

Federal Buildings Personnel Training Act - 2013 Core Competencies

Summary and Legend

This document contains the Core Competencies of the Federal Buildings Personnel Training Act including all changes made during the 2013 annual update. It is intended to provide clarification in applying the competencies to the unique facility management organizations and diverse facilities found across the federal government. Further background and explanation are provided in the 2013 Update Overview available at www.fmi.gov.

Agencies and practitioners must assign responsibility for compliance with each of the core competencies to individuals based on the work they do. Each of the 12 Competency Areas, 43 Core Competencies and 232 Performances has been color coded to show alignment with at least one of the general roles defined in the 2013 annual update. Individuals whose jobs align closely with one of those roles, or, who are responsible for performing some of activities described by those roles should consider whether they need to demonstrate proficiency with the competencies associated with that role.

Model Organization & Competency Numbering System

1. Competency Area (12)

1.1 Core Competency (43)	1.1.1 Performance (232)
	1.1.2 Performance (232)

Alignment of Competency with Functional Roles

	Often Aligned with Facility Management roles (24/43 Core Competencies)
	Often Aligned with Building Operations Professional roles (6/43 Core Competencies)
	Often Aligned with Energy Management Role (7/43 Core Competencies)
	Often Aligned with more than one role (6/43 Core Competencies)

Importance of High Priority / High Value Competencies

This document identifies a number of competencies as having significant potential to reduce operating costs. This can help agencies prioritize training resources and scheduling and help in updating human capital planning documentation.

High Priority / High Value	Core Competencies identified as having significant potential to reduce operating costs if achieved by personnel responsible for the related work
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1. Management of Facilities Operations and Maintenance

- Facility Management Role

1.1. Building Systems

*High Priority /
High Value*

1.1.1. Demonstrate familiarity with Building Systems.

1.1.2. Demonstrate ability to work with Facilities team to assess a facility's need for building systems.

1.1.3. Demonstrate ability to oversee the acquisition, installation, and operation of building systems.

1.1.4. Demonstrate ability to work with Facilities Team to establish practices and procedures.

1.1.5. Demonstrate ability to work with Facilities Team to determine and administer the allocation of building systems' resources.

1.1.6. Demonstrate ability to monitor and evaluate how well building systems perform.

1.1.7. Demonstrate ability to manage corrective, preventive and predictive maintenance.

1.1.8. Demonstrate ability to work with Facilities Team to develop emergency procedures for building systems.

1.1.9. Demonstrate knowledge of how to implement disaster recovery plans for building systems as required.

1.2. Building Interior

1.2.1. Demonstrate knowledge of how to evaluate building structures and permanent interiors.

1.2.2. Demonstrate ability to manage the service/repair requests and maintenance and cleaning needs of building structures and permanent interior elements.

1.2.3. Demonstrate ability to evaluate furniture and equipment performance.

1.2.4. Demonstrate ability to manage the maintenance and cleaning of furniture and equipment.

1.3. Building Exterior	1.3.1. Demonstrate familiarity with managing grounds and exteriors, parking structures, site utilities, landscaping and grounds, exterior envelope (roof, brick, masonry, etc.).
	1.3.2. Demonstrate ability to assess the effect of climate and extreme environmental conditions.
	1.3.3. Demonstrate ability to evaluate the performance of grounds and exterior elements.
	1.3.4. Demonstrate ability to assess the need for alterations in grounds and exterior elements.
	1.3.5. Demonstrate ability to manage the maintenance and custodial needs of grounds and exterior elements.
1.4. Other Facility Systems	1.4.1. Demonstrate ability to manage equipment and infrastructure for vehicles and vehicle maintenance.
	1.4.2. Demonstrate ability to work with Security Personnel as required.

2. Performance of Facilities Operations and Maintenance	
<i>- Building Operations Professional Role (Best Practices and Innovation Shared with Facility Management AND Energy Management)</i>	
2.1. Operating and Maintaining HVAC Systems <i>High Priority / High Value</i>	2.1.1. Demonstrate ability to collecting Operating Data on system.
	2.1.2. Demonstrate ability to adjust System Parameters as required.
	2.1.3. Demonstrate understanding of indoor air quality, and how to test and adjust it.
	2.1.4. Demonstrate ability to analyze HVAC system performance.
	2.1.5. Demonstrate ability to coordinate HVAC system changes.
	2.1.6. Demonstrate knowledge and ability to maintain all HVAC Systems.

