



# THE FACILITY MANAGER

A News Magazine of The International Facility Management Association, Nigeria Chapter

## Taking FM To The Next Level

Mrs. Abimbola  
Olusegun-Adamolekun  
President, IFMA Nigeria Chapter

## Pay Now or Pay Later

- Justifying a Proactive Maintenance Program

## A CHAT WITH Hakeem Olaogun Dickson

Former Director-General,  
Lagos State Safety Commission

## Fire Prevention In Your Building

What Facilities Managers Need to Know, its hazard & Prevention

## Is The Future of Facility Management

AS BRIGHT AS WE WOULD LIKE TO THINK?

## Leading From Behind

From The Global Village...



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# From The Desk of Editorial Team

*It's A*  
**BUMPER EDITION**

Welcome to the second half of the year! And we are very excited about this other half because of the potentials it holds for facility managers.

Before we delve into this edition, it's important to say that if you were not at the 2019 World Facility Management Day, you missed out on plenty!

This year's edition was in collaboration with Lagos State Infrastructure Asset Management Agency (LASIAMA) tagged Celebrating Global ISO FM Standards & Promoting a Sustainable Maintenance Culture.

Guest speakers were, Dr. Richard I. Somiari, Head, Lagos State DNA and Forensic

Centre and Engr. Olumide Aina, Member, International Technical Committee TC/267 on the ISO 41000:2018.

And don't forget to check out the IFMA 2020 training calendar on page 40.

Enjoy your read!

## IFMA Nigeria, Executive

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1. Mrs. Abimbola Olusegun- Adamolekun	President	5. Mr. Olalekan Akinwumi	Treasurer
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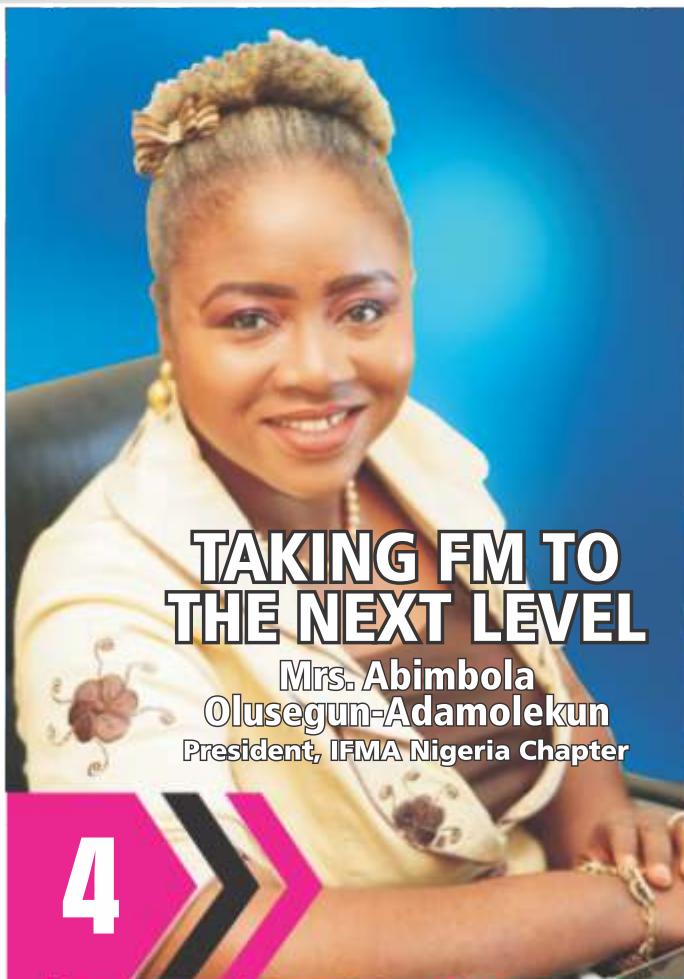
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# Content ➤➤➤➤

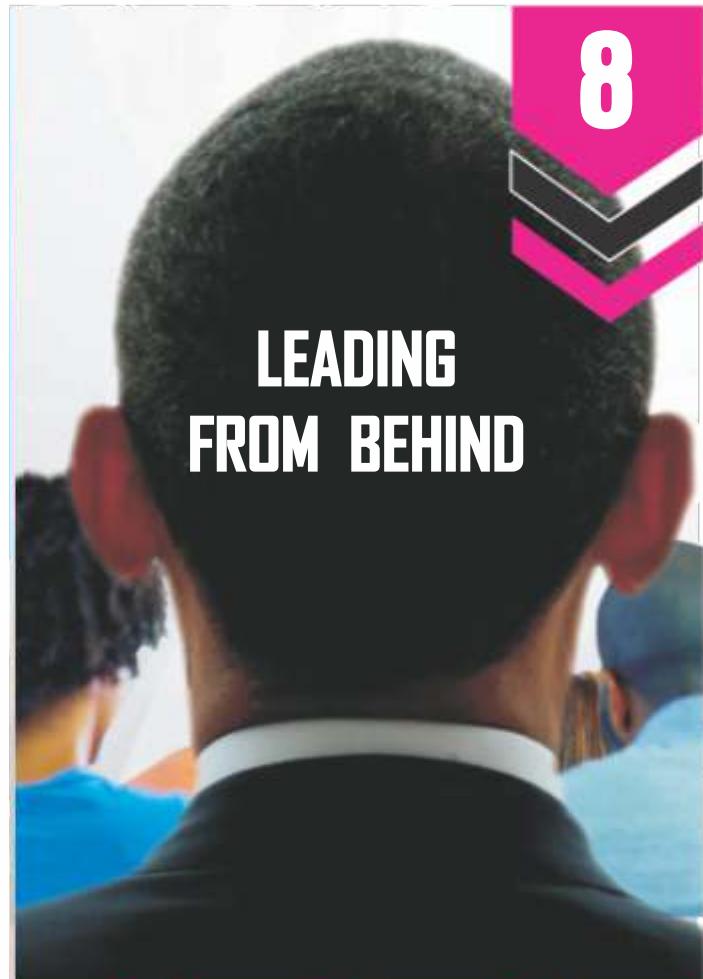


**TAKING FM TO THE NEXT LEVEL**

Mrs. Abimbola  
Olusegun-Adamolekun  
President, IFMA Nigeria Chapter

4 ➤➤➤

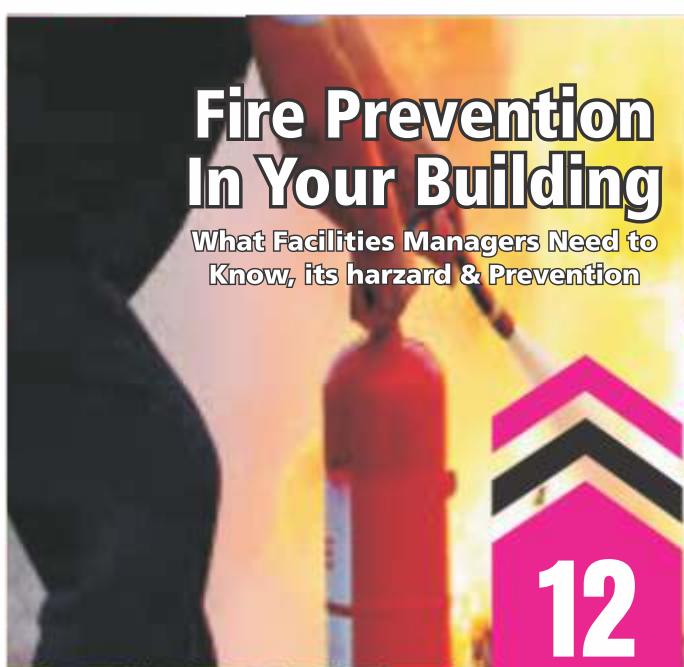
A portrait of Mrs. Abimbola Olusegun-Adamolekun, President of the IFMA Nigeria Chapter. She is smiling and wearing a white blouse with a floral brooch. The number '4' and a pink chevron graphic are in the bottom left corner.



8

LEADING FROM BEHIND

A photograph showing the back of a person's head and shoulders, wearing a dark suit jacket. The number '8' and a pink chevron graphic are in the top right corner.

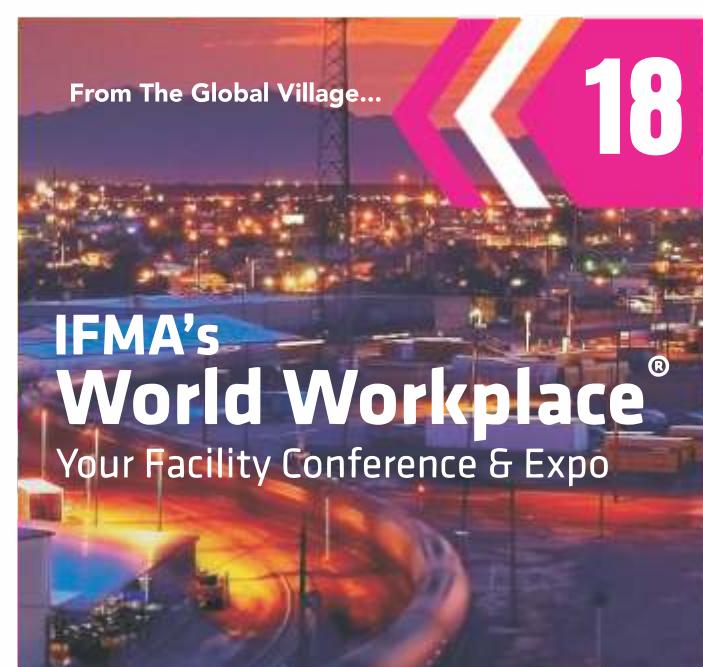


**Fire Prevention In Your Building**

What Facilities Managers Need to Know, its hazard & Prevention

12

A photograph of two people in a building, one in a red shirt spraying water from a hose. The number '12' and a pink chevron graphic are in the bottom right corner.



From The Global Village...

18

**IFMA's World Workplace®**  
Your Facility Conference & Expo

A photograph of a city skyline at night, with the text 'From The Global Village...' and the number '18' in the top right corner.

**26**



**A CHAT WITH  
Hakeem Olaogun  
Dickson**

Former Director-General,  
Lagos State Safety Commission

**32**

**Pay Now or Pay Later**  
**Justifying a Proactive Maintenance  
Program**



**36**



**Mrs. Abimbola  
Olusegun-Adamolekun**

# TAKING FM TO THE NEXT LEVEL

**Mrs. Abimbola  
Olusegun-Adamolekun  
President, IFMA Nigeria Chapter**

**tfm.**

It is our utmost pleasure to formally congratulate you and welcome you into office as the President of IFMA, Ma

**tfm.**

During your tenure, what do you envision as cardinal objectives of your presidency?

**ans.**

We are committed to Synergy by collaboration and partnership with other organizations and professional bodies to take FM to the next level, make FM the choice profession through advocacy and continuous awareness, and also develop members professionally. We will ensure stakeholder engagement and unity as well.

**tfm.**

With exponential growth through the years, IFMA has become the foremost professional organisation in Facility Management. With you at the helm, will IFMA attract

ancillary organisations with the aim of advancing Facility Management in Nigeria?

**ans.**

IFMA will work with all FM bodies and ensure unity and common purpose to grow and achieve objectives stated above.

**tfm.**

In your opinion, how can state agencies be beneficially engaged with a view to proper and effective execution of statutory mandates?

**ans.**

My understanding of the question is that how can state agencies create and drive maintenance of public buildings? There is a need to adopt the new national policy on maintenance that was recently launched by the FMPWH. It enables FM to be a centrepiece of public buildings design development and management.

**tfm.**

Safety has been a key part of FM in Nigeria. What are your impressions on the state of awareness and indeed compliance with emergency preparedness in Facility Management?

**ans.**

There has been a lot of progress, Private and public agencies have adopted EP & BC and the FM Professionals knowledge has also been enhanced in this regard. Most companies carry out regular drills even now at the federal level FAAN last year carried out a drill at the MMIA.

**tfm.**

What more should be done to create more safety and emergency awareness in our society?

**ans.**

Continuous awareness, sensitizing the public and lastly legislation

*Continue on Page 6*

# TAKING FM TO THE NEXT LEVEL



**tfm.**

During your tenure, will IFMA take the lead and marshall other relevant stakeholders in the effort to drive to the front burner the issue of safety awareness and emergency preparedness?

**ans.**

Most certainly, we will

partner with other stakeholders by focussing on public awareness and engagement through advocacy.

**tfm.**

A host of factors militate against emergency preparedness, one of them being societal superstition which makes emergency prepara-

tions look like we're praying for calamities. What else do you advice we do to achieve total compliance with safety standards?

**ans.**

Legislation has to be in place and enforcement of same without any compromise.

**tfm.**

How well or otherwise do you assess the present level of practice of safety amongst and what are your suggestions on enhancing capacity, improving competence and attaining professionalism?

**ans.**

I am glad to see both private and government facilities complying with best practices as regards safety. The Ministry of Lagos State Safety Commission for example is committed to very strong public safety system, creating awareness, engaging stakeholders with the view of subsequently enforcing legislation. We can only continue to support that and carry out continuous stakeholder engagement and awareness.

**tfm.**

What are your expectations on safety and emergency preparedness in the coming years?

**ans.**

I will expect that organis-

# Mrs. Abimbola Olusegun-Adamolekun

ations, facilities managers will be proactive, have practicable plans and trained personnel. They should review these plans regularly and ensure they are in line with best practice. Stimulation/rehearsals should be carried out regularly.

## **tfm.**

What does a typical day in the life of Mrs. Abimbola Olusegun - Adamolekun look like?

## **ans.**

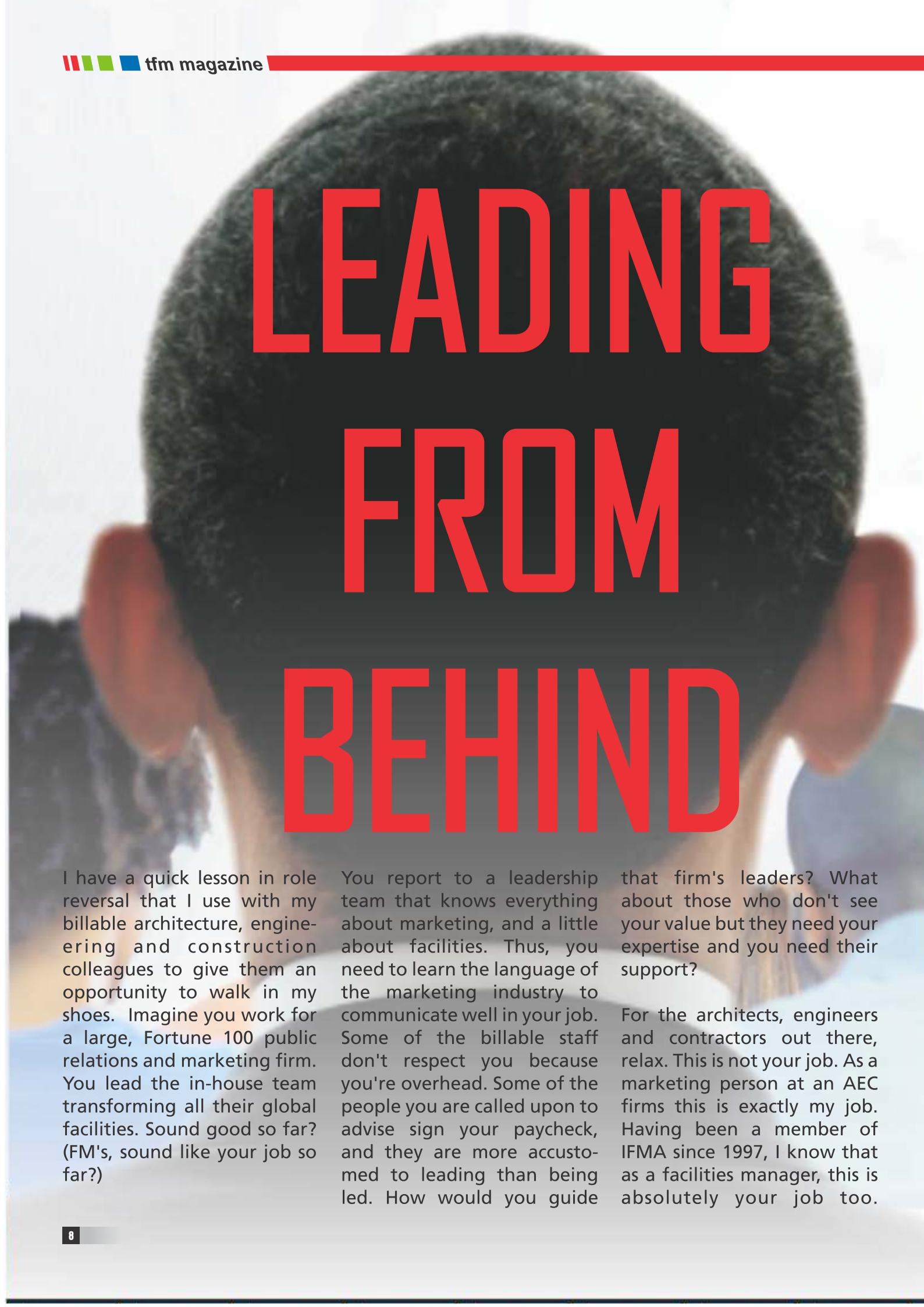
A typical day in my life starts with prayer. I thank God for the gift of a new day and commit the day into His hands. I have my plans but allow God to direct.

