

Complete List of Competencies

Covered on the IFMA CFM® Exam

IFMA is committed to conducting periodic global job task analyses to ensure that the facility management body of knowledge encompasses current knowledge, best practices and trends in facility management. This process ensures that the CFM aligns with global facility management practices and remains the most prestigious facility management credential.

How to use this information as a self-assessment to prepare for the CFM Exam

Each of the 11 competency areas is comprised of related competency statements which are further broken down into specific performances. The exam questions are written to identify whether or not examinees are competent in each performance.

You can use this competency outline as a type of self-assessment simply by reading each performance and asking yourself these questions:

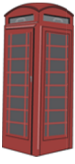
- Have I performed this function?
- Have I managed this function?
- How many people were involved with this project?
- How many of these people reported to me?
- What was the budgeted amount for this project?
- Did I prepare the budget?
- Did I maintain the budget?
- How many employees were affected?
- How many square feet were involved?
- Have I done this for more than one company or in more than one environment?

Not all questions can or will relate to each performance; however, it's vital to thoroughly analyze your background in each performance. The majority of people who pass the exam have both breadth and depth of experience in most of the competency areas with some exposure to the other areas.

If you find that you lack strong knowledge and/or experience in a few competency areas, you may take courses or read material to help expand your knowledge in these areas. However, remember that no course or curriculum can substitute for experience, and the CFM Exam is designed to assess how your experience and knowledge are applied in facility management practice.

Facility Management Competencies and Performances

IFMA Global Job Task Analysis



Communication

Competency 1.

The competent facility manager is able to manage/oversee the development and use of the facility communications plan.

Performances

1. Develop and implement a facility management communication plan (messages, reminders, vision and mission).
2. Select the situation-appropriate media and techniques for communicating with stakeholders.

Competency 2.

The competent facility manager is able to prepare and deliver messages that achieve the intended result.

Performances

1. Promote facility management information and recommendations to internal and external stakeholders (facility staff, public, senior management, customers, boards of directors and so forth).
2. Prepare reports for stakeholders (facility staff, public, senior management, customers, boards of directors and so forth).
3. Manage/oversee stakeholder perceptions and expectations.



Emergency Preparedness & Business Continuity

Competency 1.

The competent facility manager is able to plan, manage/oversee and support the entire organization's emergency preparedness program.

Performances

1. Develop a risk management plan.
2. Develop emergency management plans and procedures.
3. Assist in the design of simulations or exercises to test the emergency management and business continuity plans.
4. Manage/oversee the execution of simulations or exercises to test the plans.
5. Secure technology systems and services.

Competency 2.

The competent facility manager is able to plan, manage/oversee and support the entire organization's business continuity program.

Performance

1. Develop a business continuity plan.



Environmental Stewardship & Sustainability

Competency 1.

The competent facility manager is able to plan, manage/oversee and support the entire organization's commitment to protecting the environment.

Performances

1. Manage/oversee the built environment.
2. Manage, oversee and safeguard the natural environment.

Competency 2.

The competent facility manager is able to manage/oversee the entire organization's commitment to the sustainability of the built and natural environments.

Performances

1. Develop and direct sustainability programs.
2. Provide data to support facility evaluation.
3. Evaluate and manage/oversee the asset life cycle process.



Finance and Business

Competency 1.

The competent facility manager is able to manage/oversee the financial management of the facility organization.

Performances

1. Develop, recommend and manage/oversee the facility's budget requirements (expense/operational, capital).
2. Prepare business cases, supporting documentation and financial reports.
3. Analyze and interpret financial documents (budget, financial statements, ratios and so forth).

Competency 2.

The competent facility manager is able to administer and manage/oversee the finances associated with contracts.

Performances

1. Develop and manage/oversee contracts.
2. Administer contracts (implementation and monitoring).
3. Analyze and interpret financial contract elements (lease agreements, service contracts, cost statements and so forth).
4. Resolve vendor conflicts.

Competency 3.

The competent facility manager is able to administer procurement and chargeback procedures.

Performances

1. Administer procurement procedures (for outsourcing, products, services, contractors, designers, whole buildings and so forth).
2. Define, justify and apply chargeback procedures.



Human Factors

Competency 1.

The competent facility manager is able to develop and implement practices that support the performance and goals of the entire organization.

Performances

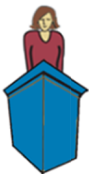
1. Manage/oversee the work environment to support staffing, recruitment, retention, motivation and productivity.
2. Create an environment conducive to innovation (investigate trends, conduct pilot tests).
3. Provide a healthful and safe environment.
4. Provide security that meets the facilities' needs (physical, site security, access control, information).