	2.1.7. Demonstrate knowledge and ability to repair all HVAC Systems
	2.1.8. Demonstrate knowledge and ability to optimize HVAC controls.
2.2. Operating and Maintaining Electrical and Mechanical Systems High Priority / High Value	2.2.1. Demonstrate knowledge and ability with Lighting Systems.
	2.2.2. Demonstrate knowledge and ability to change: electrical fuses, control boards, electrical fixtures, and electrical relays.
	2.2.3. Demonstrate knowledge and ability to replace electric motors.
	2.2.4. Demonstrate knowledge and ability to maintain plumbing fixtures, sewage injectors, and water heaters.
	2.2.5. Demonstrate knowledge and ability to identify water distribution and irrigation leaks.
	2.2.6. Demonstrate knowledge and ability to all drains and backflow preventers
	2.2.7. Demonstrate knowledge and ability to maintain pressure-reducing valves.
	2.2.8. Demonstrate knowledge and ability to replace water filters.
	2.2.9. Demonstrate knowledge and ability to winterize irrigation systems if necessary.
2.3. Operating, Maintaining and Testing Life Safety Systems	2.3.1. Demonstrate knowledge and ability to operate Fire Alarm panels and test the entire fire alarm system.
	2.3.2. Demonstrate knowledge and ability to test the emergency generators.
	2.3.3. Demonstrate knowledge and ability to test fire pumps and sprinkler systems.

	2.3.4. Demonstrate knowledge and ability to test smoke and heat sensors.
	2.3.5. Demonstrate knowledge and ability to inspect fire extinguishers.
2.4. General Building Maintenance	2.4.1. Demonstrate knowledge and ability to maintain door hardware.
	2.4.2. Demonstrate knowledge and ability to maintain roof systems.
	2.4.3. Demonstrate knowledge and ability to maintain ceiling tiles.
	2.4.4. Demonstrate knowledge and ability to maintain flooring systems.
	2.4.5. Demonstrate knowledge and ability to maintain window systems.
	2.4.6. Demonstrate knowledge and ability to perform minor wall repairs.
2.5. Best Practices and Innovation High Priority / High Value	2.5.1. Demonstrate knowledge of the “Ten Steps to Operational Efficiency” FEMP O&M Best Practices Guide Rev 3.0 pg 291.
	2.5.2. Demonstrate knowledge of (DOE/PNNL) “Retuning Project” and how it could be applied.
	2.5.3. Demonstrate knowledge of and the ability to perform “predictive maintenance” FEMP O&M Best Practices Release 3.0 pg 59
	2.5.4. Demonstrate knowledge of ALL types of commissioning, and what is required in the Energy Independence and Security Act 2007 (EISA). FEMP O&M Best Practices Release 3.0 pg 7.1 AND EISA SEC 432.
	2.5.5. Demonstrate knowledge of metering and sub-metering for energy and water and how they contribute to systems optimization.
	2.5.6. Demonstrate knowledge of O&M Frontiers like those found in FEMP O&M Best Practices Guide Rev 3.0 pg 287.

2.5.7. Demonstrate knowledge of advanced trouble-shooting techniques on a systems-wide basis.

3. Technology

- Facility Management or Building Operations Professional Role

3.1. Technology Solutions

*High Priority /
High Value*

- 3.1.1. Demonstrate ability to monitor information and trends related to facility management technologies.
- 3.1.2. Demonstrate ability to identify and interface with internal and external accountable resources, e.g., external vendors, internal or external IT systems owners.
- 3.1.3. Demonstrate ability to identify evaluation criteria, evaluate, and recommend facility management technologies solutions.
- 3.1.4. Demonstrate ability to assess how changes to facility management technologies will impact current infrastructure, processes, and building systems.
- 3.1.5. Demonstrate ability to plan for and oversee the acquisition, installation, operation, maintenance, upgrade, and disposition of components supporting facility management technologies.
- 3.1.6. Demonstrate ability to recommend and communicate policies. Establish practices and procedures.
- 3.1.7. Demonstrate ability to develop and implement training programs for facilities staff and ancillary resources.
- 3.1.8. Demonstrate ability to monitor performance of facility management technologies and make appropriate recommendations when modifications are needed.
- 3.1.9. Demonstrate ability to manage corrective, preventive, and predictive maintenance.
- 3.1.10. Demonstrate ability to develop, test and implement, when necessary, emergency procedures and disaster recovery plans.