As a Facility Manager sometimes your day does not go as planned so you allow for flexibility.

In between the programs for the day, it is key for me to check on my family through calls and chats and be sure all is well.

I make sure every minute counts, no wasted moments. As much as possible I try to close early to catch up with family if the work schedule for the day permits. At the end of each day, I give God thanks for what He enables me to achieve.





# LEADING FROM BEHIND

I have a quick lesson in role reversal that I use with my billable architecture, engineering and construction colleagues to give them an opportunity to walk in my shoes. Imagine you work for a large, Fortune 100 public relations and marketing firm. You lead the in-house team transforming all their global facilities. Sound good so far? (FM's, sound like your job so far?)

You report to a leadership team that knows everything about marketing, and a little about facilities. Thus, you need to learn the language of the marketing industry to communicate well in your job. Some of the billable staff don't respect you because you're overhead. Some of the people you are called upon to advise sign your paycheck, and they are more accustomed to leading than being led. How would you guide

that firm's leaders? What about those who don't see your value but they need your expertise and you need their support?

For the architects, engineers and contractors out there, relax. This is not your job. As a marketing person at an AEC firms this is exactly my job. Having been a member of IFMA since 1997, I know that as a facilities manager, this is absolutely your job too.

Right?

Learning how to lead from behind is an essential skill to master if you're going to do this kind of job well. I was raised to command and control, so it took me a long time to learn how to lead from behind. Eventually I got it and I have some experience to share.

The term "leading from behind" comes from Nelson Mandela who compares being a leader to being a shepherd. Mandela says, "He stays behind the flock, letting the most nimble go out ahead, whereupon others follow, not realizing that all along they are being directed from behind."

### **He stays behind the flock**

Leading from behind requires one to inspire or nudge rather than direct. It provides a vantage point unique in leadership, from which you can see those who are confused about or distracted from the path, and help these stragglers along.

This usually requires lots of small, private, rather than large, public, conversations about what you're trying to achieve, and more Q&A than you sometimes think possible. Be prepared to answer the same question many more times than once.

Be prepared to stay encouraging, even if you're frustrated with the pace of progr-

ess. Be prepared to have your initiatives challenged by those who are sure they know better or that the rules don't apply to them.

My first boss, Jerry Irvine, was excellent at this. In my 20s I was an eager and arrogant college grad who, of course, thought I knew everything. I was not always right, but never in doubt. When I came to Jerry with an ill-informed idea, he never said, "Don't do that; do this." Instead he asked me questions about my idea. By answering his questions I figured out myself when my idea was flawed. In this way, Jerry helped me make better decisions going forward without ever embarrassing or demotivating me.

***the best way to get those above me to follow my lead, is to make them think it was their idea***

This is a style of leadership that is well-understood by those who are not in top of the power structure positions in any milieu, whether those be women, minorities, mid-level managers, or front line workers. Leading this way is not for those who need to be perceived as being in charge or need credit for their group's accomplishments.

It is for those who meet another of my former boss's definition of a leader. As he

used to say, if you're a manager, you work hard to create ways to get people to do what you want. If you're a leader, you simply do what you do and, when you look behind you, there's a conga line."

### **"Letting the most nimble go out ahead,"**

If you're going to bring up the rear, you need to inspire someone to lead the charge, and make sure they benefit from going out ahead. Anybody else in this room with "a little snow on the roof" like me, who has asked their millennial colleague to test out new software knows how this works.

I learned this lesson in my 30s when I taught college. Having practiced and studied my craft for over 10 years by then, I had forgotten how I learned what I knew. Consequently I was only really good at teaching those who could "read between the lines. When time for the final exam arrived, I made a deal with the five students who had "As" going into finals.

If they would run a study group with at least six of their classmates, they could opt out of the exam. When test prep was done by their peers, more students attended. When concepts were explained by someone to whom the information was new and fresh,

*Continue on Page 10*

# LEADING FR

everyone in the class did better on the exams.

All I had to do to allow my students to succeed was get my own ego out of the way and give credit to the stellar students for bringing the others along. In my current day job, leading from behind requires a lot of consensus building. I find that the best way to get those above me to follow my lead, is to make them think it was their idea. I do this by presenting the problem I'm trying to solve, presenting possible solutions, and focussing on the benefits each will provide to those with whom I'm consulting.

I ask them to test out the various options and see how they work out. Then I ask them to help me make the right decision. I find that if I give people agency in the process of determining a solution to a problem, they are much more likely to adopt and participate in that solution than they are if it comes "down from above."

I am also much more likely to find the flaws in the process that I couldn't see myself when others help me test an idea. As a byproduct of this process, I find that I end up recruiting peers of those who are reluctant participants.

Just like the students in my classes, these employees can

explain why we should do something in ways that both make more sense and have more credibility with billable staff coming from someone they perceive as a peer.

## "whereupon others follow"

As we've been hearing in the various change management seminars at World Workplace over the past few years, change happens on a bell curve. While early adopters are willing to "go out ahead", innovation is always in danger of dying until the majority adopts it. The majority needs to see the benefits before they opt in. My job is to show them something better than what they have now.

Lest you be tempted to disparage them, we need followers. I learned the value of following by taking dance lessons with my husband.

Ballroom dancing only works with a leader and a follower. With two leaders, it's just stand-up arm wrestling.

I find that most of my colleagues are reasonable and accommodating as long as the idea itself holds water and the value to them equals or outweighs the cost. That value can come in the form of a carrot or a stick, but I always prefer to find the carrot.

Certainly, there are a few in every organization who believe that their wants/needs are absolutely unique, or who see themselves not as the centre of their own universe, but as the centre of mine as well.

These are the ones at the back end of the bell curve. Just as there are early adopters, there are those who will dig their heels in about any change, just because it's different. With



# OM BEHIND

these folks, leading from behind requires empathy mixed with patience, with a dash of "this comes from the top not just from me" as a garnish. Stirred, not shaken, no matter how much you may want to shake them.

## **"not realizing that all along they are being directed from behind"**

Good leaders found the genius in me that I didn't yet see in myself. Can you think of a more remarkable gift? They gave me the credit when things went well and took the blame when things went south. They didn't just tell me the way, they showed me. In watching how they handled themselves, I learned how to become a professional. Just as you appreciate your own parents more after you have kids, so it is with some leaders. You often only recognize great servant leaders once you're a leader yourself.

Nowadays, I see the advantages of being the kind of leader most people can only see in the rearview mirror. I now realize that I've been given many gifts that need to be paid forward. However, I wasn't always this way. Early in a career, when you're trying to make your mark, it can be hard to see the value of giving away the credit. Turns out there's a solution for that too. The key to being successful leading from behind is

communicating your strategy and results to leader above you. That person can see the fruits of your labours and be your champion, ensuring you get credit for the success you create.

I've had my share of difficult supervisors over the years who shifted all the blame and took all the credit. Know what I eventually learned about them? Their bosses know exactly what they're doing. They just couldn't talk to me about it. Dealing with challenging or underperforming bosses or colleagues always takes longer than their underlings want it to.

It's important to give people a chance to succeed, tools to help and time to show progress. It's also important to build a credible case with multiple warnings and examples so you can address those who are unable or unwilling to learn from their mistakes.

More often than not, when I've kept my head down, my work ethic strong and my patience ample, not only have these situations sorted themselves out, I have eventually earned even greater credibility for being able to stay professional and persevere in challenging situations. On the rare occasions when this hasn't worked, I've been aware enough to find a

new home for my talents.

Are there going to be times when you know you have impact and the accolades don't end up coming your way? Sure there are. Now that I have a little snow on the roof, I look back sometimes and wonder, did I make any difference at all in the world?

When the answer is a deafening echo, you have to be willing love the results more than you love the kudos. You also have to have confidence that your actions have positive consequences, even if no one mentions it to you. Then, you need to be able to judge for yourself when you do and don't have impact. Unless you're able to validate your results by observation rather than by external verification, you're likely to find leading from behind painful.

Those who have led with humility, by example, have been my greatest teachers. Their reward came from seeing light bulbs go on above the heads of those they have guided. As Tom Peters is credited with saying, "Good leaders don't create followers, they create more leaders." I know that the FMs in this room do that every day. Trust me, I've learned a great deal from all of you over the years.

# FIRE PREVENTION IN YOUR FACILITY

What Facilities Manage its hazard?

## INTRODUCTION

The goals of fire prevention programs are to prevent loss of life, property damage and downtime in use of a building.

Fires often cause disruption of business activities, loss of business documents, loss of employee work hours and liability claims resulting from the spread of fire to adjacent properties.

Depending on the construction type or contents of the building and the occupancy type and number of, fire prevention features should provide life safety and property protection or a combination of both.

## FIRE PREVENTION PROGRAM

A fire prevention program can eliminate the occurrence of fires by training occupants in

fire safety, as well as proper maintenance and care of fire protection and life-safety systems, and by controlling potential ignition sources and fuels.

A successful fire prevention program is part of the day-to-day operations of every property. Fire prevention is the responsibility of the owner, the manager, and all occupants of a property. It consists of three

# VENTION BUILDING

## Agers Need to Know, & Prevention

By

**Jumade Adejola**

MD/CEO Surveillant Fire Limited

primary parts:

1. Precautions Against Fire
2. Fire Safety Education
3. Fire Protection and Life-Safety Systems

### PRECAUTIONS AGAINST FIRE

Traditional fire prevention programs emphasizes precautions designed to keep a fire from starting. The property owner or

manager should take the following steps:

- Control smoking materials and open flames.
- Store flammable and combustible liquids safely.
- Use electrical equipment correctly.
- Perform general house keeping tasks on a regular

basis.

- Purchase fire-safe furnishings, decorations, and interior finishes.
- Control special hazards.

### FIRE SAFETY EDUCATION

Fire prevention relies on people knowing about fire and

*Continue on Page 14*

# FIRE PREVENTION IN YOUR BUILDING

the effects of fire. Through educational programs, fires and extinguishing methods are identified and discussed. In addition, building occupants are taught to identify and correct fire hazards, plans building and office evacuation



routes, choose and use fire extinguishers and inspect for fire. A facility Manager is responsible for the continuous and repeated education necessary to develop fire prevention habits among building occupants.



Boosting tenant participation in a fire prevention program is critical. Tenants may be encouraged to become involved through motivators such as:

raged to become involved through motivators such as:

classified into two main categories:

1. Involving local fire officials.
2. Making tenants aware of recent fires that indicate the needs to participate.
3. Holding drawings for prizes for participants.
4. Selecting a favourable season for evacuation drills.
5. Providing refreshments

## FIRE PROTECTION AND LIFE-SAFETY SYSTEMS

Fire protection and life-safety systems include building exit systems include, fire alarm systems, and fire suppression systems. Fire prevention codes specify proper maintenance and repair of these systems.



Fire protection involves the installation and use of structural and operational systems to minimize the impact of fire on people and property.

Fire protection systems can be

### 1. Passive fire protection

### 2. Active fire protection



### PASSIVE FIRE PROTECTION

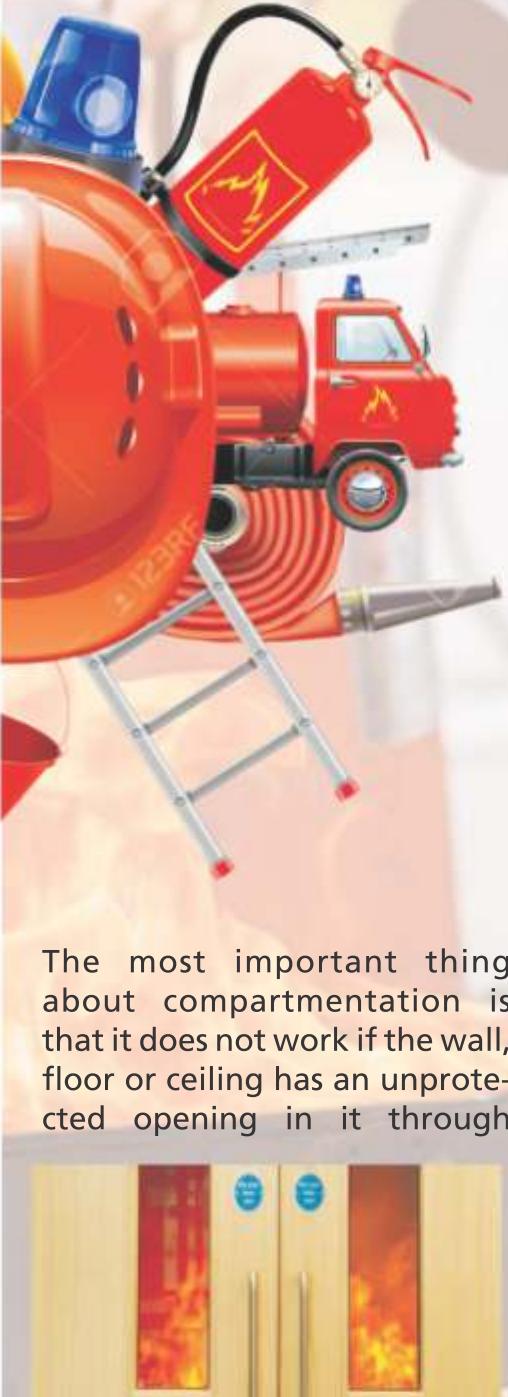
Passive fire protection is the use of building components to control or limit fire.

Walls, floors and ceiling can be designed and constructed to resist passage of fire and

## What Facilities Managers Need to Know, its hazard & Prevention

smoke. For example, a wall with a barrier to resist the passage of a standard fire for one hour.

These barriers are arranged to provide compartmentation: they subdivide the building into compartments to reduce the size and spread of a standard fire.



The most important thing about compartmentation is that it does not work if the wall, floor or ceiling has an unprotected opening in it through



which fire and smoke can spread. Penetration through fire-rated barriers must be kept to a minimum. If a penetration is necessary, the penetration must be projected according to code to maintain the fire rating of the barrier. Too often, fire-rated barriers are rendered useless because piping, telephone lines or data transmission cables are installed through them.

### ACTIVE FIRE PROTECTION

Active fire protection measures are those that take direct physical action to reduce the growth rate of fire or the migration of smoke. Active fire protection systems are most often fire sprinkler and smoke control systems that receive signals, both manual and automatic, to perform their intended function.



Fire alarm systems are also part of active fire protection. They usually identify the presence of fire by detecting smoke or heat and are used for activation of extinguishing systems or the notification of building occupants and the fire department.



Fire sprinkler and other extinguishing systems are intended to extinguish or control the fire. Smoke control systems are typically designed to limit the spread of smoke, which keeps egress routes passable for a given period of time. The fire alarm, through both activation of the fire

*Continue on Page 16*

sprinkler system and manual or automatic detection devices, provides warning to the occupants of the building as well as notification to emergency personnel responding to the alarm.

## WATER LEAK DETECTION SYSTEM

Despite the understandably significant resources spent on mitigating loss through fire, there is a much greater threat to business continuity, that of disruption to business and asset damage through water leaks.



Leading the way in water detection technology is the new LEAKalarm system from Hochiki. LEAKalarm is an intelligent (addressable) solution designed to be infinitely reliable, with many of its features also found in systems designed to ensure life safety.

## YOUR RESPONSIBILITIES

The following questions should be asked:

- What fire and life safety systems are in the buildings you manage?
- What training do you have

on the inspection, testing and maintenance requirements of fire and life-safety systems?

- Are Facilities Managers actively involved in the commissioning/acceptance testing of systems?
- Does Facility Manager know the life cycle of each system?
- Does each Facility Manager have an understanding of how department operations within the facility impact fire safety?
- What emergency evacuation procedures and routes are in place?
- How will a facility be impacted during construction and once occupied?
- Does the fire safety plan account for people with disabilities?
- Who is responsible for different systems within the facility?

All these are required to produce a fire and life-safety plan for a facility

## CONCLUSION

As you can see, a building's fire protection system plays an important role in providing the building and its occupants with protection in the event

of a fire. Each system approaches the threat differently, but is critical to the integrity of the building and the safety of those inside. However, in order for these systems to work properly that need to be maintained and kept up-to-date with the latest fire safety code.



# FIRE PREVENTION IN YOUR BUILDING

What Facilities Managers Need to Know,  
its hazard & Prevention

*Fire is a good  
servant, but  
a bad master*

From The Global Village...

# IFMA's World Workplace®

Your Facility Conference & Expo

Oct. 16-18, 2019 | Phoenix, Arizona

Reported By

**Pius M. Iwundu Immediate Past President**

IFMA's World Workplace is a Facility Management Conference and Expo held annually in cities across the U.S. World Workplace is the most long-standing and well-respected learning and networking event for facility management and related professions.

World Workplace facilitates idea-sharing and knowledge-exchange between all professionals who support the work environment. Collaboration between all members of our community is key to our profession's rise as a career choice. Clearly, we have many resources at our fingertips; yet in today's digital world, a swipe of the finger can't replace the handshake of a colleague.

## WORLD WORKPLACE 2019

IFMA's 2019 World Workplace was held at follows:

**Venue:**  
Phoenix Convention Center,  
Phoenix Arizona USA

**Date:**  
October 16 - 18, 2019

**Theme:**  
Take Your Facility and Career to New Heights  
Onsite Registration started on October 15, 2019

World Workplace 2019, started on October 16, 2019 with an opening Key Note address titled "HOW TO BUILD WORLD CLASS TEAMS" by Robyn Benincasa. She advised STARBUCKS, ARAMARK, SIEMENS, 3M and MICROSOFT on how to build world-class teams.



