers to outline how they will have an impact. That is where you have the real value; where you're allowed to have that openness."

Anthony Bennett, co-founder and director of Bennett Hay, meanwhile, believes FM firms need to be more willing to talk about the benefits they do deliver.

"The FM sector is already adding value into the social realm, although this positive influence isn't always recognised or celebrated," he says. "For instance, as an industry, there is a real focus on people. Companies nationwide have implemented various learning and development programmes. This has positive repercussions in terms of finding, nurturing and retaining talent, succession planning and future-proofing the industry in its entirety."

In time, reporting on such initiatives will become commonplace, believes Braidwood, and providers can help to push this into the private sector as well.

"You don't select to have more social value from one contract to another," he points out. "We deploy it completely through all our responses. But I have worked in other organisations where they're not used to this and the procurement teams don't know the questions to ask. There's a lot of lost value in the private sector and sometimes it's actually being delivered by the supply chain and they're not asking for it. That's an area I would hope will evolve over time."

How did research on cleaning drive innovations?

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was founded, and 30 years later – in 1939 – the States information office in domestic science including the States research agency on domestic science arrived. These institutions still remain in Norway (their names have changed), and Finland have a plurality of the schools. Both these Norwegian and Finnish schools are developing into Schools of Facility Management, growing a new breed of scholars and entrepreneurs – students with Bachelor's, Master's or PhD degrees in Facility Management. These students carry on cultivating innovations in the world of business. One way to innovate is to know how things are done (both present and prior) and to know what works and where improvements can be found.

Historical insights can give perspective and illustrate that minor innovation can yield great effect. During the 1950s and 1960s Norway transitioned into what was defined as modern cleaning at that time – floor mop and machines. These new methods were innovations of their time. They were better in most of the measured aspects. They made the work less physically challenging and more than doubled the efficiency of cleaning work. Prior to this it was common to use a floor cloth and to kneel on the floor when scrubbing and polishing, and the use of chemicals were limited. During this period, we started to research linoleum and the properties of chemicals, how quickly cleaners could clean, how exhausted cleaners became when working, and how clean it actually became after the cleaners were done with their work. Today it may seem odd that we at that time expressed concern for the potential of the newly arrived cleaning methods. We doubted that they were more efficient and concerned that they were less hygienic. Research found that there were no hygienic-bacteriological concerns with them and that these new methods were up to 86 % more efficient.

The discoveries of the 1970s and 1980s drove innovations in cleaners' hours of duty and work organization. During the 1970s both the business world and academia were concerned for cleaners' work environment and sought to improve cleaners' health and family life. The 1980s is the decade that cleaners in Norway started to work at daytime and gained increasing acceptance as being part of organizations' Facility Management team. To reach this position and to fetch new insights, we mapped the number of cleaners and cleaning companies during the 1970s. We investigated cleaners work environment, trade union attachment, job attachment, job training and how cleaners working life affected their family life and the effects that daytime cleaning had. As a curiosity it can be mentioned that the cost of cleaning in Norway was calculated to be in the range of 1,6 euro/m2 and 4,2 euro/m2 (during the 1970s), depending on whether it concerned dry or wet cleaning. One of the recommended cleaning chemicals at that time for stone flooring was green soap, as it was better than washing powder and since

it left a membrane resembling polish. Today this is not a recommended method for stone flooring. During the 1980s, we considered cleaners' equality on the labor market, in addition to their health, their working hours, working arrangements and the variations in costs of cleaning in health care facilities. Ergonomics and health problems gained increased focus as many cleaners were disabled pensioners, as a result of having 'invisible' work that was physically demanding, lacking a good social environment and a work organization that was disparaging.

The innovations of the 1990s can be condensed to that of reduced water consumption and sourcing considerations. The 1990s included a burst in research into cleaning. Counting back to the 1800s, the 1990s generated almost an equal amount of publications than what the previous decades had produced. Sustainability was put on the agenda, as we started to research the consequences chemicals had on our health and our environments. We also looked into WAT and the influence WAT had on public and private cleaning services ability to compete, including the consequencial decisions on in-house or outsourcing could have on cleaners' work and life experience. We continued to study cleaners' heath issues and we investigated cleaning quality, the importance of cleaning on the indoor environment and families use of domestic cleaning assistance. We also focused on efficiency in cleaning and more efficient cleaning methods were promoted, such as oil impregnated mops and microfiber. Since then we continued to build on and expand previous knowledge.

Since the 2000s, we are less concerned with gender equality and the discrimination of women and more concerned with globalization and discrimination of immigrants. During this decade, parts of the cleaning research focused on the effect that dust and dust removal had on our health, and we discovered that a workplace could achieve a 39% reduction in short term sick leave (14 days), just by focusing on removing dust from our work environments. One of the new topics of this decade has been robotics. The potential in this, and the innovation opportunities within the ongoing fourth industrial revolution including Artificial Intelligence (AI), big data, cloud computing and the Internet of Things (IoT) are still developing. The future holds numerous innovation opportunities for all types of facility services, including cleaning.