3.2. Building Automation Systems (BAS)

*High Priority /
High Value*

- 3.2.1. Demonstrate knowledge of a Building Automation System (BAS) and relation to Maintenance Management Systems (MMS)
- 3.2.2. Demonstrate understanding of the bridge between the technical and business aspects of facilities management.

	3.2.3. Demonstrate ability to conduct trouble-shooting procedures at the equipment, system and building levels.
	3.2.4. Demonstrate ability to conduct trouble-shooting of critical systems
3.3. Maintenance Management System (MMS)	3.3.1. Demonstrate knowledge of Maintenance Management Systems (MMS) - Computer Assisted Facilities Management (CAFM) AND Computerized Maintenance Management Systems (CMMS).
High Priority / High Value	3.3.2. Demonstrate ability to operate Maintenance Management AND Computerized Maintenance Management Systems.

4. Energy Management - Energy Management Role

4.1. Systems and Demand Reduction	4.1.1. Demonstrate knowledge of building systems and how they affect energy use
High Priority / High Value	4.1.2. Demonstrate knowledge of Combined Heat and Power (CHP) Systems and distributed generation.
	4.1.3. Demonstrate knowledge of Renewable Energy Systems – Solar (Thermal and Photovoltaic), Wind, Biomass, Hydropower.
	4.1.4. Demonstrate knowledge of Thermal Energy Storage systems – (ex. chilled water storage, ice storage, potential energy storage etc)
	4.1.5. Demonstrate knowledge of Building Automation Systems (BAS) and Control Systems.
	4.1.6. Demonstrate knowledge of Enhanced Automation (EA) - California Energy Commission.
	4.1.7. Demonstrate knowledge of Energy Management Systems (EMS) and Energy Information Systems (EIS).
	4.1.8. Demonstrate knowledge of re-programming current systems and expanding network of sensors and control devices to optimize HVAC, lighting and other automated systems.

	4.1.9. Demonstrate knowledge of how to incorporate occupancy sensors, task lighting, thermostatic set-points with weather forecasting and other demand linked strategies to optimize building performance.
4.2. Assess Initial Conditions <i>High Priority / High Value</i>	4.2.1. Demonstrate knowledge of how to perform and Energy Savings Assessment.
	4.2.2. Demonstrate knowledge of laws, regulations and Executive Orders that pertain to energy management, status of compliance and existing energy management plans.
	4.2.3. Demonstrate knowledge of applicable Codes and Standards.
4.3. Commissioning and Energy Savings Performance Contracts (ESPC) <i>High Priority / High Value</i>	4.3.1. Demonstrate knowledge of all types of Commissioning, the differences between them, and commissioning requirements in laws and executive orders.
	4.3.2. Demonstrate knowledge of commissioning requirements for: measurement and verification, phasing and commission agent duties.
	4.3.3. Demonstrate knowledge of the Energy Savings Performance Contracting (ESPC) procedures and requirements.
	4.3.4. Demonstrate knowledge of Shared Savings Contracts, Power Purchase Agreements (PPA), Utility Energy Service Contracts (UESC) and Enhanced Use Leases (EUL).
4.4. Coordinate with Public Utilities	4.4.1. Demonstrate knowledge of utility service providers for facility (ies).
	4.4.2. Demonstrate knowledge of utility meters – location, reading and data management.
	4.4.3. Demonstrate knowledge of utility billing and rate structure.
	4.4.4. Demonstrate knowledge of local utility programs – special rate programs and incentives.
	4.4.5. Demonstrate the ability to work with Facilities team to negotiate rates and discounts.
	4.4.6. Demonstrate knowledge of how to work with utility departments to locate lines.