Her New York Times best selling book "HOW WINNING WORKS" has been reviewed as an excellent resource for all business owners on approaching challenges with

a team mentality. (This was open to full event, Exhibitors, Wednesday and Spouse/Guest registrant).



Expo Hall was declared open for the rest of the day immediately after the opening key note address with a ceremony. Learning and educational activities were combined at the Expo Hall.

Thursday, October 17, 2019 activities started with Plenary session speakers Rex Miller and Mim Senft who talked on "Absenteeism, disengagement and turnover cost businesses an estimated US\$1.2 trillion a year and work has become the fifth leading cause of death. How can your organisation avoid becoming

a tragic statistic? The shared strategies for improving workplace health and well-being with little or no cost to your company. (This was open to full event, Thursday and spouse/Guest registrants). Learning/educational activities followed till close of the day.



Friday, October 18, 2019 Learning/educational activities started 08.00am and concluded at 12.45pm for Award Luncheon to start.

Immediately following IFMA's Award of Excellence Luncheon, best selling Author Peter Hinssen talked about a rapidly changing world and the business models, organisational structures, talent,

mindsets, technologies and cultures needed to maximize our chances for survival.



He talked about pioneers who managed to move beyond tomorrow and were able to change the course of entire industries. (This was open to full event, Friday and Spouse/Guest registrants).

Friday, October 18, 2019 after Party was held at Renaissance Hotel, Phoenix to conclude the event.

The evening get-together provided avenue for more networking. Registrants used the opportunity to explore. It was a highly charged learning and networking event for participants.

## 2020 EVENT:



**IFMA  
FACILITY  
FUSION**  
Conference & Expo

**IFMA'S FACILITY FUSION 2020**  
will hold as follows

Venue: San Francisco, California USA

Date: April 14 - 16, 2020



**IFMA WORLD  
WORKPLACE®**  
YOUR FACILITY CONFERENCE & EXPO

**IFMA'S WORLD WORKPLACE**  
2020 will hold as follows:

Venue: Chicago, Illinois, USA

Date: September 30, 2020 - October 02, 2020

## Conclusion:

IFMA Nigeria Chapter members always enjoy the benefit of receiving letter of introduction from Houston Global Office and IFMA Nigeria Chapter to facilitate their US Visa processing.



# Oshodi Transport Interchange Facility Tour







**WORLD  
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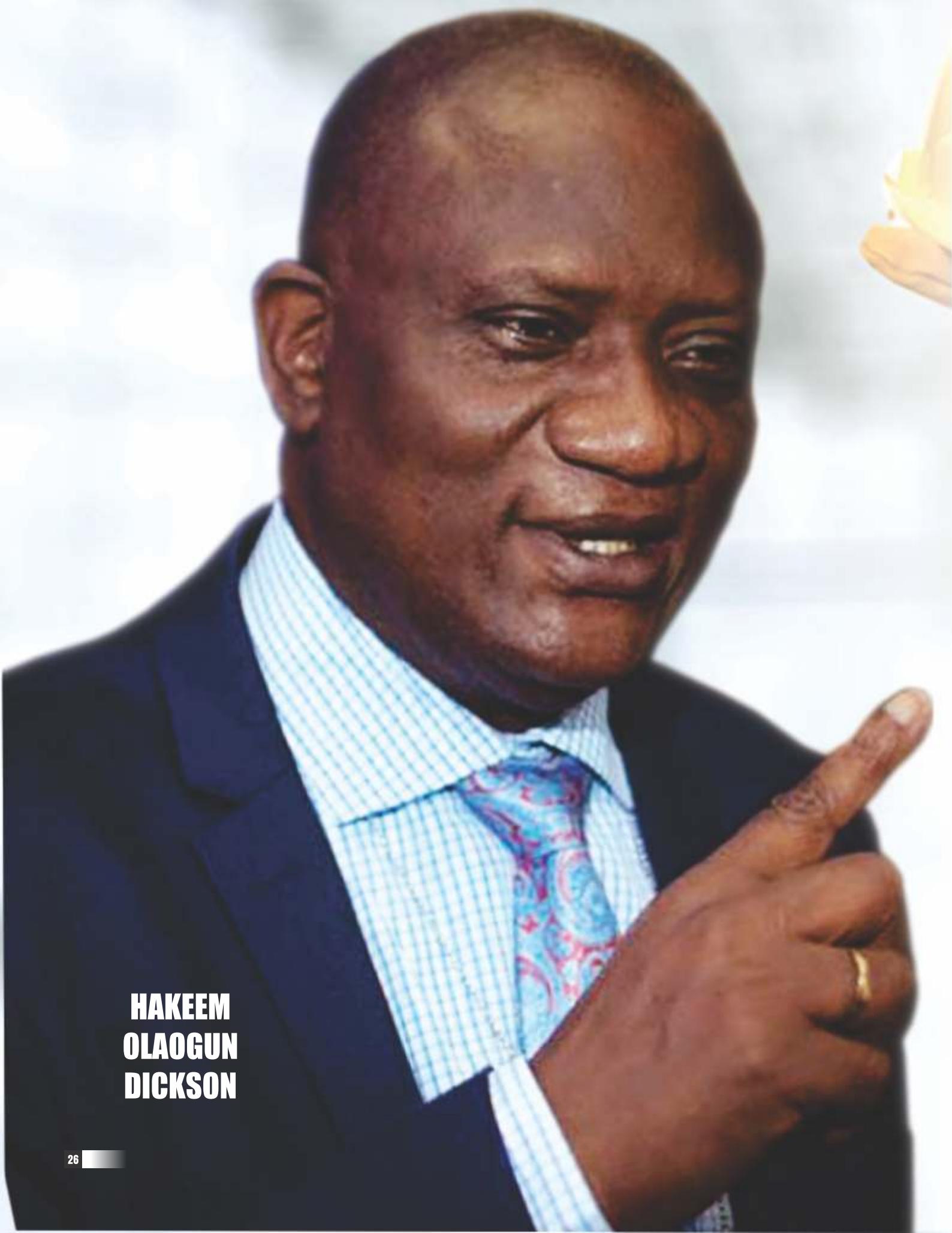
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**HAKEEM  
OLAOGUN  
DICKSON**



# A CHAT WITH **HAKEEM OLAOGUN DICKSON**

## Former Director-General, Lagos State Safety Commission

Mr. Hakeem Olaogun Dickson, Former Director-General, Lagos State Safety Commission was born on May 5th 1957. He had his primary education at Surulere Baptist School and obtained his first school leaving certificate in 1972.

For his secondary education, he attended Victory High School, Ikeja and obtained his West African School Certif-

icate in 1976. Mr. Hakeem Olaogun Dickson, holds a Bachelor of Science in Business Administration from the Thomas A. Edison State College, Trenton, New Jersey U.S.A and two Masters Degrees in Business Administration and Accounting and Finance respectively, both from the Fairleigh Dickinson University, Rutherford, New Jersey, U.S.A in 1983 and 1985.

On completion of his National Youth Service Program which he did at Nigerian Airways between 1984 and 1985, Mr. Hakeem Olaogun Dickson started his career at Coopers and Lybrand CPA, Network, New Jersey between 1988 and 1994.

He was an internal Auditor at the now defunct Nigeria

*Continue on Page 28*

Airways before his overseas experience as staff Accountant/External Auditor/Tax Adviser at the Coopers and Lybrand CPA, Newark, New Jersey U.S.A.

He then returned to Nigeria to contest and won an election as the Executive Chairman of the Surulere Local Government in 1998. He is currently the C.E.O of Citiwide Construction and Transport Nigeria Limited which specializes in the construction of roads and buildings.

Mr. Hakeem Olaogun Dickson is a seasoned administrator and politician which good managerial skills and has contributed his quota at various times to the development of Lagos State.

Mr. Hakeem Olaogun Dickson loves going to the movies, politics, creative ideas and mentoring young people. He is married with children.

The occurrence of various safety concerns made it expe-

## A CHAT WITH HAKEEM OLAOGUN

Fmr. Director-General, Lagos State Safety Commission



dient that a Safety Commission be established by the Lagos State Government to protect the lives and property of the citizens and reduce to the barest minimum, injuries and accidents in the home, the work place as well as in every aspect of life in the state.

### HISTORICAL BACKGROUND

The Lagos State Safety Commission was inaugurated on the 5th of May 2009 as an office of Public Safety under the Ministry of Special Duties to set safety standards for all sectors involved in the socio-economic activities in the state. The issue of safety is a critical tool for development and protection of valued lives as well as property.

The quantum of precious lives wasted on a daily basis simply because people do not bother about taking simple precautions and passing same to family and friends. Ordinary

acts such as placing warning signs at construction sites, removing banana peel where it can slide, making sure electronic appliance are well secured from children could save precious lives. Issuance or withdrawal of overall safety compliance certificate at all levels rest with the commission.

It was signed into law on 25th of July 2011 as full fledged Lagos State Safety Commission and subsequently began operations. The need for the establishment of the commission was borne out of the dream to build a society that values life through a change in unsafe behavior and attitude that would increase life expectancy, national productivity and ultimately improve life quality, reduce poverty, accidents and injury, illnesses and diseases, enhance conducive environment for investment and business continuity.



# DICKSON

The commission kicked off with interactions with relevant stakeholders, raising consciousness on safety issues and obtaining their views through safety sensitisation and public awareness in all the five divisions in the state in the year 2009.

## MANDATE/RESPONSIBILITY

The commission amongst many functions is responsible for:

1. Formulating, advisory regulatory body for the co-operation of all government Ministries, Agencies, Parastatals and all relevant bodies on matters relating to safety of lives and property at all levels and other safety related issues.
2. Set safety standards for all sectors involved in socio-economic activities in the state.
3. Responsible for the issuance or withdrawal of overall safety compliance certificate at all levels where necessary.
4. Encourage and promote capacity building of its staff and other appropriate individuals from public and

private organisations.

5. Promote safety culture through sustained public and institutional enlightenment strategies and programmes.
6. Conduct investigations, research and evaluations on safety issues and make recommendations accordingly.
7. Give out safety alerts and signals.
8. Conduct and review risk management reports.
9. Periodically review and update set standards.
10. Maintain constant links
11. Register Safety Practitioners in the state.
12. Perform such other duties or functions as may be

required to give effect to provisions of this law.

The enabling law for the commission was signed on the 26th July, 2011 with the following powers assigned the commission:

- a. Clearly define and set safety standards for all Ministries and Agencies of Government
- b. Foster and maintain effective interaction, networking and collaboration on safety issues with relevant government agencies.
- c. Formulate and maintain effective interaction, networking and collaboration on safety issues with relevant government agencies.
- d. Make regulations towards the review or development of regulation on safety especially in areas of over-



with collaborating Ministries, Agencies, Local Government and Local Council Development Areas.

apping functions of relevant government agencies.

- e. Formulate, maintain and periodically update harmonised safety policies in the state.
- f. Act as may be necessary to

*Continue on Page 28*

# A CHAT WITH HAKEEM OLAOGUN DICKSON

Fmr. Director-General, Lagos State Safety Commission

improve any condition which it would have done if the commission had been the enforcing authority for the purpose of ensuring safety.

- g. Carry out its preventive functions as provided under this law and ensure that safety recommendations are carried out at all levels, including those obtained from the processes set out in schedule 1.
- h. Appoint consultants to enable the commission carry out the objectives of this law.
- i. Establish directorates within the commission to carry out its functions under the provisions of this law.
- j. Formulate policies guidelines and decisions in and decisions in safety related matters.
- k. Co-ordinate and monitor the activities of relevant organisations in safety services in the state.

The Commission encourages citizens to forward all safety concerns to the commission in order to address them critically and with other arms of government. It is empowered by law to enforce safety standards on erring and non

compliant citizens and would bring to book, those who violate the law.

To achieve its objectives, Safety Commission will harmonise inspections in all areas between interrelated Government agencies by communicating the benefits of Safety Culture through effective advocacy thereby evolving a self regulated society on the basis of duty of care.

Since I was appointed as the Director General/CEO of the Lagos State Safety Commission, the agency has gone through tremendous regeneration, reorientation and revitalization and the result of this is manifested in the increased awareness of the activities of the Commission.

We have over the past few years embarked on Safety Advocacy and Sensitisation in various sectors in order to ensure safety of lives and property in the State.

Safety is not a subset, it is a way of life. It is a proactive measure aimed at preventing disasters, accidents and fatalities from happening. Undergoing risks is part of safety measures. We work together with emergency agencies such as the Fire Services, Lagos State Emergency Management Agency (LASE-

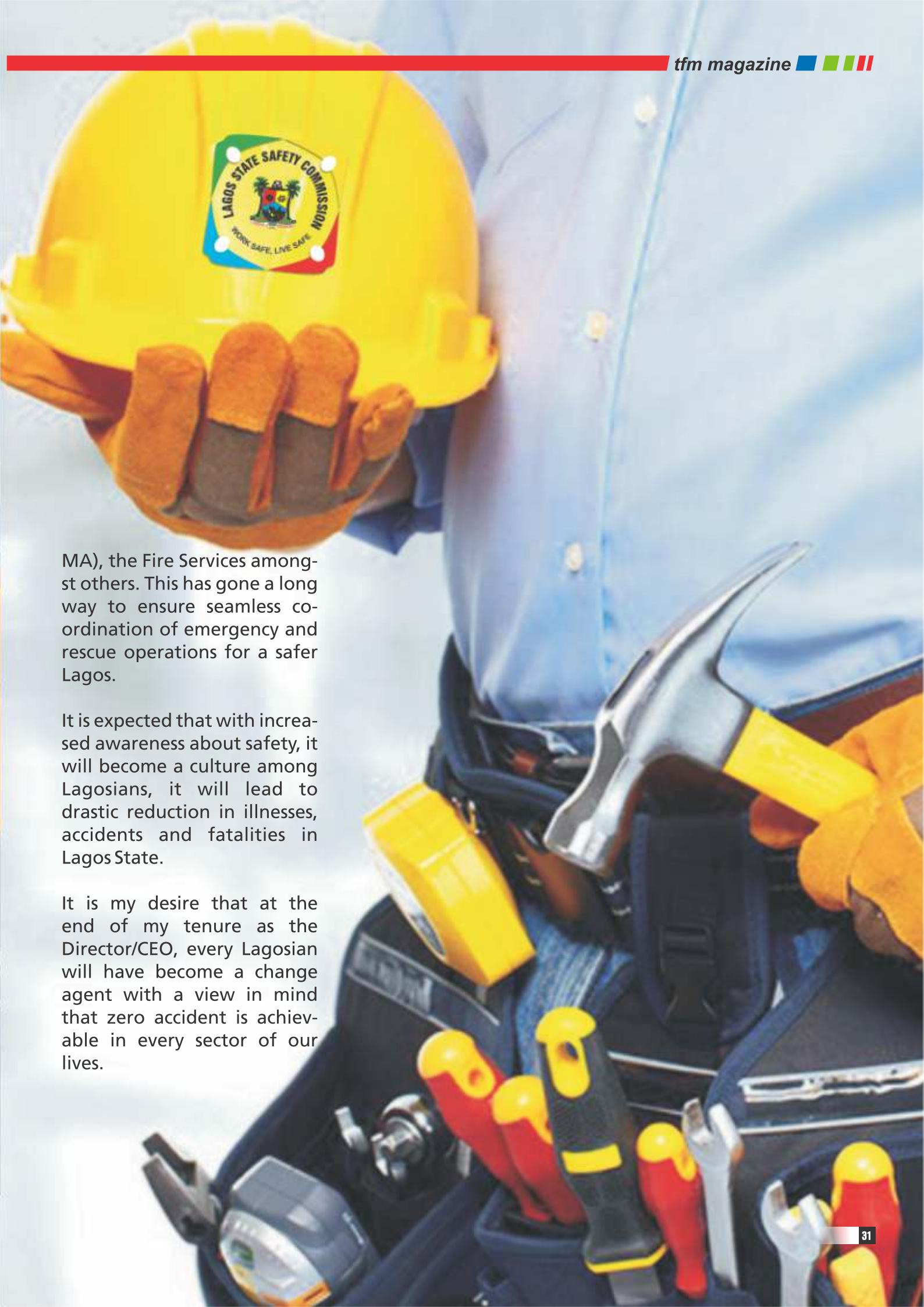
amongst others to ensure seamless co-ordination of life saving.

Its true that Safety is everyone's responsibility but the Commission is mandated to ensure safety of lives and property and make a lifestyle. This we have been doing through Advocacy and Sensitisation, training and Public Enlightenment using the mass media, governmental and non-governmental organisations.

With the advent of increased awareness about the Safety Commission, certified Safety Practitioners have emerged and the Commission serves as a regulatory body to ensure that they comply with set standards and best practices.

The Lagos State Safety Commission's relationship with established professional bodies includes collaborations through participatory efforts/support towards safety sensitisation programmes such as workshops, conferences and seminars. This has gone a long way to mitigate risks and hazards in various sectors.

The Safety Commission works in close synergy with other emergency responders such as the Lagos State Emergency Management Agency (LASE-



MA), the Fire Services amongst others. This has gone a long way to ensure seamless co-ordination of emergency and rescue operations for a safer Lagos.

It is expected that with increased awareness about safety, it will become a culture among Lagosians, it will lead to drastic reduction in illnesses, accidents and fatalities in Lagos State.