Would you like to know more about the past or something on what the future might hold? For something on the future, download "The upside of disruption" *http://www.ey.com/GL/en/Issues/Business-environment/EY-megatrends* and this viewpoint publication: *http://tinyurl.com/zzbnd9y*. For information on the past, download Nora Johanne Klungseth's dissertation here: http://hdl.handle.net/11250/2364934

Chairperson's report

Chairman's report after an impressive members' meeting in Madrid and preparing for the handover of the chair

Prof. Ron van der Weerd
Chairman

After Milan at the EFMC in June, Madrid was Europe's FM capital for three days in September. It almost seemed like a second EFMC with the combined CIFMers Conference and Members' Meeting of EuroFM in Madrid in September.

These conferences and meetings show that we are in a process of change. A process of rethinking and redesigning in the greater context of the meaning and value-added of EuroFM for its members. Going back to our roots, our basics are an important element of that process. Strictly speaking, we are not an association of associations; we are a NETWORK organization insofar as we are completely different from associations such as IFMA, BIFM or RICS and do not compete with them on any level. They are members of our organization and, together with our other members, they oversee our network association through the General Members' Meeting. What we want to achieve is a typical European gathering of FM stakeholders, bringing together all the different views and stages of development of FM in European countries. At the same time, we mirror these European views and developments with other views from all over the world. This is why we create formal and informal physical or virtual meetings and set up projects members want to work on together. In that way, we enhance FM's profession in every (European) country. And it is EuroFM's task, goal and mission to facilitate that in the best way we can. That is the importance of the Network Groups Research, Education and Practice. The Practice Network Group (PNG) is also the platform where (national) FM (or FM-related) associations meet. Their meetings and agenda are now known as the European Associations meeting. These meetings take place during the EuroFM meetings in spring (winter) and fall, but can also be organized during the EFMC in Summer.

In my opinion it is essential for any mature and well-acknowledged profession to ensure that professional careers are there primarily for men and women in equal opportunities; secondly, that fresh insights, changes and new ways of working are based on scientific research and evidence; and, last but not least, that young talents, students and young professionals are involved and taken more seriously. They are the human FM capital of the future. A future that is almost unpredictable and that requires the insights, work and life attitudes and mentalities of today's young people. Important topics also include Service Design & Management, Sustainability, leadership skills, the place and importance of Technology and IT within FM and entrepreneurship. These aspects and topics should be the focal points EuroFM has to work on in all its activities.

In particular, the EFMC 2017 in Madrid (April 25-27) will evidence the change. The entrance fee has been reduced to €499 for early-bird registrations and there are more interactions, more networking possibilities with a complimentary cocktail dinner, more young professionals and students and a focus on quality sessions with three presentations based on knowledge, innovation and inspiration.

Being a network organization, it is also important to get all stakeholders, small and large companies, associations and universities to your table. The contribution fee system should be in line with that goal. The present system is outdated and over the last years we have had to close all kinds of individual deals with member organizations regarding their membership fee. It is for that reason that we have proposed a simple and very transparent new fee system with only three categories.

We already discussed this at the GMM in Madrid last September and we have started a discussion via email and on our website, collecting feedback from members to submit a final proposal and an opportunity to vote (by email) for or against until December 15, 2016.

And of course, we are all looking forward to the next Members' Meeting in Oslo (February 15-17). We will be hosted by the Oslo and Akershus University College of Applied Sciences. At the same time, they are also hosting the EuroFM Winterschool. Here, I would like to express my gratitude on behalf of the whole EuroFM community to the Akershus UAS for making all this possible.

The dates are:

13-17 February 2017, Winterschool
15-17 February 2017, Members meeting

Writing this makes me realize that by then I will no longer be chair of EuroFM. After a term of five years, I am handing the chair to Pekka Matvejev. I know that, with him, the chair will be in excellent hands and the new elected board will work as a strong and united team focused on a good future for EuroFM based on the changes we have started.

Personally, I would like to say that it has been a pleasure and a great honor to serve EuroFM as chair for all these years. At the same time, I am looking forward to being able to participate as a regular member again and focus on the content of our beautiful profession. I shall start with that right away in Oslo. I hope to see and meet you all there.

Ron van der Weerd, Chairman

EuroFM Reports

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Education Network Group

Pekka Matvejeff , Chair

In Scandinavia, there is a saying that "Repetition is the Mother of Learning". Therefore, I would like to remind us again that the role of the Education Network Group (ENG) in EuroFM is to facilitate an active education network in Europe that reflects the integrated approach to FM education, research and practice. Another aim is to encourage and facilitate student exchange between EuroFM Member universities and encourage and facilitate an active knowledge-sharing and staff-exchange culture among EuroFM member Universities.