	4.4.7. Demonstrate knowledge of utility emergency procedures and contacts.
4.5. Planning, Project and Program Management	4.5.1. Demonstrate knowledge and ability to develop an Energy master plan.
	4.5.2. Demonstrate knowledge and ability to develop a metering Program.
	4.5.3. Demonstrate knowledge and ability to develop energy account database.
	4.5.4. Demonstrate knowledge and ability to provide planning support for energy budget.
	4.5.5. Demonstrate knowledge and ability to identify and develop low-cost and no-cost energy efficiency opportunities.
	4.5.6. Demonstrate knowledge and ability to provide operational support to energy management control systems.
	4.5.7. Demonstrate knowledge and ability to develop/assist in project identification and justification.
	4.5.8. Demonstrate knowledge and ability to develop UESC and ESPC projects.
	4.5.9. Demonstrate knowledge and ability to monitor facility energy projects.
	4.5.10. Demonstrate knowledge and ability to provide peak load management.
	4.5.11. Demonstrate knowledge and ability to manage an energy awareness program and establish/support an awards program recognizing energy efficiency efforts.
	4.5.12. Demonstrate knowledge and ability to develop and distribute energy articles, newsletters, notices, posters and signs.
	4.5.13. Demonstrate knowledge and ability to coordinate Energy Awareness Week/Month.

	4.5.14. Demonstrate the ability to calculate and respond appropriately to established energy metrics such as Power Utilization Efficiency (PUE).
	4.5.15. Demonstrate the ability to recommend and/or acquire certifications for specific skills

5. Safety

- Facility Management, Energy Management, & Building Operations Professional Roles

5.1. Basic Requirements	5.1.1. Complete Department/Agency required Safety training that meets or exceeds the requirements of OSHA, General Industry and/or Construction 10 and 30 hr programs.
	5.1.2. Complete Electrical Safety course and be familiar with electrical codes and regulations and best practices.
5.2. Infrastructure	5.2.1. Demonstrate knowledge of control systems for: mold, asbestos, Histoplasmosis, PCB in transformers.
	5.2.2. Demonstrate knowledge of proper water treatment to prevent Legionnaire's Disease.
	5.2.3. Demonstrate knowledge of ventilation systems and prevention of contaminant introduction and cross contamination.
	5.2.4. Demonstrate knowledge of fire prevention systems in hazardous locations/operations; food preparation areas; electrical transformers.
	5.2.5. Demonstrate the ability to manage compliance with NFPA 70E -2012 for determining incident energy and marking the electrical components for the hazard distance and proper arc rated protective equipment
	5.2.6. Demonstrate knowledge of control of electric vehicle battery fires, internal use, occupant use and visitor vehicles.
	5.2.7. Demonstrate the ability to ensure that all building confined spaces are evaluated and marked.
	5.2.8. Demonstrate the ability to ensure proper maintenance of special purpose, unique design or antiquated fire alarm and suppression systems.
	5.2.9. Demonstrate the ability to manage Compliance with elevator inspection requirements.

5.3. Contractor Program Oversight	5.3.1. Demonstrate knowledge and ability to protect occupants with signs, barriers, and fencing and allow NO renovation of occupied space.
	5.3.2. Demonstrate knowledge of permit system for hot welding work and for confined space work.
	5.3.3. Demonstrate knowledge of fall protection of people and tools/materials for contractor and occupants.
	5.3.4. Demonstrate knowledge of proper disposal of hazardous, toxic and biologic materials.
	5.3.5. Demonstrate knowledge of protection of electrical hazards to employees and to building infrastructure; arc rated clothing, lock out/tag out program.
	5.3.6. Demonstrate knowledge of compliant protective equipment for contract and sub contract workers
	5.3.7. Demonstrate knowledge of adequate fall protection working from ladders/heights
	5.3.8. Demonstrate knowledge of, and ability to manage compliance with OSHA 1910 and 1926 standards and Army Corps of Engineers construction safety manual EM 385-1-1.
5.4. Occupant Interface	5.4.1. Demonstrate ability to ensure tenant renovations have adequate design, does not interfere with other tenants, local code compliance, high quality of work.
	5.4.2. Demonstrate knowledge of and ability to manage proper storage of hazardous, toxic and biologic materials.
	5.4.3. Demonstrate knowledge of and ability to manage proper disposal of hazardous (such as kitchen grease) and biologic materials (medical or research).
	5.4.4. Demonstrate knowledge of and ability to manage prohibition of fire hazards.
	5.4.5. Demonstrate knowledge of and ability to manage adequate ventilation of work spaces, adequate exhaust and makeup air, no short circuit designs.
	5.4.6. Demonstrate knowledge of and ability to manage adequate cleanliness of indoor firing ranges-ventilation, cleanup of lead dust.