It is my desire that at the end of my tenure as the Director/CEO, every Lagosian will have become a change agent with a view in mind that zero accident is achievable in every sector of our lives.

# Pay Now or Later - Justifying Maintenance

**Ken Stack, P.E., LEED-AP O+M, CEM, IFMA CFM**  
Vice President, Solutions & Transition  
C&W Services

## MAKING THE RIGHT MAINTENANCE DECISIONS

As an owner, you must decide whether to spend money now to perform proactive maintenance or run systems longer, possibly to failure to reduce current labour and material expenses. The key of any proactive maintenance decision is not only the cost, but when to incur it.

### Pay now or pay later?

Using a total life cycle cost model, we will employ a Net Present Value analysis to determine when a proactive maintenance strategy makes financial sense. To do so, you will need to look at the costs that compose the total life

cycle model. These costs can include:

- **Purchase price/capital replacement cost** - The full installation or replacement cost of the piece of equipment.
- **Preventive maintenance costs** - The annualized costs to perform the manufacturer's recommended preventive maintenance.
- **Corrective maintenance costs** - The costs to repair the equipment when it breaks down.
- **Predictive maintenance costs** - The annualized cost to perform the various predictive maintenance activities recommended for the equipment.
- **Energy costs** - The total cost of energy consumed by the equipment from normal operations.
- **Downtime costs** - Collateral cost of the equipment failure. This can be lost revenue from product damage or inability to ship from the manufacturer and others.
- **Residual value** - Recovered cost/revenue from either selling the old asset or recovery through recycling of the raw materials.

# Or Pay Later With a Proactive Maintenance Program

When modelling the cash flows for our analysis, it is important to understand the timing of the costs in addition to the amount of the cost.

For the purposes of our NPV analysis, we assume the following:

- The nominal discount rate accounts for any inflation effects and allows us to enter present day costs (Year 1 costs) when modelling the cash flows.
- The purchase price occurs in the beginning (Year 0) and is shown as a negative cash flow (cost to the organisation). In other words,

the scenario we are investigating assumes we start out with brand new equipment.

- Preventive and predictive maintenance costs occur each year at a value equal to the Year 1 cost.
- R.S. means data used for determining purchase price/capital replacement cost.
- R.S. Means data used for determining preventive maintenance costs.
- ASHRAE data used for average service life.

■ Corrective maintenance will be needed every four years (on average) and will cost three times the annual PM cost. These costs are averaged to show a constant corrective maintenance cost each year because, even though these costs will occur as discrete events, we cannot predict what years these breakdowns will occur.

■ Corrective maintenance for the non-PMed scenario will be double the CM cost for the PMed scenario either through increased frequency or magnitude of

*Continue on Page 34*

breakdowns. These costs are averaged to show a constant CM cost each year for the same reasons previously mentioned.

- Corrective maintenance for the PM and PdM scenario will be half of the PM Only scenario. These costs are averaged to show a constant CM cost each year for the same reasons previously mentioned.
- Service life will be reduced by 20 percent for equipment that doesn't receive PMs and extended by 20 percent for equipment that receives PMs and PdMs.

To perform a NPV analysis on a piece of equipment, we look at all of these factors over a set period of time. In the scenarios investigated, we look at a 30- and 10-year time horizon. The reasoning for the 30-year time horizon is that it is a long enough time period to span the full life cycle of a piece of equipment and would require replacement of the equipment during that time span.

Additionally, we looked at a 10-year time horizon to address the scenario of a (relatively) shortterm facility ownership that does not necessarily span the full life cycle of the equipment and doesn't incur the significant cost of equipment replacement at the end of service life. This future capital liability is passed on to the next owner of the facility.

What we find from the NPV analysis:

- When just looking at maintenance cost factors (PM, PdM, CM and Capital Replacement) over a 30-year period, the NPV of the reactive maintenance model is slightly more favourable than the proactive maintenance model.
- When just looking at maintenance cost factors (PM, PdM, CM) over a 10-year period, the NPV favourability shifts significantly more toward the reactive maintenance model than the proactive maintenance model.
- When energy savings and downtime cost factors are included, the NPV favourability switches significantly in the other direction to support the proactive maintenance model.

### Conclusions

- When developing a long-term maintenance strategy, if energy efficiency and downtime costs and risks are not factors, you can choose either a proactive or reactive maintenance strategy. Both choices essentially have the same NPV (slightly favouring reactive) and the consequences of equipment failure is low.
- When developing a short-term maintenance strategy, where energy efficie-

ncy and downtime costs and operational risks are not factors, you can show savings by using a reactive maintenance model, but those savings costs are shifted in time to other areas such as increased capital replacement costs.

When costs of energy efficiency, equipment downtime and operational risk are factors, the NPV analysis overwhelmingly favours the proactive maintenance model.

With these three major conclusions, you can develop an optimized maintenance program that utilizes proactive and reactive maintenance strategies by asking these questions for each asset:

- What is my time horizon for my program? (Long-term = 30years, short-term <10 years).
- What is the criticality of the piece of equipment?
- What is the cost of downtime and risk to the operation if this piece of equipment fails?
- Will the lack of preventive maintenance affect the energy efficiency/consumption of this piece of equipment?

From there, you can determine the proper maintenance strategy for that particular piece of equipment.

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# IS THE FUTURE OF FACILITY MANAGEMENT



## AS BRIGHT AS WE WOULD LIKE TO THINK?

**Peter Ankerstjerne**

**IFMA 2'nd Vice Chair.**

Specialist in Marketing, Branding, Digital, FM,  
Workplace Experience & Service Excellence

Looking in to a crystal ball trying to get a glimpse of what the future looks like must not only be intriguing but also extremely valuable for the decisions we need to make today.

Sadly such fortune telling devices are all too often rare to come by and mostly used by witches and wizards, who after all, are a rarity even in the FM community.

However, getting an overview of the latest industry trends and trying to make some sense of the available information and research is important in order to provide a qualified guess of what the future has in stall for us and in understanding the key drivers of change. Malcom X said it perfectly in his quote from 1962; "The future belongs to those who prepare for it today."

We constantly need to discuss the future of our industry and we need to educate and challenge ourselves to better understand the past and the present in order to prepare for what is to come.

Many have ventured into providing qualified guesses and predictions about the future of the FM industry, to mention a few; Work&, Service Works, What's Next, Workplace Insight,

WorkplaceFundi, Frost & WE and of course IFMA.

Personally I have spent a lot of time and effort in trying to understand the future of FM through numerous research projects, white papers, articles, discussions and workshops. Especially the seven year research project between ISS and The Copenhagen Institute for Future Studies which covered 6 white books all focusing on providing a better understanding of the Future of FM (and some of its subcomponents) and educating the market in providing insight into some of the key defining trends and developments. So I feel I have a certain understanding of where the FM industry is heading and I certainly have a big passion and a strong point-of-view, which I feel compelled to share.

### The future of FM = Workplace Experience

The workforce of today has changed dramatically compared to just five years ago and workplaces are catching up, which to a large extend has been driven by the Coworking trend lead by companies such as Wework, Spaces and others. This trend is currently disrupting the Corporate Real Estate industry where Wework is now the largest lease owner in London only second to the British Government/Public Sector.

It is only a matter of time before the FM industry will be

influenced by the same trend and the "Powered by We" initiative from Wework is just one example of the changes that are happening.

Common for the coworking companies is that they focus on creating entirely new workplace experiences and creating a community around the people working there. The future of FM will increasingly be centred around the ability to stage experiences within the workplace and drive the strategic transformation of the business.

employees who work there, and for the guests visiting. See model 1:

Today, flexibility and choice is key. When knowledge workers have the ability to customize their work environment to suit their needs engagement and productivity improves. Therefore this has become a major competitive advantage to provide flexible workplace environments with high service levels to allow employees to fully focus on their work and become part of a community



Today every big company is trying to get their hands (and heads) around the workplace experience to make it an integral part of their efforts to attract and retain talent. Such concepts are being labeled differently, but are essentially the same; workplace-, service-, human-, or employee experiences etc. Developing an ability to provide workplace experiences that will bring the work environment to life and provide a better and more holistic experience for the

is key in winning the war for talent.

Facility Managers are increasingly turning to experience architects and service designers to remove obstacles, fostering collaboration and developing a workplace environment in which peer-to-peer information sharing and innovation can thrive. Therefore greater value will

*Continue on Page 38*

# IS THE FUTURE OF **FACILITY MANAGEMENT**

be placed on Workforce Facilitators and Experience Managers who can make gains in performance in every employee – and facilitate a workplace environment that can bring together people, place and process to enable better business outcomes and secure a stronger cultural fit.

The question is, are we as Facility Managers ready for this and do we have the right tools and processes to manage the workplace experience effectively?

## **The future of FM = Digitalization**

Even though most of our resources increasingly will be committed to a people-first approach – the asset management aspect of FM will not (and should not) be compromised. During the last four to five years there has been a race towards developing and implementing new technologies which will help to make the FM processes more effective and efficient. Systems such as IWMS, BIM, IOT, AI and other smart building initiatives will fundamentally change the FM profession as we know it.

The FM function of the future will be more of a data provider and probably know more about what's going on in the workplace than any other department incl. HR and IT. Therefore, it is

imperative that FM become a cross-functional function, who has the ability to work closely together with other functional teams to interpret data and share the insight.

While such new technologies can report on space occupancy, energy usage and workforce optimization etc. it is important to converge such data and insight into real-time actions which will automatically free-up more time to focus on the users of the building and constantly adopt the workplace environment and services to where we can provide the biggest cost savings, quality improvements or improved workplace experiences – or in short, where we as Facility Managers can make the biggest impact to the business.

"Digital" should no longer be seen a descriptor for technology companies, new marketing trends, or an outlying division within an organisation. According to a 2016 global study conducted by Deloitte, close to 90% of respondents anticipate their industries will be disrupted by digital trends to a great or moderate extent.

As leading organizations undergo their own digital transformations, FM must also move into the digital age. This involves both the adoption of digital technologies to

perform and enhance FM functions and finding ways to provide additional services for occupants and tenants, including accommodating the needs of a diverse digital workforce, which may or may not be on the premises. The digital workplace creates an opportunity for FM to take on a more strategic role; embracing new technology to improve services and communications. Facility Managers should be able to advise on creating the kind of spaces and facilities that can help companies attract and retain top talent, enable new operating models and advance the business model. According to JLL there are four dimensions of digitising FM:

1. Providing end-to-end digital FM services.
2. Influencing workplace productivity and retention,
3. Monitoring and managing energy and sustainability,
4. Securing compliance.

Emotional Intelligence has become a core skill set for high-performing organisations. Digital technologies have already changed how, when, and where people work, redefining the workplace and changing how facilities are used. Now the question remains, are we as

## AS BRIGHT AS WE WOULD LIKE TO THINK?

Facility Managers ready to take on the digital challenge and will our organisations invest in adapting to such new technologies?

### The Future of FM = People Performance

To secure the optimum workplace performance we need to focus on how to best facilitate the movement of information, people and objects. Facility Managers must become more people-centric and put greater efforts in identifying where, when and how to add value that leads to positive outcomes during all stages of the employee engagement process (or user interaction).

This requires thorough considerations of both the physical and service related workplace structures; how and to which extend the workplace environment supports the daily activities of employees. Be it client meetings, team meetings, concentrated work, creative brainstorming, informal interactions, collegial knowledge-sharing or access to facility services including service-desks, IT support, catering and other workplace and quality of life related services. See model 2 by Arild Granerud:

Going beyond the physical workplace, identifying the diverse employee profiles that are present in our



respective offices – mapping their behavior and understanding where the biggest improvements are needed in order to optimize their performance is key.

While the workplace for some employee types can create a big difference in their quality of life by helping them to create a better work-life balance through daycare or babysitting services - for others the single biggest opportunity gap may lie in creating a stronger technological set-up when working from home or other remote places.

Currently, no consensus exists on a single KPI suitable for measuring workplace productivity in an office environment, although qualitative questionnaires are more widely adopted than quantitative tools. The diversity of KPIs used in published studies indicates that a multidimensional approach would be the most appropriate for knowledge-worker productivity measurement.

Although it is not an entirely new global workplace productive standard, I believe that the best measurement and benchmark study based on a qualitative data approach is the Leesman Index. Leesman delivers insights that drive better workplace strategies by measuring how workplaces support those who use them.

There is no doubt, if we as Facility Managers want to play the game of providing workplace and especially work productivity metrics, and having our performance measured against these, we need to work towards developing global standards for workplace productivity measurements and benchmarks. This is an entirely

*Continue on Page 40*

# IS THE FUTURE OF **FACILITY MANAGEMENT**

different value game and way do documenting the value add of Facility Management than what we are used to. Something which typically falls under the jurisdiction of HR.

The questions is, are we as Facility Managers able to develop and use workplace/work productivity metrics and how much can we lean on the Workplace Evolutionaries and IFMA to help with the development such measurements and standards?

## **The future of FM = Health, Wellbeing and Happiness**

The World Health Organisation (WHO) defines health as 'a state of complete physical, mental and social wellbeing and not merely the absence of disease or infirmity'. 'Wellbeing' refers to a positive rather than neutral state, framing health as a positive aspiration.

A growing number of businesses are shifting focus from employee wellness programs to well-being initiatives - more comprehensive health and productivity programs that tackle elements such as the workforce's emotional and mental health, social connectivity, financial education, sense of fulfilment on the job, and many other aspects. The Well Building Standard creates a good framework for employee

health and well-being linked to the facility.

has been a growing body of research on how people interact with nature and especially

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Today people spend almost 90% of their life inside buildings and the average person spends 13 years and two months at work. If you then add the overtime, you can factor in an additional one year and two months, which means that we on average spend nearly a quarter of our time on the job during a typical 50-year stint of employment. So the work environment is important and the effect FM has peoples health and well-being is clearly evident. Office buildings often lack the environmental factors important for our well-being.

As Dr. Judith Heerwagen put it in her work exploring the links between well-being, productivity and design, "...our ties to nature are deep and enduring; when we sever these ties, we create conditions that are contrary to basic human needs."

Over the past decade there

biophilic design and how this have a positive effect on our physical, mental, and emotional well-being. Workplace health and well-being programs do not only have a positive impact on employees' wellness, they can also lead to a significant increase in team engagement, cohesiveness and overall productivity. According to research, a healthy and happy workforce can reduce costs and increase workplace productivity.

We often see that newly designed buildings are not aligned with the well-being standards that are available. People in general, and especially the younger generations are increasingly demanding environments that are up to date in terms of health and well-being standards. Unfortunately a lot of current engineering systems are not designed to fulfil this demand and we often see a need to re-engineer even new buildings that are not fit for purpose

## AS BRIGHT AS WE WOULD LIKE TO THINK?

and based on the most up-to-date technology.

If we as FM'ers want our organisation to reap the benefits of having healthy and happy employees, we need to make sure that well-being initiatives are taking into account and integrated in project already from the initial planning stage and that engineering technologies are up-to-date. Interestingly as FM'ers we are relatively comfortable taking responsibility for the new technology challenges whereas the employee issues typically fall under the responsibility of HR.

However, this is about to change and the more we can help drive the health and well-being agenda with regards to the workplace, the more value will we bring to the business.

The question is; how can we develop a more people centric approach within the built environment and how to we set-up the appropriate metrics to support this?

### **The future of FM = Environment & Sustainability**

Corporate Social Responsibility and especially sustainability has been part of core business strategy for a while now. Nevertheless, such initiatives has not been fully

adopted by the wider FM community yet. FM'ers are still somewhat unclear about roles and responsibilities when it comes on the impact the facilities has on the environment at large.

The FM profession should be at the forefront of delivering sustainable practices at both operational, tactical and strategic levels. The FM profession faces more demands and challenges as the goals of sustainability agendas change over time and must be equipped with new knowledge, tools and competencies to overcome these challenges.

Buildings and construction works have the largest single share in global resource use and pollution emission. In OECD countries, the built environment is responsible for around 25-40% of total energy use, 30% of raw material use, 30-40% of global CO<sub>2</sub> emissions, for 30-40% of solid waste generation.

With the recent climate changes and the increased impact of weather related incidents, businesses are putting themselves at risk of huge financial losses as a result of their failure to prepare for workplace interference. In a survey, Regus found that 40% of businesses rely solely on what their workplace recovery provider

tells them, or what is in their contract to protect them from a crisis. By failing to properly explore what service provision is offered in the event of a serious incident such as flood or fire, businesses are leaving themselves vulnerable to a business continuity failure.

Sustainability impact document is a growing requirement from both businesses and governments. The need for reducing the environmental footprint the built environment is a recognised opportunity for FM to introduce new workplace strategies.

There are many green building standards and documentation initiatives, where LEED is probably to best known and most widely accepted.

To improve the environmental footprint of the workplace FM needs to be more involved in environment and sustainability initiatives which is supporting the business. We need to act as sustainability custodians of the built environment and there are a lot of easy-to-implement initiatives we can do from replacing disposable coffee cups to using green cleaning agents, to using more natural lighting and reducing water and energy consumption etc. The greening of the

*Continue on Page 42*

# IS THE FUTURE OF **FACILITY MANAGEMENT**

power grid has also become a factor where both solar power and wind turbine projects is part of the process. In most countries, this switch is relatively easy but the FM industry still needs to embrace it and implement it. Naturally this is linked to a bigger political and macro-economic issue, especially involving smart city initiatives.

