
Overview

This standard covers managing the operational performance of workplace and facilities services. It involves dealing with clients, managing support staff, and contracts whilst striving for client satisfaction at all levels of service delivery. It is about maintaining the compliance of systems and strategies for workplace and facilities services with accepted systems and the organisation's overall vision, business objectives, policies and procedures, including the management of business efficiencies and sustainable practices.

It involves knowing what best practice in workplace and facilities services is and helping to establish systems and processes that encourage this.

It is important that you know and understand your responsibilities under the current environmental and health and safety legislation, codes of practice policies of the organisation.

This standard is applicable to those who deliver workplace and facilities services, this can be to an internal client (within your organisation) or to an external client, both are referred to as the "organisation" within this standard.

Managers at this level will be required to drive workplace and facilities services within the organisation.

This standard has links to the standards suite Facilities Management and the standards suite Management and Leadership managed by Instructus.

Performance criteria

You must be able to:

1. carry out your work in accordance with the current environmental and health and safety legislation, risk assessment requirements, codes of practice and policies of the organisation, including business efficiencies and sustainable practices
2. confirm that workplace and facilities services activities comply with the systems, policies, procedures and resource constraints of the organisation including business efficiencies and sustainable practices
3. identify and manage the implications of business efficiencies and sustainable practices on the long-term delivery of workplace and facilities services
4. identify the level of service, performance and quality required and expected in the delivery of workplace and facilities services
5. assess the resource requirements for delivering workplace and facilities services
6. negotiate with the organisation to reach agreement on the level of service to be delivered and record this in an agreed format
7. establish and agree with the organisation achievable and measurable objectives for the delivery of workplace and facilities services
8. assess the costs, risks and effectiveness of planned objectives, including the long-term implications for workplace and facilities services delivery
9. establish and agree with the organisation a system that allows the measurement of performance against objectives
10. manage the operational performance of workplace and facilities services and confirm that the delivery meets the requirements of the service level agreement or contract
11. evaluate and review the delivery of workplace and facilities services against the requirements of the agreement or contract to identify ways of reducing costs and enhancing value
12. identify opportunities to increase profitability and revenue in the delivery of workplace and facilities services
13. record your findings in the required format and report them to the organisation
14. confirm that the organisation operates within the current legal requirements and social responsibilities
15. inform those involved in, and affected by, workplace and facilities services how they fit within the organisation, and underpin this with the required information

Knowledge and understanding

You need to know and understand:

1. your responsibilities under the current environmental and health and safety legislation, codes of practice and policies of the organisation, including business efficiencies and sustainable practices
2. the techniques for identifying and defining functional, quality and performance requirements in workplace and facilities services
3. the implications of business efficiencies and sustainable practices on the long-term delivery of workplace and facilities services
4. the importance of complying with the organisation's systems, policies, procedures and resource constraints when undertaking workplace and facilities services including business efficiencies and sustainable practice policies
5. the range of formats for the service level agreements and contracts available and how to choose a format according to requirements
6. how to manage operational performance in workplace and facilities services including evaluation and improvement techniques
7. the agreed objectives and timescales for delivery of services monitoring? for workplace and facilities services
8. the costs, risks and opportunities of the planned objectives
9. the resources required and available to maintain systems and strategies
10. how to use benchmarking and identify best practice
11. the factors to take into consideration when identifying best practice
12. how to use Key Performance Indicators for identifying and measuring best practice
13. why it is important that service delivery is monitored
14. the methods of gathering and analysing performance data in line with the current legal requirements
15. how to evaluate and review the delivery of workplace and facilities services
16. how to identify areas for improvement in the delivery of workplace and facilities services
17. the format for recording your findings and to whom they should be reported, in line with the current legal requirements
18. the responsibility for managing workplace and facilities services in accordance with the current legal requirements and social responsibilities

Glossary

Business efficiencies

**This relates to the sustainable management of resources such as water, energy efficiency and waste management in line with the organisation's business efficiency policies which aim at improving operational efficiency. In business, efficiency refers to the production of goods or the offering of services by using the smallest amount of resources, such as capital, energy etc. Efficient businesses are able to create products, offer services and accomplish their overall goals with the minimum effort, expense or waste.

Operational performance

**An organisation's performance can be measured against a standard or prescribed indicator of effectiveness, efficiency, and environmental responsibility such as, time, productivity, waste reduction, and regulatory compliance.

Service Level Agreement (SLA)

**A service-level agreement (SLA) is a commitment between a service provider and a client. Aspects of the service – quality, availability, responsibilities – are agreed between the service provider and the service user. The most common component of an SLA is that the services should be provided to the customer as agreed upon in the contract.

Sustainable practices

**Sustainable business practices are characterised by environmentally friendly practices initiated by an organisation for the purposes of becoming more sustainable. Organisations aim to reduce their environmental footprint through initiatives that cut down on waste, poor environmental stewardship and unethical environmental practices that offer a reduced level of sustainability within the organisation's policies and practices.

Sustainable business practices differ between industries and are often specific to the type of organisation and the product or service it produces or provides.

Key Performance Indicator (KPI)

**A key performance indicator (KPI) is a value used to monitor and measure the effectiveness of an organisation, employee or process in meeting set objectives.

Social responsibilities

**Social responsibilities refer to a type of self-regulatory business plan and the efforts made by a company to improve society and contribute towards sustainable development. It describes initiatives run by a business to evaluate and take responsibility for their impact on issues ranging from human rights to the environment.

The business plan will focus on achieving economic, social and environmental benefits for all stakeholders involved (employees, consumers, investors and other groups). The purpose of it is to encourage businesses to conduct their companies in an ethical manner and work towards having a more positive impact on society through ensuring sustainable growth.

Workplace and facilities services

Workplace and facilities services is "the organisational function which

integrates people, place and process within the built environment with the purpose of improving the quality of life of people and the productivity of the core business."

Workplace and facilities services professionals are responsible for services that enable and support business performance.

All organisations have responsibilities under the current health, safety and welfare regulations to ensure the daily health, safety and welfare of their employees. This includes ensuring provisions are made for:

Workplace and facilities services (soft services)

- Soft services are ones that make the workplace more pleasant or secure to work in.

Examples of soft services are cleaning, catering, security.

Facilities Management (hard services)

- Hard services are ones that relate to the physical fabric of the building and cannot be removed. They ensure the safety and welfare of employees and generally are required by law.

Examples of hard services are plumbing, heating and lighting.

Hard services are covered in the Facilities Management suite

Developed by	Lantra
Version Number	3
Date Approved	30 Mar 2020
Indicative Review Date	30 Mar 2025
Validity	Current
Status	Original
Originating Organisation	Asset Skills
Original URN	ASTFM413
Relevant Occupations	Estates Manager, Property Manager, Workplace and Facilities Services Manager, Facilities Manager, Workplace Services Manager, Soft Services Manager, Asset Manager, Landlord, Head of Facilities
Suite	Workplace and Facilities Services
Keywords	facilities management; workplace services; business efficiency; sustainable practices