	5.4.7. Demonstrate knowledge of and ability to manage adequate electric vehicle battery charging stations to prevent fires (as required).
	5.4.8. Demonstrate knowledge of and ability to manage prohibition of non UL-rate unsafe electrical equipment.
	5.4.9. Demonstrate knowledge of and ability to manage the documentation of occupant safety and health complaints and their resolution.
	5.4.10. Demonstrate knowledge of and ability to create, manage, and conduct fire and life safety and HAZMAT plans.

6. Design
- Facility Management Role

6.1. Planning	6.1.1. Demonstrate knowledge and ability to conduct an assessment of “needs” that will evaluate whether current facilities can respond to a new requirement or whether a “project” must be developed to respond to the new requirement.
	6.1.2. Demonstrate knowledge and ability to participate on teams which implement the Agency/Department planning process to develop project requirements.
	6.1.3. Demonstrate knowledge and ability to participate in due diligence analysis.
	6.1.4. Demonstrate understanding of the concept of “ <i>Deep Energy Retrofits (DER)</i> ” and how and when to initiate.
	6.1.5. Demonstrate knowledge of green building certification systems used by the Federal government and industry.
	6.1.6. Demonstrate knowledge of the Sustainable Facilities Tool.
	6.1.7. Demonstrate knowledge and ability to use Geographic Information System (GIS) and other Dept/Agency software programs in preparation of all required documents.
6.2. Infrastructure Systems	6.2.1. Demonstrate knowledge and understanding of the design basis of all applicable Architectural and Engineering Systems.

7. Sustainability

- Facility Management Role

7.1. Background	7.1.1 "Sustainability" broadly defined as framed by High Performance Buildings in EISA 07.
7.2. Regulations and Requirements	7.2.1. Demonstrate knowledge of the Guiding Principles for Federal High Performance and Sustainable Buildings, AND Federal Mandates.
	7.2.2. Demonstrate knowledge of Dept/Agency Strategic Sustainability Performance Plan (SSPP).
	7.2.3. Demonstrate knowledge of Dept/Agency Resiliency and Adaptation Plan.
7.3. Implementation <i>High Priority / High Value</i>	7.3.1. Demonstrate knowledge and ability to develop and/or coordinate sustainability-related programs at the building-level.
	7.3.2. Demonstrate knowledge of how the above comes together in the "Sustainability Section" of the Facility Master Plan.
	7.3.3. Demonstrate ability to work with subject matter experts to calculate the "qualitative impacts" of sustainability program.
	7.3.4. Demonstrate knowledge of implementing a "recognition program" for sustainability efforts.

8. Water Efficiency

- Energy Management Role

8.1. Regulations, Goals and Best Practices	8.1.1. Demonstrate knowledge of water efficiency principles that are applicable in both the public and private arena.
	8.1.2. Demonstrate knowledge of Federal water policy and goals found in Laws and Executive Orders.
	8.1.3. Demonstrate knowledge of Water Efficiency Goal Guidance for the Federal Government.
	8.1.4. Demonstrate knowledge of current Dept/Agency water guidance – Uniform Facilities Code (UFC), Department or agency guidebooks.