How do we as Facility Managers manage the environment and sustainability activities more actively to make a bigger impact?

## **The future of FM = Smart Cities**

As the concept of smart cities is emerging worldwide – transforming the way cities design and the use of physical space, generate economic wealth, consume and dispose of resources, exploit and sustain the natural ecosystems they need, and prepare for the future.

This relatively new concept, largely enabled by technology will have a profound impact for FM industry and anybody who care about and depend on the design of a city's built infrastructure – including architects, construction companies, real estate developers, and office building tenants.

By 2050, the United Nations projects, population growth

could add two billion people to cities. Two of every three human beings will dwell in cities. Climate change is not the only driver of urban disruption and innovation, but it has several defining characteristics. What this continued urbanisation will do for the way we plan our cities and our facilities is critical to understand.

As Nancy Sandquist puts it in her article in the latest issue of Work &:

"Building professionals, real estate markets and potential driving forces of urban change are themselves in an early state of a long-term innovation and transition"

Its causes and effects are comprehensive and systematic; nearly every core urban system's performance and viability is at stake. It impacts the private, public, professional, and nonprofit sectors, as well as the individual, family, neighborhood, city, metropolitan region, state, nation, and international levels.

The ideas that serve this dramatic change should be reflected in a new model for the development of cities, as innovation lab cities are doing at district, system, and citywide scales. For us in facility and real estate management, we have to make sure the smart city transition happens and that

we engage with local city and government authorities to develop the right concepts and connects our facilities with city-planning initiatives. However, the question remains; are we ready to take on this dialogue?

## **Conclusion; - The future of Facility Management is bright, if...**

Most workplaces are not designed to effectively evolve as the dynamics of the business changes and today organisations are struggling to develop the right workplace strategy to reflect and support their own development. The workplace should be seen as part of a "total value" ecosystem where organisations can shape the experience that both customers and employees have when interacting with the company. This covers the entire workplace design and experience – from traditional, hierarchical office designs, to more mobile off-site solutions and coworking spaces. The workplace and the functions that shape and maintain it, should reflect and support three critical, intimately entwined elements:

◆ The strategy

◆ The brand

◆ The culture

The workplace as a reflection

## AS BRIGHT AS WE WOULD LIKE TO THINK?

of the organization's' strategic ambition, brand, and culture is often overlooked. FM can play a very important role in making the strategic and cultural links tangible through workplace design and aligning the relevant "touch points". We need to use this as input to defining the ranges of places and ways in which the organisations interact with customers and employees.

Therefore I believe, we are entering a new era of Facilities Management where success is no longer defined by a stable maintenance of building assets and cost efficiency measures. Likewise, the skills we needed to become successful Facility Managers will probably not be sufficient for the future. As Facility Managers, we must evolve beyond our engineering and workplace administration skills into becoming more people centric in the way we design and manage our workplace focusing on how to further leveraging organizational productivity and developing company culture.

In this new era, Facility Managers are increasingly turning to experience architects and service designers responsible for removing obstacles, fostering collaboration and developing a workplace environment in which peer-to-peer

information sharing and innovation can thrive.

Therefore, the Facility Manager of the future will continue to be an optimization expert, where managing efficiencies with limited resources is part of the daily challenges. But the function will also become more strategic in understanding the key business drivers and how to develop people performance within the build environment. For this the Facility Manager will need to develop his/her collaboration skills in building stronger relationships across the organization - especially with HR, IT and CRE/Finance and breaking down the organisational silos.

For this to be effective new Facility Management skills must include a stronger focus on:

- ◆ Workplace strategy (Strategy skillset)
- ◆ Design Thinking/Experience Architect (Psychological skillset)
- ◆ People and workplace analysis (Anthropological skillset)
- ◆ Data and technical competence (IT skillset)
- ◆ Change readiness (Innovator/entrepreneurial skillset)

Historically Facility Management has evolved from a cost optimization mindset. Today and in the future this will need to further evolve to include a focus on how to add value to the business leveraged by the aforementioned skills. Naturally, this should not be seen as a replacement of the engineering competence but more as an add-on.

I fear that the current educational opportunities within Facility Management does not adequately take such new skills into account. However if we, as an industry, are able to grow and develop our competencies to include a stronger focus on leadership and taking responsibility for our own development within the above mentioned 5 key skills, the future of FM will be both bright and prosperous - and exactly as bright as we are able to imagine it. If we do it right, FM will become a core function to the organisation - strategically tying the workplace together with the organisational performance.

There is no doubt that this will put entirely new requirements on personal development and on educational institutions, as well as industry organizations such as IFMA to constantly upgrade and further advance their educational offers.



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# THE FACILITY MANAGER

A News Magazine of The International Facility Management Association, Nigeria Chapter

INTERVIEW WITH

Omolola

## ADETONA

Chairman Engineering Society

## GLOBAL FACILITY NEWS

GUIDELINES ON HOW TO  
ENGAGE YOUR AUDIENCE  
ON THE SOCIAL MEDIA

PROJECT PLAN  
MUST HAVE  
FACILITY MANAGER  
FROM INCEPTION

INTERVIEW WITH  
Mrs. Adenike  
ADEKANBI

Managing Director LASIAMA

FACILITY  
MANAGEMENT  
TIPS FOR  
FACILITY MANAGERS (FM)



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# From The Desk of Editorial Team



The importance of Facility Management to our businesses and Nigeria as a Nation with endless possibilities cannot be over emphasize.

Hence this edition of The Facility Manager will be not only be discussing the sustainability of Facility Management but will also be highlighting the positive impact of the profession in a developing economy through educative and inspiring thoughts from credible writers/contributors.

Apart from the informative and enlightening articles from our writers/contributors, this edition will also avail our readers the opportunity of a gender balanced interviews from important industry players who will be sharing their experiences in an articulate manner for the benefits of all readers.

A pictorial narratives of the past facility tours of our great Association and the recent World Work Place, the global

conference and expo held in Phoenix Convention Centre, Arizona from October 16 – 18, 2019 will also be a delight to enjoy in the magazine.

We shall also be serving you important tips on Facility Management towards improving your skills as a professional or player in the built environment and also how to improve "your" economy of Facility Management using the social media in a positive manner.

Its worthy of note that this bumper edition will be critical to the success of the maiden edition of Facility Management's Advocacy Day with the theme: Facility Management – A panacea to a sustainable nation building. It is scheduled to hold at Idera hall of Radisson blu anchorage Hotel, Victoria Island on Friday, December 13, 2019 from 9.00am.

This event promises to be a rewarding and memorable one as we have invited

important personality in the industry to be part of IFMA, Nigeria Chapter's commitment to change the narrative in the built environment. Whilst we look forward to having a grand event, please note that your attendance is required for the success of the event.

Finally, on behalf of the Editorial Team, we want to thank all our supporters through sponsorship, advertisement and articles contributions for their uncommon efforts towards the success of the production of the magazine.

To our ardent readers, please enjoy the "BUMPER EDITION" and keep on reading and sharing your thoughts on how to improve on the magazine.

We wish everyone a Happy and prosperous, 2020 as we continue to THINK FM! ADVOCATE FM!! AND SUPPORT FM!!!.

# Content ➤➤➤



**INTERVIEW WITH  
OMOLOLA ADETONA  
CHAIRMAN ENGINEERING SOCIETY**



**GUIDELINES ON HOW TO ENGAGE  
YOUR AUDIENCE ON THE SOCIAL MEDIA**



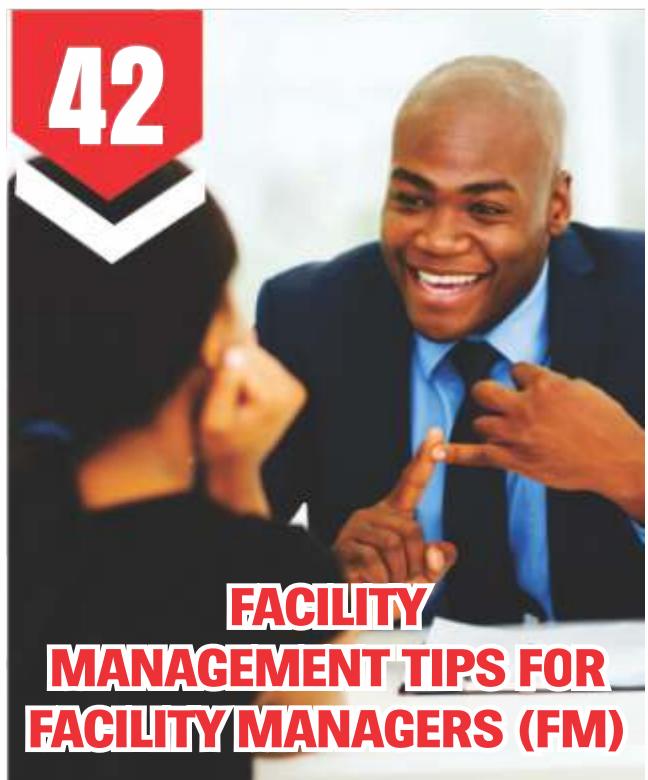
**PROJECT PLAN MUST HAVE  
FACILITY MANAGER FROM INCEPTION**

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3. Engr. Sheriff Daramola	General Secretary	6. Engr. Pius Iwundu	Immediate Past President
4. Mr. Dayo Akinola	Asst. Gen. Secretary	7. Mr. Sola Fatoki	Legal Adviser



## INTERVIEW WITH MRS. ADENIKE ADEKANBI MD LASIAMA



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# INTERVIEW WITH

# Omolola Adetona

## Chairman, Engineering Society

**tfm.**

Good day Madam, we are most pleased to share your views and opinions on issues on the built environment in Nigeria. Could you please introduce yourself in full to our esteemed readers.

**ans.**

My name is Omolola Adetona. The first girl child of the Ogundare family. A family of the three grown children who are all professionals in the Built Environment.

I am happily married to Prince Aderemi Adetona and blessed with Ajibade Adetona, an International and Communication Engineering undergraduate. I am passionate about success in career and at the home front.

Professionally, I served as the

financial Secretary of APWEN (Association of Professional Women Engineers of Nigeria) in 2018/2019. I am a registered civil engineer and the present Chairman of Nigerian Institute of Civil Engineers - (NICE), Lagos Chapter.

A fellow of NICE and the Chartered Institute of Project Management in Nigeria. I am also a member of the Nigeria Society of Engineers (NSE), Nigerian Institute of Management (NIM) and the Nigerian Institute of Safety Engineers (NISafetyE).

**tfm.**

A look at your past experiences as a high flying professional in the built environment, greatly inspires. Has it always been a smooth journey? Share with us exactly how the journey has taken its

course

**ans.**

We appreciate God for His Mercies. It has not been a smooth journey at all. It's been a lonely but selfless journey. A strong support system at the home front have been pivotal towards my achievements. Colleagues, Friends and Elders of the Institution have been really helpful.

It started with the study of Pure Science at Command Secondary School, Ikeja which fueled the drive to study Civil Engineering at Ladoke Akintola University of Technology, Ogbomoso. I was among the first set of graduates from the university and the only female in my

*Continue on Page 6*



class where I was named : Mama Civil.

During my stay at the University, the propelling drive to impact my society positively and create an enabling environment was the key that gave me the mind set that we can all succeed together if we would not give up.

I graduated in year 1996 had my NYSC in Owerri – Imo state and proceeded with a Masters in Construction Management from the University of Lagos, Akoka in year 2000. I further took a course in Value Engineering in Projects from Socolo Consulting Academy at Johannesburg in 2011.

I have worked in both consulting and contracting firms where I bagged a lot of experience in design and supervision of buildings, bridges and other civil engineering infrastructure. This led to the registration of a construction company called Deleverage Engineering Nigeria Limited.

In the same vein, as a safety consultant, my team and I train engineers on the importance of work safety. We run a safety outfit called Deleverage Engineering Safety Solution which handles supply of safety PPEs (Personal Protective Equipment) and we train workers how to use these equipment

# INTERVIEW WITH

# Omolola ADETONA

## Chairman, Engineering Society

freely.

**tfm.**

Despite the multi various efforts and programs designed to address the issues of societal prejudices that the girl child confronts in her desire to attain excellence, we still get to encounter biases almost regularly. What are your thoughts on practical ways to actually eliminate this age long problem?

Although, there is still some wide spread belief that only the male child should be educated because they bring food to the table however, this is beginning to change as the successes of prominent females in the country and across the world are now evident for all to see.

The girl-child is the future of our country and we need to protect, guide, teach and groom them to be the future that they are. The Association of Professional Women engineers are presently doing

a lot in this area and we are in full support. Take a girl child to work, invent it-built it are some of the activities held to educate the girl child and it has been impactful.

However, it goes beyond this. We all have a part to play as parents in the proper up keep of our children. From a tender age, we need to protect our children, to dress them properly, we need to teach them to speak well and respectfully, to be courteous and have respect for the elders e.g getting up in a bus if an elder is standing, not to have secrets from our mother, have the fear of God and be available to help always.

She must know how to cook well at a tender age and to be industrious.

A girl child should have a vocational gift/handwork to increase her value. For instance, I learnt how to sew while my kid-sister learnt hair dressing by maximizing the



long holidays during high school days. Although, we felt mum was too strict being a matron at the General Hospital then but now, we have so much to bless her for.

#### **tfm.**

The place of the Engineer in the construction sector is one of eminence. However, various factors have contributed to distort the traditional arrangement and place of the Engineer, what in your view is responsible for increasing challenge to the position and authority of the Engineer by other professionals in the industry?

#### **ans.**

As Engineers, we were taught to be problem solvers. We are versatile, dynamic and hardw-

orking. However, we become proud along the way and left out some key areas of responsibility to lesser qualified people.

We place ourselves so high that the proposed client prefers to use a cheaper alternative for construction without considering the risks involved. Most of our engineers do not want to "get their hands dirty" and prefer to stay in their comfort zones. It is time we get off our "high-horses" and face the present challenges that these actions have caused our profession.

#### **tfm.**

What is the vision of your institution i.e. NICE? Kindly share with us a few of the well thought out programs of your

institution designed to deepen the practice of Civil Engineering as a profession of choice.

The vision of NICE is as follows;

- To make unique contributions to the development process of the country by constituting itself such that it would be a reservoir of civil engineers with specialized knowledge, experience and skill, constantly updated through the highest standards of continuing professional development programs.
- To establish and maintain standards for the practice of Civil Engineering.

*Continue on Page 8*

## INTERVIEW WITH Chairman, Engineering

# Omolola ADETO



- To relate with and promote co-operation with similar professional organizations over the world.

Some of the well thought out programs that our institution designed to deepen the practice of civil engineering as a professional choice are some programs that we have commenced already. Some of these are;

Structural Engineering Training, Theory and Concepts was a free training held on three Saturdays in September 2019 and designing of all structural elements like beams, colum-

ns, slabs, staircase etc from first principle were taught by facilitators who are members of the Institution. Types of foundation and introduction to Bridge design were also included in the training. The attendance was impressive as about 215 members and non-members attended and certificates of attendance were issued to those that passed the examination.

We also taught the REVIT structural Training software in May, 2019 for those that prefer to design with the software and to teach young engineers how to utilize

same. The software was uploaded on their laptops for continuous practice and use.

Every meeting consist of technical sessions where authorities in the field are invited to teach us and we have had trainings on; concrete, geotextiles, electrical materials, polystyrene, entrepreneur and project management. We have held workshops on safety and public lectures as well.

We understand that with the continuous development of our members by teaching and imparting knowledge on all areas including ethics of our

# ng Society ONA

profession and integrity, we will build civil engineers that we can all be proud of.

**tfm.**

What would you like to see as improvements to the construction industry generally and Civil Engineering, specifically?

**ans.**

I would love to see a good synergy with the Government where Civil Engineers are allowed to be resource group to government projects. Where civil Engineers are gainfully employed and can fend for their family.

Improvements such as civil engineers taking up positions of authority in ensuring quality of all building materials e.g. production of sandcrete blocks, iron bending and steel fabrication work, furniture production and formwork installation.

All these trades have been handed over to non-engineers and QCQA is not ensured effectively. I want to see a professional being recognized as such and given the strength and respect for his contributions to the built environment.

**tfm.**

What has been the highs and the lows, personal and otherwise, in the running of this great institution since you became elected as the Chairperson?

**ans.**

The highs have been the acceptance and support I enjoy from all members of the Institution. Being the first female Chairman of NICE Lagos Chapter, I was aware of the challenges facing the Institution one of which was to succeed as a woman in a male dominated space.

Initially, this gave me cold feet nevertheless, I enjoyed the support of a very effective and hardworking executive team who are always available to render their service.

The Elders have been so

supportive and available to attend all our programs and always ready to guide us aright. Our National Chairman - Engr Mrs. Aishatu Umar have also been a strong support and a passionate leader.

She is a lady that we have all learnt to trust and she has been a great mentor as well. We held the first public lecture in honour of Engr. Dr Olatunji in July and this was a first event amongst so many other achievements, including our "walk for stability" where civil engineers took to the streets and declare that the public patronizes professionals and not quacks.

Our membership base have increased and people are aware and want to synergies with the institution. This was also evident when a company headed by one of our fellows - FBS Engineering limited donated to NICE a Sienna bus to help promote the Institution.

My lows are building collapse and loss of lives!! The Ita-faaji building collapse, the Otedola bridge fire incidence, the Ikoyi building collapse during construction and so many more that were not made public.