We have also frequently discussed possibilities for developing cooperation between IFMA Foundation and EuroFM Education and Research Network groups. Similar developments are visible with the Latin American Education Institutes. To start up concrete and result-oriented actions for our future cooperation, we are delighted to announce that in Fall 2016 we will define certain topics, with which IFMA Foundation and EuroFM can further the collaboration. These discussions will continue at our Oslo Members Meeting in February 2017. With these developments, our aim is to create even more opportunities for students and universities worldwide to connect and share knowledge for the benefit of FM environments.

EuroFM Network wants to provide a platform for all players under the FM Umbrella, no matter where they come from (Latin America, US, Far East, etc.). To succeed, we need to be an open, transparent network, creating opportunities to exchange experiences and share knowledge for the benefit of the future of FM. We are not an association of associations; we are a network for everybody within FM. This is the message the previous boards of EuroFM have been trying to push through and the recently selected new board also aims to continue this work in the future.

I am writing this still as the Chair of Education Network Group. I know that our new ENG Chair, Olga van Diermen, is highly motivated to further with the abovementioned initiatives. It is obvious, that as the new Chair of EuroFM, I will stress the importance of these developments. Let's bring people together, communicate and stay connected!

I look forward to meeting many of you in Oslo!

Practice Network Group

Renske van der Heide, Chair

Time flies and the first half-year of my term has already passed. I would like to inform you about two bigger projects I'm currently working on: FM Benchmarking; and Women in FM.

EuroFM Benchmark Club

The EuroFM Benchmark club was founded during the Members' Meeting in Madrid. The benchmark club connects practitioners, educators and researchers with a common interest in FM benchmarking. They share research results, ideas and best practices to measure and compare the value-added of FM. They have the ambition to share valuable data and improve FM benchmarking in Europe.

Results so far

- Webinar: Measuring value-added, by Theo van der Voordt
- Webinar: Success factors and pitfalls of FM benchmarking, by Peter Kimmel

Both webinars can be viewed online on the EuroFM website.

Upcoming

- Presentation and discussion about benchmarking by national associations, IFMA chapters and other institutes (during the Members' Meeting in Oslo)
- Promotional video to show the value-added of Facility management
- More webinars

I would like to contact national associations, IFMA chapters and other institutes with a special interest in FM benchmarking. Do you measure benefits or costs? Do you share data among your members? Do you define best practices? Please, let me know!

Women in FM

Unfortunately, there are still many more men than women working in the field of Facility Management.

Not only would it be much more fun to have more women in FM, but it would also be more productive. In general, women are more people-oriented and create better working environments, and we know these skills are important for Facility Management. Besides that, if you include women, you double the pool of talented employees. That's why EuroFM supports projects that encourage the presence of Women in FM.

Results so far

- Identifying promising initiatives among EuroFM members
- Women in FM film for the Portuguese association for Facility Management

Upcoming

- Knowledge-sharing session about female role models and mentoring young professionals
- Roundtable discussion about Women in FM (during the EFMC2017 in Madrid)
- Survey and interviews by two highly motivated PhD students

I would like to hear your ideas and projects regarding Women in FM. Please contact me if you would like to be involved in any other way!

Research Network Group

Susanne Balslev Nielsen, Chair

In a competitive market everyone tries to be better than their closest competitors. It is a matter of winning or losing the next job and, in the long run, it might mean life or death for the organization. One classic problem is that everyday life leaves little time for innovation. Without getting better, cheaper or faster, it is hard to survive; this also applies to the FM business.

My suggestion is that both commercial and public FM organizations should set up a partnership with an FM researcher from RNG to gain extra resources and the latest insights from research. A deliberate innovation process in an engaged partnership needs a good match of persons and capabilities. The "EuroFM who is who?" is an excellent overview of FM experts specialising in service innovation, space management, real estate management, sustainability, IT and more. From the current stage, the "who is who" is open for all members of Euro FM to add similar presentations and become more visible for the EuroFM community.

An innovation partnership with a researcher might lead to publications and conference papers, which we know is frequently used for educational purposes. This year, six of the thirty-three abstracts accepted for the 16th research symposium at EFMC2017 have been written in joint authorship by a researcher and a practice partner. Based on their unique learning journey, we will hear their experiences and recommendations for best FM practice. Let's use the members' meeting in Oslo (16-17 February) and the next EFMC in Madrid (26-27 April) to team up even more EuroFM members for a better FM future together.

EuroFM who is who?

http://www.eurofm.org/index.php/network-groups/who-is-who-resource-map

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