	8.1.5. Demonstrate knowledge of how the following affect water use and efficiency and ability to make recommendations based on lifecycle analysis and best practices to facilities team.
8.2. Water Audit	8.2.1. Demonstrate knowledge and ability to conduct both a Top-down and Bottom-up water audit.
High Priority / High Value	

9. Project Management - Facility Management Role	
9.1. Initiate	9.1.1. Demonstrate ability to work in integrated project teams to execute, small, medium and large projects.
	9.1.2. Demonstrate knowledge and ability to follow Project Management processes and procedures per your organization's preferred methodology.
	9.1.3. If Project will be completed by contractors, demonstrate the ability to provide technical support to the organization's procurement process.
9.2. Execute	9.2.1. Demonstrate ability to manage and coordinate project execution.
	9.2.2. Demonstrate ability to manage and coordinate contractor performance.
9.3. Closeout	9.3.1. Demonstrate knowledge of and ability to perform project close out functions.
9.4. Training	9.4.1. Demonstrate knowledge of PM and scheduling software, where to find technical resources on PM and ability to train those junior to you in these PM aspects and on these tools.

10. Business, Budget and Contracting - Facility Management Role	
10.1. Total Cost of Ownership (TCO)	10.1.1. Demonstrate knowledge of the mission of the Facilities' Occupants and how the facilities enhance that mission.
	10.1.2. Demonstrate knowledge that the TCO is best determined through Life-Cycle Cost Analysis (LCCA) for Facilities.
High Priority /	

High Value	10.1.3. Demonstrate knowledge of how to find/calculate the basic costs required for an LCCA.
	10.1.4. Demonstrate knowledge of additional methods for calculating TCO and other economic analysis.
	10.1.5. Demonstrate knowledge of available LCCA software.
10.2. Life-Cycle Assessment (LCA) High Priority / High Value	10.2.1. Demonstrate knowledge of the difference between a Life Cycle Assessment (LCA) and an LCCA.
	10.2.2. Demonstrate knowledge and ability to use a LCA to estimate the environmental impacts of a material, product or service through its entire life cycle.
	10.2.3. Demonstrate knowledge of ISO 14040.
	10.2.4. Demonstrate knowledge of and ability to use LCA Software.
10.3. Contracting	10.3.1. Demonstrate knowledge of Contracting Officer Representative (COR) duties, responsibilities, training, certification and maintenance of certification.
	10.3.2. Demonstrate knowledge of rules and requirements for purchasing products and services.
	10.3.3. Demonstrate ability to assess technical requirements needed to ensure delivery and quality of services/products.
	10.3.4. Demonstrate ability to create an effective Statement Of Work (SOW) for COR or Contracting Officer to ensure proper procurement of a product or service.
	10.3.5. Demonstrate knowledge of and ability to effectively govern/oversee a contract to ensure compliance and full value of the service or product being provided.
10.4. Budget Formulation and Execution High Priority / High Value	10.4.1. Demonstrate ability to develop and manage a project/program budget.
	10.4.2. Demonstrate knowledge of budget submission requirements.
	10.4.3. Demonstrate knowledge of historical budget records and costs and how to use in forecasting.

	10.4.4. Demonstrate ability to quantify potential for cost savings and cost avoidance.
	10.4.5. Demonstrate ability to use LCCA in budget preparation.
	10.4.6. Demonstrate ability to identify quantitative and qualitative risks.
	10.4.7. Demonstrate ability to advocate for funding using economic analysis.
	10.4.8. Demonstrate ability to prioritize projects/programs based on funding levels.
	10.4.9. Demonstrate ability to manage operating budget and produce required financial reports.
	10.4.10. Demonstrate knowledge of invoice/expenditure approval processes.
	10.4.11. Demonstrate ability to recommend/conduct funding reallocation based on changing priorities.
	10.4.12. Demonstrate ability to conduct periodic financial reviews and produce required reports.

11. Leadership and Innovation

- Facility Management Role

11.1. Communication and Administration

	11.1.1. Demonstrate ability to communicate clearly.
	11.1.2. Demonstrate ability to supervise personnel as required.
	11.1.3. Demonstrate ability to perform administrative duties.