These collapses were caused by using quacks for construction works, not abiding by the building laws and regulat-

*Continue on Page 10*

## INTERVIEW WITH Chairm



ions, and ignorance of standards of construction, the syndrome of "wanting to build more with less"!!! Response by Government has been slow, they seem to wait under a hazard happens before they intervene and afterwards once the tension ease out we forget about it.

My Iows has also been funding. Funds are required for training and facilitating most of our programs, Industrial visits and field trips. We look forward to more organizations collaborating with us to train their staff and continuously ensure good products delivery.

***tfm.***

Looking beyond your tenure of office, what is your dream as your own contribution to the development of Civil Engineering practice in Nigeria?

***ans.***

After my tenure in office, my dream is to have a finishing school for Civil engineers where we bridge the gap between fresh graduates and

employable graduates Where site practical hands-on training and exposure can be achieved. A school/facility that every fresh civil engineer wants to attend and where civil engineering companies apply for seasoned and well trained engineers to employ.

The trained Civil Engineers from this establishment will have good ethics, integrity, good communication and report writing skills, must be able to read and interpret construction drawings and also use the leveling instrument.

This and other necessary tools will be made available including exposure to a lot of materials for continuous development.

***tfm.***

Do you envision a collaborative effort amongst professionals within the built environment especially, facilities managers and what value do you envisage this, type of synergy can add to the construction industry to forestall failures associated

with structures?

***ans.***

A collaboration amongst professionals within the Built Environment is a necessity that must happen and quickly too. Facility Management is a course that I believe every civil engineer should learn. The buildability and maintenance of every structure is important and during design stage of a project, these must be considered.

Sustainability of buildings and infrastructure, reduction in use of energy and power, reduction in waste generation, availability of continuously flowing clean water and the ability to recycle must be considered at design stage.

At this stage, facility managers must be included as they are responsible for the building's sustainability when completed. The Services Engineers – electrical, Mechanical, HVAC, and all other professionals are also required for construction therefore for the success of our environment.

All professionals must syner-

# an, Engineering Society

# DETONA

gize and put an end to failure of structures such as electric shocks in the building, fire outbreaks, leakages in our walls, unnecessary breakages thereby destroying the aesthetics, comfort and confidence of the residences. etc.

**tfm.**

Your institution has witnessed an unprecedented leap in the level if activities and engagements since your assumption of office, this is despite the personal and professional schedule you also run. Do you have time to relax and probably reflect?

**ans.**

Thank you for the complements but I do not take credit for these success as we are yet to commence. There is so much to do to bring our Institution to the level we desire however, as explained earlier, the strong support system has been of great assistance to the work including professionals and families especially having a spouse that understands and ensure you be the best at what you do is rare.

Therefore I bless God for the supporting family. The Past National Chairman our Immediate Past State Chairman, my partners at works and the NICE Executive Team have been my strength. They fly with the vision and keep it real.

I enjoy cooking, teaching, travelling and mentoring. During these periods I reflect on what we have been able to achieve and seek God for guidance on what we still want to do. I wish to have a training Institute where we teach ladies how to cook and take care of themselves and their husbands – a finishing school for girls as well.

Thank you so much for considering me worthy of this interview. Great work!! Please keep the flag flying always.





Social media is an easy and powerful way to connect with customers, increase traffic, reach new audience and lots more. According to recent survey, "social media is actually the single most popular tactic on which small business and individuals spend their money".

The truth is, it could be challenging to create consistent and valuable content that can engage the audience and want to make them follow you or keep visiting your page. No wonder one of

the major reasons people give for not engaging on social media is lack of what to share and as a result, they choose to be a spectator on social media.

Hence, we will consider few guides (in no particular order) on how to build an interactive conversation on the social media platform of your choice.

#### **ASK QUESTIONS**

You can simply get your fans talking by asking questions. You will be amazed by the

responses you can get. Don't mind if some responses may sound odd but see it as an opportunity to have several view to a part issue.

#### **TALK ON THE THINGS THAT MOTIVATES YOU**

You fans want to know what inspires or motivates you. Share those lovely quotes that "fires you on". This is one of the sure ways to b\p]oe connected with your friends/followers.

# **GUIDELINES ON HOW TO ENGAGE YOUR AUDIENCE ON THE SOCIAL MEDIA**

**By  
Sheriffat Adeleye**

## **PROMOTE YOUR STUFF**

Got a new product or program? Feel free to promote them on social media. You can even make pictures or video of your business and share on your page. This can build the trust of your followers and turn them into customers.

## **CELEBRATE YOUR CUSTOMER/STAFF**

You can choose a season to celebrate your customers, supporters, or staff. Use the social media to share their

birthdays or appreciate them for their support.

**SHARE A POST:-** In this case, you do not need to be the original writer but you can be the source of that information to your fans. This can definitely be of a positive impact to your followers.

## **SHARE YOUR STORY**

Every individual or business has a story. The different is that some stories are longer than the other. When you share your story, it may be an

avenue for people to have a better understanding of why you do the things you do.

## **YOU CAN JUST CHOOSE TO BE FUNNY**

Many people visit social media for relaxation/entertainment. Take advantage of every opportunity to make your followers have fun on your page. However you need to be true to your brand and ensure you don't blow it out of proportion.

*Continue on Page 14*

# GUIDELINES ON HOW TO **ENGAGE** YOUR AUDIENCE ON THE **SOCIAL MEDIA**



## INTERVIEW A CUSTOMER

if you are in business, let your follower know what people are saying about your products or services, This will surely boost your chance of improving your market share in the industry of practice.

## LOCAL EVENTS

Let your people know what is happening within your

locality or industry. Who knows, some of your followers might be interested and would want to attend, By so doing, you will keep some of them coming back for updates on upcoming events.

## TOOLS YOU USE TO MAKE YOUR LIFE EASIER

Almost everyone appreciates anything that makes their job or life easier. It could be tools

for saving time, latest software or things that can keep you "on top of your game". Let your audience know how these can also benefit them.

You can be active user or beneficiary of social media be adopting these and more of the related guide lines.



# 2020

## Happy New Year



We thank all our members,  
partners and well-wishers for  
the year 2019 and wishing  
all a prosperous 2020



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# PROJECT PLAN MUST HAVE FACILITY MANAGER FROM INCEPTION

- Segun Adebayo -

**tfm.**

Mr. Segun Adebayo, former Senior Special Assistant on facility management to the immediate past governor of Ogun State, Senator Ibikunle Amosun, is currently the acting president of International Facility Management Association, Nigeria Chapter. In this interview with EMMANUEL BADEJO, the trained banker bares his mind on sustainability of all kinds of projects within the real estate and construction industry.

**tfm.**

To some of us, IFMA is known, but it appears the association is unpopular to the public. Do you agree with this view?

**ans.**

I differ on this with a clear explanation. From our engagements and experience, International Facility Management Association, Nigeria Chapter, popularly known as IFMA has been making a lot of impact. This does not mean

that there is continuous need to keep improving day-in, day-out. One of the programmes we do every year that has been advancing our course, as a group is our annual programme among others. And because we are also a global association, we celebrate world FM Day.

It is a global event that brings all facility managers in the world to come together and chart new cause for the industry by looking at our milestones as well as our challenges.

This, we have been doing consistently. Each has its theme and we get experts to speak on different areas, particularly, as they affect us and our industry in Nigeria.

During our last annual event, which we did in collaboration with Lagos State agency on infrastructure maintenance, we were able to further

enhance our relationship with policy makers in Lagos state and in Nigeria in general.

When you look at it from our membership strength, which is 1, 500 now, then, we cannot say IFMA is unpopular. Indeed, IFMA has been around and have been contributing its quota to the development of the nation.

**tfm.**

For the sake of the masses, who is qualified to become IFMA member?

**ans.**

From qualification perspective, from the nature of the context of the profession, it is multi-disciplinary. So, amongst our members, there are lawyers, architects, bankers, estate surveyors and valuers, builders, etc.

But because it is multi-disciplinary, facility management is therefore open to all driven by passion, interest and



commitment to a better and conducive environment.

When we talk about facility management, what we are talking about is integration of people, process and technology to create an environment that is conducive, work-friendly and also sustainable in terms of management. You are not limited to a section.

It is open to all. As human beings, our body is the facil-

ity, which we manage from time to time. So, every one that is interested can join IFMA and the means of joining is very seamless. Essentially, IFMA adds value and strives to reinvent the loss value of maintenance culture in Nigeria.

#### **tfm.**

You spoke about IFMA adding value. To the public and private individuals, what value is IFMA adding, please?

**ans.**

IFMA adds a lot of value. I will use as an illustration, a recent step undertaken by the Lagos state government through its Ministry of Housing as an example.

The ministry showed a commitment to engage members of IFMA not just to create jobs for us, but also to ensure that her estates throughout the state remain habitable and sustainable. For us as experts in facility management, this commitment is a welcome development.

Apart from the new rapprochement with Lagos and other state governments, one of the key things we also do is to evaluate state of facilities and in doing that, we offer professional advisory to owners and users of those facilities in terms of providing sustainable management following some set rules from the global point of view.

IFMA has 11 core competencies that speak about all the things we need to have in a building. Two, our primary role is to provide knowledge and deepen capacity of operatives and practitioners.

So, every year, we have two strings of professional certified exams for players in the industry. We also have technical and value-adding training for members and players in

**Continue on Page 18**

# PROJECT PLAN MUST HAVE FACILITY

the industry.

In that case we deepen the knowledge of all members. We also engage in advocacy on doing what is right at the right time.

You'll agree with me that Nigeria is still struggling with proper and acceptable maintenance culture and this has given us the leeway as an association to be part of a stakeholders' meeting where Federal Ministry of Works and Housing invited us to be part of a policy on public building maintenance.

Our immediate past president and my humble self represented IFMA and happily, the Federal Executive Council under the first term of President Muhammadu Buhari, did approve that document.

Essentially, the document is to encourage right maintenance attitude towards all public assets owned by the federal, states or local governments.

Apart from this, we also do mentorship for technical students, who by the virtue of their trade are useful and critical to the development of the nation. As part of our mentorship programme, we encourage them to undergo their internship with some of

our corporate members.

We also do continuous engagement with the stakeholders through our monthly meetings. We also undertake facility tours with a view to adding value around agency and business continuity.

When we come to your facility, you conduct us around. We do this to ensure that our facilities are safe, sound and secured. More importantly we collaborate, do advocacy, engagements and many more.

**tfm.**

Most of Nigerian cities are degenerating; buildings in Nigeria are dying. What is IFMA doing to revive these cities and ensure safe and sound buildings?

**ans.**

One critical point I want to mention is that, to change this narrative, every project plan must have a facility manager integrated in the project schedule from inception. Take for instance, you plan to build an office complex and you assemble your team of professionals from the project manager to civil engineers, to the mechanical engineers and various consultants.

You agree that by law, there is

no facility manager. But the most important thing is that, how functional will that building be post construction? There is what we call post construction cleaning. So, who cleans after construction? You need to get a professional, who will apply the right tool and resources for the preservation of that building that has just come to life.

As a matter of fact, one of the key things we have been advocating for is to have facility managers as part of the project team of any construction irrespective of the type.

This was also mentioned during a recent Federal Government's stake-holders' meeting. He or she needs to advise you on the types of materials to be used. You need to have a facility manager that will assure that the building won't degenerate.

There is a case of tenants in Lagos state estates, who are kicking against engaging professional facility managers for their estates. They are saying they have been managing the estates themselves.

So, those you have been having as handlers of those estates are not professionals; they not facility managers but

# MANAGER FROM INCEPTION

## — Adebayo

estate managers. There is a whole lot of difference between estate managers and facility managers. IFMA has 11 core competencies that guide on how to be the best facility managers of estates.

So, our first call to the government is that it is high time you bring facility managers into your project team, be it federal or state estates. This will go a long way in correcting the errors of the past.

Now, with the emergence of a national document on facility management, it is becoming clearer that the government is already thinking along that line.

As facility managers, we also help to preserve the life cycle of those assets. So, where you have a directive from the Federal government, it will dovetail into state and local governments.

I can tell you that out of the 36 states with the Federal Capital Territory, Lagos state has an agency on facility management; Kaduna has; but Ogun state was the first to appoint an SSA on facility management.

We were able to develop a roadmap for the new government to follow. Clearly, we

are catching up with the drive. But the smooth, detail and immediate implementation of the national road map will accelerate the process, and as such, drive on facility management will dovetail to states and local governments throughout Nigeria.

When we have that with our involvement, we would be able to have square peg in square holes and that will effectively reduce the level of degeneration of our buildings across the federation. For me, this a growing concern.

### **tfm.**

There are several policies but no implementation. What do you think the nation has been losing without the involvement of facility managers at

the mainstream?

### **ans.**

I think our challenge has been what I call multiplicity of documents. But good enough, this document is not duplicated; it is just one document.

Good enough, this has been discussed thoroughly across all sectors. You have everybody speaking same language on the document. What we have been losing is to critically examine the potentials of every document because there is no document without its value.

What we need to do is harnessing the potentials of each document into present realities without any ethnic, religious or political coloration.



## Courtesy Visit to the Deputy Governor State of Osun





Celebrating the Doyen of IFMA Nigeria Chapter



# IFMA TRAININGS



# IFMA TRAININGS



## FM STAKEHOLDERS MEETING



## IFMA WORLD WORKPLACE 2019





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Ikoyi, Lagos, Nigeria.

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# INTERVIEW WITH MISS. ADENIKE ADEKANBI GM LASIAMA

**tfm.**

It is a profound privilege to have you talk to us and indeed an auspicious moment for the facility management industry generally and especially in Lagos State. I am grateful for the opportunity to speak with you regarding the facility management industry in Nigeria and especially in Lagos State. Thank you for deeming me worthy of the interview.

**tfm.**

To begin, may we request that you please, introduce yourself to our readers

**ans.**

My name is Adenike Adekanbi. I am currently the General Manager/CEO of the Lagos

State Infrastructure Asset Management Agency (LASIAMA)

resource in fulfilling its THEMES policy mandate to Lagosians.

**tfm.**

In what way would you describe the experience of running a coordinating agency as important as LASIAMA in a service such as Lagos State which undoubtedly is the most sophisticated, the most diverse and by far the largest in Nigeria?

**ans.**

To be a GM of the Infrastructure Asset Management Agency at this present time is challenging but deeply fulfilling. The Babajide Sanwo-Olu Administration considers the services of the agency as an important

To sustain the investment in infrastructure assets is key to economic development and creating a 21st century city. We are striving to build an agency that will ensure that the promise to Lagosians regarding infrastructure, environment and economy will be fulfilled and sustained.

**tfm.**

Aside the challenges that you have very concisely enumerated, what are the other issues that you have to contend with, regularly or otherwise, from FM professionals, stakeholders, workmen and of course, the appointing authority i.e



*Continue on Page 28*



the administration?

**ans.**

As i mentioned earlier, the administration is supportive. The community is excited about our work. We are creating standards and policies which will ultimately support and enrich the community. I honestly do not want to focus on challenges - there are challenges everyw-

here, in every sector - I want to focus on the opportunities that these challenges present.

The opportunity we have now is to create a maintenance economy. To create sustainable jobs for small medium enterprises. To sustain our assets so that we are not replacing them every 5 years or so. In short, to have facility managers be more organized.

**tfm.**

In the position of LASIAMA as a regulator, what is your assessment of the level of adherence or compliance to Facilities Management procedures and standards, generally?

**ans.**

LASIAMA is not a regulator. The establishing law does not give us the rights to regulate.



# INTERVIEW WITH **MISS. ADENIKE ADEKANBI** **GM LASIAMA**

We are mostly maintaining public infrastructure assets and working on building the industry. The facilities management industry in Nigeria has been growing over the past decade.

I believe that now that the Federal Government, through the Federal Ministry of Works and Housing, has passed the policy on maintenance of public buildings, that there will be more progress for the industry as a whole.

Once everyone sees the impact and benefits of intentional maintenance framework, it will help the industry and practitioners. I do not think regulation is the

most important thing at this time, especially since we are governed by many other regulations already - the focus should be to grow the industry and make it a part of our infrastructure development.

**tfm.**

In your view, has the practice of facility management developed into a viable industry and how will you rate the current manpower, both professionals and artisans available to drive the industry into wide acceptance by prospective patrons?

I don't think the industry is viable just yet, but it will be. It is obvious that our economy is pushing us towards sustainable infrastructure develop-

ment. I've seen a lot of growth for the industry in the past 7 years.

**tfm.**

Do you envision any collaborative efforts with industry professionals with the ultimate aim of developing the industry to attain a decent reputation amongst other professionals particularly in the built environment?

**ans.**

Of course. I envision collaborative efforts with all professionals. FM is also not just about the built environment, we need administrators, accounts, finance etc in the environment. Asset management starts from when you start planning the assets and ends when you retire the assets.

There are many professionals involved in the life cycle of an asset. We should respect and welcome everyone that is interested. For example, Biomedical Technicians and/or engineers are part of FM, they maintain medical equipment.

I work with doctors now to determine maintenance framework for health facilities, I work with teachers for Education Facilities. I work with lawyers for maintenance of courthouses. Everyone's input and suggestion is valuable.

So, yes, I hope we can all collaborate in the future, because everyone in the value

INTERVIEW WITH **MRS. ADENIKE ADEKANBI MD LASIAMA**

chain is valuable and integral to the life cycle of assets.