11.2. Personnel

	11.2.1. Demonstrate knowledge and ability to ensure corporate, life safety, and regulatory compliance.
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	11.2.2. Demonstrate knowledge and ability to develop, test and train personnel on emergency systems, plans and procedures.
11.3. Innovation High Priority / High Value	11.3.1. Demonstrate knowledge and ability to investigate ways to improve facility services.
	11.3.2. Demonstrate knowledge and ability to assess risks and opportunities.
	11.3.3 Demonstrate knowledge and ability to conduct pilot tests when developing new procedures.
	11.3.4. Demonstrate knowledge of the on-line National Science Foundation library of Federal Facilities related publications.
	11.3.5. Demonstrate knowledge of Federal government “Knowledge Hubs.”
	11.3.6. Demonstrate knowledge of the offices, programs and National Labs at DOE that drive innovation in Facilities operation and management.
	11.3.7. Demonstrate knowledge of GSA’s Green Proving Ground Program.
	11.3.8. Demonstrate knowledge of the training and certifications provided by Industry Associations and Professional Societies.
	11.3.9. Demonstrate knowledge of University Facilities Management degrees and certificates.
	11.3.10. Demonstrate ability to translate innovative ideas into actionable tasks.
11.4. Enterprise Knowledge and Strategic Decision Making High Priority / High Value	11.4.1. Demonstrate knowledge of “continuous retuning” and the potential savings represented by a government-wide shift to this operating mode.
	11.4.2. Demonstrate knowledge of the National Security role that Federal Facilities play – housing Fed Dept/Agencies for operations, training, disaster response and energy/resource use.
	11.4.3. Demonstrate knowledge and ability to drive a “Change Management” process - a structured approach to shifting/transitioning individuals, teams, and organizations from a current state to a desired future state.

	11.4.4. Demonstrate knowledge and ability to move from the Operational (the who and when of things getting done) to Tactical (what we do) to the Strategic (why we do what we do).
	11.4.5. Demonstrate ability to strategically allocate all forms of “capital” – human(people), physical(facilities), economic(money) and environmental(land and resources).
	11.4.6. Demonstrate ability to provide decision makers with better information about the total long-term costs and consequences of a particular course of action.
	11.4.7. Demonstrate ability to participate in the organization’s strategic planning at the executive level in order to translate between the organization’s missions and its facilities portfolio and clearly communicate how real estate and facilities can support these missions.

12. Performance Measures

- Facility Management Role (FBPTA applicable to all roles)

12.1. Federal Buildings Personnel Training Act	12.1.1. Demonstrate knowledge of the requirements under the Federal Buildings Personnel Training Act 2010.
	12.1.2. Demonstrate knowledge of how to use www.FMI.gov to view core competencies, methods to demonstrate them, curriculum and to report compliance with the law.
12.2. Acquiring Data	12.2.1. Demonstrate knowledge of the differences between quantitative and qualitative data and how to gather/calculate each.
	12.2.2. Demonstrate knowledge of key building performance measures, where and how to read them, and reporting requirements.
	12.2.3. Demonstrate knowledge of what data is necessary to enable “continuous retuning.”
	12.2.4. Demonstrate ability to determine what records provide the “best fit” data for strategic decision making – situation and desired outcome dependent.
12.3. Establishment and Implementation <i>High Priority / High Value</i>	12.3.1. Demonstrate knowledge of Performance Measurement concepts (ex. SMART – Specific, Measureable, Actionable, Time-bound).
	12.3.2. Demonstrate ability to use measures to inform decision-making and resource allocation.

12.3.3. Demonstrate knowledge of cascading Key Performance Indicators (KPI) that can be used to measure how well mission, management, program and individual goals are being met.
12.3.4. Demonstrate ability to establish baselines from which progress toward attainment of goals can be measured.
12.3.5. Demonstrate ability to establish feedback systems to support continuous improvement of an organization's processes, practices, and results (outcomes).
12.3.6. Demonstrate knowledge of how to combine single building metrics into a system to measure the performance of buildings portfolio in support of the organization's overall mission.
12.3.7. Demonstrate understanding that investments in training, and in facilities in general, are not often immediately visible or measurable, but that they are manifest over a period of years.
12.3.8. Demonstrate ability to perform a sensitivity analysis on proposed measures.
12.3.9. Demonstrate knowledge of current portfolio-level performance indicators.
12.3.10. Demonstrate ability to understand a base set of key performance indicators (KPIs) for measuring the outcomes of investments and the data required for them.
12.3.11. Demonstrate ability to understand, provide input for, and use additional Key Performance Indicators (KPIs) developed by organization to measure the qualitative aspects of facilities operations and management.