**tfm.**

At what stage in the process of constructing an asset/facility do you think a Facilities Manager should become involved, in view of the many unfortunate situations that had recently plagued assets/facilities in our society e.g. failures and

collapses, fires, etc.?

**ans.**

Well, based on the life cycle of assets - infrastructure asset managers should become involved right from the planning and design of the assets. Our office works with several MDAs because we give feedback on the assets.

Based on assessment data

that we painstakingly collect, we feedback to designers to let them know how assets actually work - what fittings last and the ones that aren't sustainable. O&M is in the middle of the asset life cycle. So, if you consider yourself just a facility manager then you will be in the middle of the life cycle.

**tfm.**

Over the course of time especially since your appointment into this exalted office, you would have come across several and unrelated experiences. At the end of your tenure, what legacy do you wish to bequeath to this office particularly and to the industry, generally?

**ans.**

We are currently working on Facilities Management benchmarking in Lagos State. We hope that this document will identify industry best practices in Lagos State and ultimately lead to superior performance.

Data will be gathered from individual facilities (public and private) and we will ultimately have data that guides the metrics we use for maintenance. I hope this document expands and builds and becomes the industry's benchmarking guideline.

## IFMA INTERNATIONAL - PROFESSIONAL & CERTIFICATION COURSES:

May 11 <sup>th</sup> - 20 <sup>th</sup> July 13 <sup>th</sup> - 22 <sup>nd</sup> Nov. 16 <sup>th</sup> - 25 <sup>th</sup>	<b>Facility Management Professional</b> (FMP) 1. Operations & Maintenance 2. Project Management 3. Finance & Business Essentials 4. Leadership & Strategy	8 Days (2 Days per course)	275,000 <b>per course</b> FMP Application fee: 115,000	FMA Secretariat: 369 Borno Way, Alagomeji, Yaba, Lagos
August 25 <sup>th</sup> – 28 <sup>th</sup> Nov. 10 <sup>th</sup> – 13 <sup>th</sup>	<b>Essentials of Facilities Management</b> (EoFM)	4 Days	395,000	IFMA Secretariat
May 18 <sup>th</sup> – 20 <sup>th</sup> July 27 <sup>th</sup> – 29 <sup>th</sup> Dec. 7 <sup>th</sup> – 9 <sup>th</sup>	<b>Certified Facility Manager</b> (CFM)	3 Days	1,274, 000 Learning System + Exam Prep Plus Class	IFMA Secretariat



## IFMA NIGERIA - COLLABORATION COURSES



DATE	COURSE	TARGET AUDIENCE	DURATION	FEES (₦)	VENUE
March 4 <sup>th</sup> – 6 <sup>th</sup> June 17 <sup>th</sup> – 19 <sup>th</sup> August 5 <sup>th</sup> – 7 <sup>th</sup> October 7 <sup>th</sup> -9 <sup>th</sup>	Facility Management Operations Training	The staff of FM Companies, Frontline FM, Admin, Corporate Services Staff and their Operations and Maintenance Supervisors	3 Days	115, 000	IFMA Secretariat
March 19 <sup>th</sup> – 20 <sup>th</sup> June 25 <sup>th</sup> – 26 <sup>th</sup> August 20 <sup>th</sup> – 21 <sup>st</sup> November 5 <sup>th</sup> – 6 <sup>th</sup>	Facility Management Strategy Class	Managers of FM Companies, Senior FMs, Heads of Admin, Corporate Services, Procurement, Property and Real Estate Departments	2 Days	135, 000	IFMA Secretariat
April 2 <sup>nd</sup> – 3 <sup>rd</sup> July 2 <sup>nd</sup> – 3 <sup>rd</sup> August 13 <sup>th</sup> – 14 <sup>th</sup> November 12 <sup>th</sup> – 13 <sup>th</sup>	Facility Maintenance Management	The staff of FM Companies, Frontline FM, Admin, Corporate Services Staff and their Operations and Maintenance Supervisors	2 Days	125, 000	IFMA Secretariat
April 8 <sup>th</sup> – 10 <sup>th</sup> October 21 <sup>st</sup> – 23 <sup>rd</sup>	Facility Management Business Master Class	Experienced FM Professionals	3 Days	155, 000	IFMA Secretariat
April 29 <sup>th</sup> – 30 <sup>th</sup> September 3 <sup>rd</sup> – 4 <sup>th</sup> November 12 <sup>th</sup> – 13 <sup>th</sup>	Environmental Stewardship and Sustainability	Facility Managers, Senior Executives, Staff of Ministries and Parastatals, Involved in the Build Industry and Environment	2 Days	125, 000	IFMA Secretariat
July 8 <sup>th</sup> – 10 <sup>th</sup> September 9 <sup>th</sup> – 11 <sup>th</sup>	Workplace Productivity Training	All Staff Categories	3 Days	115, 000	IFMA Secretariat
July 2 <sup>nd</sup> – 3 <sup>rd</sup> September 17 <sup>th</sup> -18 <sup>th</sup>	Facility Project Management	Facility and Project Managers	2 Days	120, 000	IFMA Secretariat
February 27 <sup>th</sup> – 28 <sup>th</sup> June 3 <sup>rd</sup> – 4 <sup>th</sup> November 28 <sup>th</sup> – 29 <sup>th</sup>	Technician Maintenance Management	Technicians & FM Hands	2 Days	65, 000	IFMA Secretariat
June 24 <sup>th</sup> – 25 <sup>th</sup> November 5 <sup>th</sup> – 6 <sup>th</sup>	Facility Maintenance Appreciation	Janitors, Operations and Maintenance Staff	2 Days	65, 000	IFMA Secretariat
April 24 <sup>th</sup> September 16 <sup>th</sup>	Emergency Preparedness	FM Operatives	1 Day	45, 000	IFMA Secretariat
April 16 <sup>th</sup> June 18 <sup>th</sup> September 25 <sup>th</sup>	Facility Management Practice	New FM Staff and Those Transitioning to FM	1 Day	45, 000	IFMA Secretariat

For further information, training objectives, benefits and other details contact:

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Twitter: @ifma\_nigeria

LinkedIn: IFMA Nigeria

(Please note that all articles are sourced from IFMA Website UK and Houston to precise)

IFMA's FM Research & Benchmarking Institute announces release of climate change report geared specifically to facility management industry

**Oct. 16, 2019**

Released today by IFMA's FM Research and Benchmarking Institute (RBI) in partnership with IFMA's Environmental Stewardship, Utilities and Sustainability Community (ESUS) and sponsored by BGIS, "Climate Change Fundamentals for Facility Management Professionals" is the first report to address climate change as it relates to facility management (FM) roles and responsibilities.

Free to download through IFMA's Knowledge Library at [bit.ly/ClimateChangeGuide](http://bit.ly/ClimateChangeGuide), the indispensable report summarizes more than 3,000 pages of dense scientific evidence into 30 intelligible pages of explanation and guidance, enabling facility managers to discuss, advise and plan for safeguarding life and property from extreme environmental threats.

On Wednesday, Oct. 16 from 3:45 to 4:45 p.m. (MST), report author Kathy Roper, CFM, MCR, LEED AP, IFMA Fellow will present an overview of "Climate Change

# GLOBAL FACILITY

- Togbe Syvallnus -

Fundamentals for FM Professionals" at IFMA's World Workplace Conference and Expo. The session will be held in Expo Education Arena 1, Phoenix Convention Center, Phoenix, Arizona, USA."

Last year, two major climate change reports were made public: "Intergovernmental Panel on Climate Change Special Report: Global Warming of 1.5°C" (Oct. 2018), and "U.S. Global Change Research Program: Fourth National Climate Assessment" (Nov. 2018). These seminal reports offer compelling evidence on the detrimental effects of climate change, revealing a limited time frame for reversing the trend of damaging carbon emissions.

"The science behind climate change is complex. It's unreasonable to expect facility managers to not only digest these comprehensive research reports, but also develop climate-based action plans for their facilities and communities," said Dean Stanberry, CFM, LEED AP

O+M, Chair of IFMA's ESUS Community. "This report is intended to provide FMs with meaningful insight into the impact of climate change on their roles as stewards of the built environment, as well as guidance on adapting to climate change within their regions."

Climate Change Fundamentals for Facility Management Professionals" was authored by Kathy Roper, CFM, MCR, LEED AP, IFMA Fellow. As a retired Professor of Facility Management at Georgia Tech and a former chair of the International Facility Management Association (IFMA), Roper was uniquely qualified for the task.

"Climate change is an increasing threat to the facilities we manage. It's vital that we understand how it can affect our properties, how to perform risk assessments and develop plans for resilience," said Roper. "Climate change concerns almost every aspect of the built environment. We can't allow it to catch us off guard."

The report covers:

# TY EWS

A layman's explanation of the science behind climate change.

How the contribution of human activity to climate change is identified and measured.

Projected impacts of climate change that affect the survival of humanity, including clean water; breathable air; agriculture, domestic and wildlife animal survival; livable temperatures; weather patterns and rising sea levels.

How industrial and commercial structures contribute to climate change.

Direct and indirect effects of commercial construction on a building's carbon footprint.

A follow-up report will be released in March or April of 2020. "Adapting to Climate Change" will provide facility management professionals with tools and resources to perform risk assessments and develop plans for resilience.

Specific risk scenarios will help FMs build focussed plans for varying climate change realities, such as severe drought, flooding or extreme temperatures.

## **Plugging the skills gap - Where FM can help**

The UK engineering skills gap persists despite decades of efforts to turn the tide. In this article, Bryan McLaggan of CTS identifies the key areas in FM that he believes will finally see lasting progress on an intractable problem.

Why does the UK continue to suffer from a short supply of engineering talent? Why is the gap getting bigger despite efforts to put an end to the problem? The answer to these questions is anything but straightforward, implicating central government, education and the private sector. This complexity has led to decades of uncertainty around how best to proceed, leaving many organisations desperately searching for skilled tradespeople as the gap continues to widen.

The idea of a skills shortage is contentious. There does not appear to be consensus on what exact skills are in short supply, leading some to suggest the problem is not as significant as it is made out to be. There is also a high risk of misinterpretation. An OECD report, for example, shows that the UK job market now contains more graduates than non-graduates, yet employers

in Finland, Sweden, and Japan are more likely to find higher levels of numeracy and literacy among their domestic labour supply. The UK's higher levels of qualification therefore do not necessarily reflect a higher level of basic competency.[1]

Irrespective of the debates around what constitutes a skills shortage and where it is felt most, it is widely acknowledged that UK engineers have been a scarce resource for some time, which has meant inflated salaries and increased spending on extra training for workers who should already be qualified enough for the job they are employed to carry out.[2]

Engineering contributes significantly to the UK economy. Engineering UK, the independent awareness organisation, put the total figure at £1.23 trillion, or 23 per cent of the UK's entire turnover. It also employs a huge number of people, some 5.7 million or 19 per cent of the entire available labour market.[3] In such economically fraught times, figures like these underline the need for more joined-up thinking and collective discussion from invested parties. Complacency at such a critical juncture will not only see the gap widen but damage a key part of the nation's economic output.

*Continue on Page 34*

So, what can be done? Here are some key areas where I think the FM industry can turn the tide.

### Acknowledge its impact

FM's economic contribution to the UK is considerable. Recent analysis from CIBSE found that the sector accounted for as much as 8% of the UK's GDP, employing some 10% of the country's workforce.[4] Clearly, these figures and the valuation of the engineering sector cannot be treated independently of one another.

The skills gap is, therefore, as much a problem for the FM community as it is for wider engineering sector. This point may appear trite, particularly as 'hard FM' formulates one half of what typically falls under the remit of 'facilities services' and has itself been crying out for engineering talent for some time. But there is good reason to restate this.

A 2018 survey from the CIPD showed that one in four workers said their job does not offer good opportunities to develop their skills,[5] with a separate report from the BIFM (now IWFM) also finding that 27% of businesses felt a shortage of skills would be an impediment to success over the coming years.[6]

These figures not only show a disparity between the support young people currently receive and the opportunities

# GLOBAL FACILITY

- Togbe Syvallnus -

businesses provide but also a feeling that genuine change is not within the hands of the FM industry. This needs to change.

### Improving staff retention through company culture

A paucity of the right type of labour makes holding on to existing engineering talent more important than ever. Staff retention is a common challenge faced by businesses of all types but none more so than in today's engineering sector. With sky-high salaries and handsome bonuses on offer to new starters, it's becoming increasingly difficult to not only maintain a full complement of staff but a full complement of good staff.

However, firms that create strong bonds through an inclusive, diverse and supportive working culture will typically hold on to colleagues longer than those that do not. Moreover, as Gallup shows, a strong working culture will also help to attract the top 20 per cent of candidates,[7] further incentivising businesses to take decisive action on this

issue. FM is often considered the gatekeeper of great workplaces, it is therefore well placed to consult and help businesses turn this idea into a reality.

### Demystify engineering

Not enough is being done to clarify what a career in engineering actually involves. Research has shown that young people, and even existing workers outside of the industry, are not being given the right literature nor the opportunity to explore the breadth of options available to them.[8]

This makes attracting people to the industry infinitely more difficult. Any confusion will dissuade able candidates from exploring further, potentially seeing the sector miss out on the best homegrown talent. The good news is that this is actually a relatively simple problem to address when compared to the other issues that surround the skills gap. Government policy initiatives and corporate engagement within education have put the wheels in motion on this issue, but far more outreach can be

# TY EWS

done. FM employs hundreds of thousands of engineers and therefore has a responsibility to help clarify to young people what a life in engineering involves, what skills are needed and what can be expected in return.

Research from provider ABM has found that just 14% of children polled believed apprenticeships were a 'good option'.[9] This demonstrates a serious disconnect between emerging generations of workers and their future employers. FM has a huge opportunity to promote its best technically skilled people and dispel the myth that work-based education is not worthwhile by working closely with schools and colleges. Open days and industry ambassadors may seem outdated in a digital era but it's clear that 'real-world' interaction has a role to play in closing the gap.

## Challenging convention

While initially well received, many have expressed concern that the apprenticeship levy is too complex and

therefore not as effective as it could be. Two years on from its launch numbers continue to reflect poorly – apprenticeship starts fell by 24.1% in 2017/2018 academic year, with that figure not expected to improve over the coming months.[10] Others have pointed out that there is scope for a 'relabelling' of existing training to claim back on levy spend. Sadly, despite industry willingness in principle the number of apprentices continues to fall across the board.[11]

This is where convention should be challenged. Clients who have hard FM requirements, and therefore a vested interest in the health of the engineering pipeline, need to be scrutinising prospective partners and asking what they are spending on training and development. It not only makes good business sense for clients to demand more from their supplier but also ensures that the life of a contract will be maintained by the best the industry has to offer.

Bryan McClaggan is MD of CTS <https://www.cts-ltd.net>

**Facilities management business confidence research launches**

Annual Business Confidence Index survey backed by Barclays and IFMA UK to test frontline market views within £110bn industry

It can be tough to read the

signs these days for one of the most significant market sectors within UK plc. In an industry that is one of the country's top employers, many companies seem to be doing well, but others are clearly feeling the strain – and a few are still working hard on fundamental makeover strategies.

Economic, political and social views and experiences across the UK are mixed, with Brexit being one of the biggest 'unknowns' on the current agenda. What does all this mean for the FM industry?

The FM Business Confidence Index is a landmark annual study launched by facilities management news and information website i-FM in 2004. i-FM managing director David Emanuel explained: "Research is important for everyone in this industry and over many years we have been pleased to work in partnership on this invaluable data-gathering exercise with Barclays. This year we are pleased to welcome IFMA UK, the UK chapter of the International Facility Management Association, to the team as well. The opportunity to draw on the knowledge and insights of both of these partners in 2019 promises a particularly important and insightful report in this period of complexity and uncertainty."

*Continue on Page 36*

Terry Myatt, director, Barclays Corporate Banking, added: "Getting a snapshot of sentiment across facilities management businesses as we approach March 29th will be enormously helpful for everyone working in the industry. It's a pleasure for Barclays to collaborate with i-FM on this study once again, and we look forward to discovering what the survey respondents reveal this year."

The Business Confidence Index survey is online now and open to everyone involved in facilities management. Participation takes less than 10 minutes and is entirely anonymous.

The findings will be reported later in March using aggregate data only.

#### For more information:

Contact David Emanuel on 07768 765 967 or [david@i-FM.net](mailto:david@i-FM.net)

The link for the survey is <https://www.i-fm.net/bci2019>

**IFMA approves petition for new chapter in United Kingdom**

LONDON, UK – The International Facility Management Association (IFMA) has approved a petition for the formation of a regional chapter within the United Kingdom. The new chapter will offer FM professionals direct localised support...

LONDON, UK – The

# GLOBAL FACILITY

- Togbe Syvallnus -

International Facility Management Association (IFMA) has approved a petition for the formation of a regional chapter within the United Kingdom. The new chapter will offer facility management (FM) professionals direct localised support that taps into the global industry in ways not currently available in the UK market.

As the largest and longest-standing professional organisation dedicated to facility management, IFMA is positioned to deliver new value to the national FM industry, companies relying on strategic FM and individual practitioners.

The formation of the chapter, which joins 136 IFMA chapters across more than 100 countries, comes at a time when IFMA, through its collaboration with the Royal Institution of Chartered Surveyors (RICS), is unifying the profession by driving formation of consistent practice standards via the International Organization for Standardization and

working to more tightly integrate FM with the larger built environment industry. Petitioners, who included senior FM leaders and Fellows of both IFMA and RICS from around the country, stated: "It is strategically important that IFMA be a leader in the FM conversation in the UK. A vital aspect of this is to utilise people in the field who work daily in this industry. The chapter will provide a voice and a mechanism to pool and channel that talent, especially at a senior level. The chapter will also act as a community for people to grow their career and gain skills and knowledge through resources IFMA provides."

The chapter's mission is "to enhance, evolve and expand the knowledge of facility managers with a focus on the United Kingdom, while also providing pathways to career success for professionals within the industry."

To this end, IFMA members and RICS FM professionals in the UK benefit from a full suite of globally recognised

# NEWS

credentials and qualifications from entry through to senior executive levels. These include IFMA's Facility Management Professional™ (FMP®) and Sustainability Facility Professional® (SFP®) certificate programs and Certified Facility Manager® (CFM®) certification, as well as chartered qualifications in FM offering professional, regulated status (AssocRICS, MRICS and FRICS). Together, more than 14,000 professionals worldwide have already attained these designations. (More information is available at [fm.training](http://fm.training).)

In addition, chapter members gain access to networking, cutting-edge research, and FM content drawing on FM best practices from Europe, the Middle East, Asia and the Americas.

To learn more about the landmark IFMA-RICS collaboration, visit [define.fm](http://define.fm). A board of directors has been appointed from among the IFMA membership and a UK chapter programme is currently in development. For more information about

sponsorship opportunities, please contact David Emanuel on +44(0)7768765967 or [david@i-fm.net](mailto:david@i-fm.net).

**IFMA honors three new Fellows, Chair's Citation recipient at World Workplace® 2019**  
Oct. 16, 2019

IFMA has inducted three new IFMA Fellows and honored a past IFMA chair and longtime advocate for the FM industry with a chair's citation. The 2019 Class of IFMA Fellows includes John Vinken, Ted Ritter and Michael Riseborough. Francis J. Kuhn received the chair's citation.

Chair of IFMA's Global Board of Directors John Carrillo, CFM, IFMA Fellow and 2019 IFMA Fellows Jury Member Mary Gauer, CFM, IFMA Fellow presented the honors at the opening session of IFMA's World Workplace® 2019 Conference and Expo in Phoenix, Arizona, USA.

IFMA's Fellows Program was established in 1992 to recognize members who have distinguished themselves by achievement in and around IFMA and the field of facility management. Unparalleled among workplace-related recognitions, it is the highest honor bestowed by the association.

"In addition to authors, academics and practitioners, Fellows include association founders, FM leaders and industry giants who have

defined the profession," said Carrillo. "Fellows dedicate countless hours to course and instructor development, ISO standards, credentials development, and serve on numerous boards, committees and task forces. Fellows travel the world representing our association and industry."

Carrillo and Gauer both spoke on the prestige of achieving the exclusive designation, as well as the responsibility of every Fellow to continue enriching and advancing the profession.

"The designation carries so much respect, that everyone from IFMA staff to board members to component leaders want you on their team," said Gauer. "And that's the role of an IFMA Fellow. We're on call to advise and represent the association. We're here to contribute, and we're here to encourage others to discover how rewarding giving back can be."

This year's inductees include: John Vinken, M. Eng., CFM, FMP, SFP, CET, CRSP, CEM, IFMA Fellow

An incredible force within the global facility management profession for close to four decades, John Vinken was instrumental in the creation of the Project and Facility Management Program at Conestoga College, the first FM degree program in

*Continue on Page 38*

Canada. He served on the program's Public Advisory Committee (PAC), including a term as PAC chair.

Contributing significantly to IFMA's global credential programs through course development and teaching, Vinken has taught more than 1,000 of the FMPs currently working in North America, Africa, the Middle and Far East. He co-created one of the few accredited university-level FMP courses outside of the U.S., and mentored IFMA's British Columbia, Calgary and Nigerian Chapters, along with a group of potential instructors to create a steady local source for IFMA education.

### **Ted Ritter, CBD, PMP, LEED AP, IFMA Fellow**

Applying his multidisciplinary background in information technology, sustainability, marketing and project management, Ted Ritter has advanced the FM profession through opportunities in technology innovation, smart buildings and best practice sharing. He has been involved in IFMA at the board, chapter, council and community levels, leading or participating in IFMA's IT Community, FM Consultants Council, America's Advisory Board, and the Phoenix and Phoenix Student Chapters of IFMA.

Through various collaborations, he has developed FM technical tools and methods, including his most compreh-

ensive single contribution, "The FM Guide to Information Technology." Ritter has provided educational content for working professionals in the U.S. and for Arizona State University FM students for more than two decades.

### **Michael Ross Riseborough, RPA, FMA, AAE, FMP, CFM, IFMA Fellow**

Bringing FM to the forefront among the Canadian Parliament, Michael Riseborough also led a team of stakeholders in establishing the foundation for critical regulations for in-line security screening of bags at airports. He co-authored ASCE Standard 21, Automated People Mover Standards (Safety requirements for) and garnered support from the Greater Toronto Airport Authority and the National Research Council Canada to create a benchmarking tool for airports.

Riseborough was recognized by the University of Waterloo, Ontario, Canada, for collaborative research projects spanning more than 12 years and received the inaugural

IFMA Industry Leadership and Outstanding Contribution Award, recognizing achievements within the Canadian real estate and building maintenance industries.

Following the induction of this year's Fellows, IFMA Chair John Carrillo recognized **Francis J. Kuhn, CFM, IFMA Fellow** for dedicating a lifetime to excellence in the training, support, practice and future of facility management.

"For the past 30 years, Francis Kuhn has showed all of us how to get the job done," said Carrillo. "But most importantly, how to get it done simply, with graceful determination and an irresistible exuberance that ensures even the most resistant skeptic is on board."

Kuhn chaired the IFMA Foundation's board of trustees and IFMA's 2011-12 board of directors. As chair of the Headquarters Workplace Strategy Steering Committee, his vision helped make IFMA's Service Center of Excellence in Houston, Texas, USA, possible. The IFMA headquarters facility

# GLOBAL FACILITY

- Togbe Syvallnus -

# TY EWS

serves as a model for smart, productive, sustainable concepts in the built environment. As an author and speaker, Kuhn has vigorously promoted the FM profession, presenting at conferences around the world and writing articles for IFMA's FMJ for almost two decades.

**IFMA launches CFM® Practice Exam, sponsored by milliCare, its first "Proud Supporter of IFMA Education" partner**

Oct. 15, 2019

Today IFMA launched a new online practice exam for facility management professionals pursuing IFMA's Certified Facility Manager® (CFM®), the only globally recognized certification for experienced FM professionals.

milliCareIn conjunction with the launch, IFMA also announced milliCare Floor & Textile Care as its first "Proud Supporter of IFMA Education" partner. As the official sponsor of the online CFM Practice Exam, milliCare has broadened their support of

FM professionals committed to lifelong education and excellence in the management of facilities.

An IFMA Corporate Sustaining Partner (CSP) since 1990, milliCare has been a longstanding champion of the FM industry. "Naming milliCare as our first Proud Supporter of IFMA Education partner recognizes their ongoing dedication to helping facility professionals advance in their profession," said John Carrillo, CFM, IFMA Fellow, Chair of IFMA's Global Board of Directors. "We're so thankful for their support, and especially grateful for their sponsorship of this valuable preparation tool for aspiring CFMs."

"milliCare is excited to support this new initiative in helping to expand the number of certified FM professionals in the industry," said Steve Willis, milliCare's Managing Director. "MilliCare has a long history of supporting IFMA, so this partnership in education is a natural fit."

IFMA's Certified Facility Manager credential sets the industry standard for ensuring the knowledge and competence of practicing facility managers. The certification process assesses competency in the field through work experience, education and the ability to pass a comprehensive exam.

"Test anxiety is often a major

obstacle to effective test performance," said Laurie Gilmer, P.E., CFM, SFP, LEED AP, CxA, Second Vice Chair of IFMA's Global Board of Directors. "The new practice exam is designed to give certification candidates an idea of what to expect in terms of questions and the opportunity to experience a computer-based exam."

IFMA's online CFM Practice Exam features 90 questions developed from the 11 core competencies of facility management; rationales for each question; and offers up to five retakes. The exam has no passing score and is strictly an optional preparation resource.

IFMA offers CFM candidates a number of preparation resources, including a self-evaluation to assess exam readiness and a one-day CFM Exam prep workshop. For more information and to access the on-line practice exam, go to <https://fm.training>.

## About IFMA's CFM Exam

The CFM Exam is competency-based, testing what a person can do compared to standards that define the practice of facility management. One cannot take a course or a knowledge-based exam to earn the credential. IFMA's competency-based program is

*Continue on Page 40*

# GLOBAL FACILITY NEWS

- Togbe Syvallnus -

at a higher level than a knowledge-based program, reflecting the growing importance of facility management in the international business world. Since the program began in 1992, more than 3,100 facility managers from 32 countries have achieved this prestigious recognition. Learn more at [www.fm.training/credentials/cfm/about](http://www.fm.training/credentials/cfm/about).

Note: Participation in exam preparation courses is optional and not approved or endorsed as the only or best means of preparation for the CFM Exam. IFMA's Certification Commission, the governing body responsible for the development and maintenance of the CFM exam, is not involved in the development or delivery of any exam preparation materials.

## About milliCare

Facility managers have a job that could be described as a balancing act. They continually balance budget needs with maintenance require-

ments, safety procedures with efficiency and sustainability with profitability. An oft-quoted reason milliCare is the vendor of choice for facility managers is our ability to help them maintain that balance. Our services are both effective and environmentally friendly. Our pricing is competitive, and our work is reliable. milliCare finds ways to help facility managers not only through the services we provide, but also by offering resources that can drive career development with our key contacts. Visit [www.millicare.com](http://www.millicare.com).

## SOME FM Events

Stay informed, stay connected and meet career objectives.

IFMA hosts and co-hosts a number of major events throughout the year, all geared toward the learning and networking needs of facility management and other workplace professionals. [Learn more »](#)

Join IFMA to benefit from reduced event registration rates »

### Featured Events

#### **World Workplace Europe**

March 18 - 20, 2020

Amsterdam, The Netherlands

[Learn more »](#)

#### **World Workplace Asia**

April 7 - 9, 2020

Singapore, Asia

[Learn more »](#)

#### **IFMA's Facility Fusion 2020**

April 14 - 16, 2020

San Francisco, California, USA

[Learn more »](#)

#### **IFMA's World Workplace 2020**

Sept. 30 - 2, 2020

Chicago, Illinois, USA

[Learn more »](#)

Exhibit & Sponsor Opportunities

Interested in connecting with a global community of FM decision makers?

[Find out how »](#)

## Goals of IFMA's certification program:

- Assure professional excellence
- Establish standards for global professional practice
- Promote the added value of the profession
- Influence the future direction of the profession

### LEARNING OBJECTIVES

Update and assess your knowledge and skills related to each competency area

Learn about the format of the exam and review sample questions

Become more confident and comfortable when you take the exam

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**BE A CERTIFIED ✓  
FACILITY MANAGER (CFM)**

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# FACILITY MANAGEMENT TIPS

## For Facility Managers (FM)

by Ogunleye Oluwakayode Oluwafemi.

According to the International Facility Management Association (IFMA), a Facility Manager (FM) must in their capacity "ensure functionality, comfort, safety and efficiency of the built environment by integrating people, place, process and technology."

### Top Skills For Facility Management Responsibilities.

#### Numerical Know-How

Most FMs aren't economists, mathematicians, or CPAs. But budgeting and financial planning are nevertheless important parts of the job. You need to know key facility management metrics and how to calculate them. The more financial insight you have, the more effectively you'll be able to handle your facility management responsibilities.

But even if you were never a "mathlete" in school, you can

learn the skills you need to understand high-level business budgeting. Critical thinking goes a long way. In addition to numerical know-how, employers look for someone with an analytical approach, a commitment to getting (and improving) results, and good old-fashioned business sense.

#### Optimizing the Workplace Experience

As a workplace leader, you're going to be tasked with not only determining the ideal work environment for your workforce, but implementing those strategies. While this typically varies from company to company, a few things that reign true for all employee wish lists are proper lighting, effective workplace technology and the option to choose from various agile working options.

Your organization's individual workplace experience will

vary depending on the type of work your workforce is doing, and your overall mission and building's physical limitations.

It is up to you to be routinely asking your workforce for what they want, and adopting the ideas that make the most sense. This process is never really complete, and your workforce's needs are continually changing, your workplace should reflect that as well.

#### Workforce Insider's Insight

As an FM, you probably know a lot about the facility management field. But what about your company's industry? Are you an expert in their universe as well as your own?

Let's say you're the FM for one of the biggest religious organisation in your city. Sure, you know the buildings and how to run it, but how much do you know about religious societies? You need to understand

how the religious organization operates.

This will enable you to diagnose and easily identify your facility's problems. Armed with an insider's insight, you'll be better poised to take your religious organization to the top.

You also need to know your own company's specific vision, values, and goals. How do they fit into the larger, industry-wide picture? How do they differentiate themselves? What objectives are they targeting within their market? Employers need a facilities manager who can help guide them along a strategically charted, goal-oriented path.

### A Go-with-the-Flow Attitude

A lot of leadership is intuitive, but good instincts can be learned. Are you generally easygoing, or are you naturally "on edge"? Either personality type can serve you well in different situations, but flexibility is a valuable trait for FMs.

Ours is a dynamic profession. Every day is different, and problems pop up without warning and new facilities management responsibilities emerge as a result.

If that environment excites you, you're already two steps ahead. But if uncertainty is a stressor, it doesn't mean you can't be the best of the best

among FMs. It's never too late to learn to take a deep breath and recalibrate your approach to the unknown.

### Emergency Reflexes

Part of going with the flow means keeping calm in an emergency. If you've never faced a true emergency, you might not know how you'd naturally respond.

Some people panic; others become instinctively solution-oriented and level-headed. As a general rule, "cool and collected" is the most effective approach to even the direst emergency.

Planning is part of that. If you already know exactly how to react when an urgency arises, you won't be caught off-guard. So be prepared!

### Project Leadership

Facility Managers often double as project managers. Or maybe you work alongside a designated PM. Whatever the task at hand may be, yours is a position of leadership. You'll need to set goals, motivate your workforce, monitor performance, and measure results.

While there's no real substitute for experience, even a newcomer to project management can learn a lot about leadership by taking a seminar or reading a book.

### IT Savvy

Fms may not need a background as software engineers,

but the reality is that today's FM world is more technology-reliant than ever. The more quickly you embrace that, the more valuable you'll be in your field.

Everything from room reservation to asset management and facility maintenance is managed online and, increasingly, on smart phones and tablets). IT plays a valuable role in the way FMs communicate with their workforce, customers, and coworkers as well.

Your employers will look to you as the expert in facility management software. They likely don't have time to educate themselves on the latest developments, so they'll depend on you to keep the facility on solid technological ground.

That's why you'll want to keep yourself apprised of the latest trends in FM software development. Make sure your IT platforms are situated to solve problems and eliminate waste.

### Implementing The Right Workplace Technology

Your goal as a facilities manager is ultimately to improve the employee experience by perfecting the workplace experience. One component of an effective work environment is technology that makes the work day run more

*Continue on Page 44*

efficiently. From intelligent way finding tools to visitor management, cloud-based workplace technology helps your employees interact with their space from wherever they are.

The type of workplace technology necessary for your workforce will depend on your goals. Do you want your employees to be able to book conference rooms on their way to work, or do they really need a mobile app that can help them submit work order requests when the light bulb in the conference room is out again?

There are so many factors that go into selecting an effective workplace management system, and as a facilities manager, it's your job to determine what your workforce needs and help find a provider. The modern workforce expects to interact with their environment like they do in their personal lives: seamlessly. Keep that mind set when doing your research, and you're sure to find an IWMS that everyone loves to use.

### Analyzing Workplace Data

While implementing the best workplace technology for your organization is important, being able to extract data from that technology and use it to better predict and plan for your workplace's future is one of the most important benefits, for your role specifically!

The right workplace technology can tell you whether or not you have enough space, when you might run out or what type of space you have too much of. It can tell you how often the conference rooms are being used, whether the bathrooms need to be serviced, and the projected growth at your organization's current hiring rate.

The right workplace data can give you insight to your building like never before, and will make maintaining and preparing your workplace for the future more accurate and achievable.

Understanding the heightened responsibilities that come from utilizing the right workplace technology is a skill that most organizations need or will in the very near future.

### People Skills

At the end of the day, facilities management responsibilities all relate to the people you serve. Your ability to connect with, engage, and inspire the others around you will make the most determinative difference in your performance as an FM.

The good news is that people skills are among the most easily acquired traits on this list. Much of it comes down to your own perspective.

Respect is the cornerstone of every productive working relationship. Communication matters, too. Don't just

convey information; make sure your meaning is understood (and, in turn, make sure you understand others as well).

Identify the objectives of the people you work with, learn what motivates them, and commit yourself to forging a professional connection that inspires each party to bring out their very best.

### Having it all

While each skill is important on its own, the combination of all of the above can really be the difference between an average Facility Manager and one that shines.

You can dig deeper into the IFMA base for additional knowledge.

What is abundantly clear though is that the role of Facility Managers extend way beyond on-site responsibilities. You're a leader in a "people profession." What could be more exciting than that? Make it your goal to be the best FM you can be.

There are exciting times ahead!