Competency 2.

The competent facility manager is able to develop and implement practices that support the performance of the facility organization.

Performances

1. Provide personal and professional growth and development opportunities (coaching, mentoring, training, education, career paths).
2. Encourage diversity.
3. Utilize a performance appraisal system (goal setting, performance monitoring, evaluation).



Leadership and Strategy

Competency 1.

The competent facility manager is able to lead the facility organization.

Performances

1. Lead, inspire, and influence the facility organization, search for best practices, manage change, promote continuous improvement, and provide tools.
2. Advocate for facility management needs and priorities.
3. Develop, implement, and evaluate policies, procedures, and practices for the facility organization.
4. Clarify and communicate responsibilities and accountabilities.
5. Resolve conflicts (organization, personnel).
6. Organize and staff the facility organization.

Leadership and Strategy *(continued)*

Competency 2.

The competent facility manager is able to provide leadership to the entire organization.

Performances

1. Promote, encourage, and adhere to a code of conduct.
2. Develop and manage/oversee relationships (supplier, community, government, tenants, business partners, occupants).
3. Ensure compliance with the organization's social responsibility policies.

Competency 3.

The competent facility manager is able to plan strategically.

Performances

1. Align the facility's strategic requirements with the entire organization's requirements.
2. Develop and implement a strategic planning process.
3. Assess what services are needed to meet organizational (business) requirements.



Operations & Maintenance

Competency 1.

The competent facility manager is able to assess the condition of the facility.

Performances

1. Manage/oversee the assessment of building systems' condition.
2. Assess the condition of the facility structure.
3. Assess the condition of the facility interiors.
4. Assess the condition of the facility exteriors.
5. Assess the condition of the facility's grounds.

Competency 2.

The competent facility manager is able to manage/oversee facility operations and maintenance activities.

Performances

1. Manage/oversee the acquisition of building systems and structural, interior, exterior and grounds elements.
2. Manage/oversee the installation of building systems and structural, interior, exterior and grounds elements.
3. Manage/oversee the operation of building systems and structural, interior, exterior and grounds elements.
4. Manage/oversee the maintenance of building systems, structural elements, interiors, exteriors and grounds.
5. Manage/oversee the disposal/disposition of building systems and structural, interior, exterior and grounds elements.

Operations & Maintenance *(continued)*

Competency 3. The competent facility manager is able to manage/oversee occupant services (parking, janitorial services, food services, concierge, facility helpdesk, security and safety).

Performances

1. Identify required occupant services.
2. Decide/recommend the most appropriate way to provide occupant services (outsource, in-source),
3. Manage/oversee the modifications to building systems, structural elements, interiors, exteriors and grounds.
4. Monitor the performance of service providers.

Competency 4. The competent facility manager is able to manage/oversee the maintenance contracting process.

Performances

1. Develop maintenance contract specifications.
2. Assure competent maintenance contractors are selected.
3. Negotiate service level agreements.
4. Monitor maintenance contractors' work.
5. Resolve contract disputes.

Competency 5. The competent facility manager is able to develop, recommend and manage/oversee the facility's operational planning requirements (temperature control, lighting, equipment replacement and so forth).

Performances

1. Develop policies and guidelines related to usage and maintenance.
2. Determine life cycle costs.
3. Monitor the usage and performance of all facility systems, equipment and grounds.
4. Monitor occupant satisfaction.



Project Management

Competency 1. The competent facility manager is able to plan projects.

Performances

1. Define and program projects (purpose, size, scope, schedule, budget and user needs).
2. Plan projects (resources, schedule and sequence).
3. Develop contract specifications and solicitations.

Competency 2. The competent facility manager is able to manage/oversee projects.

Performances

1. Administer contracts (implement, monitor service level).
2. Manage/oversee projects (construction, relocation, renovation, organizational change).
3. Evaluate project outcomes.



Quality

Competency 1.

The competent facility manager is able to develop and manage/oversee the creation and application of standards for the facility organization.

Performances

1. Develop, review and compare performance metrics for facility management services (benchmarking, measuring observable behaviors, service response, resolution times and so forth).
2. Establish key performance indicators.
3. Establish and maintain specifications (materials, equipment, furniture, finishes, fixtures, design criteria).
4. Develop, implement and monitor best value practices.
5. Develop customer service level agreements.

Competency 2.

The competent facility manager is able to measure the quality of services provided.

Performances

1. Monitor customer satisfaction and service delivery performance and provide feedback to customers.
2. Collect, verify, analyze and report facility management data from various sources (space plans, customer satisfaction, feedback mechanisms).
3. Collect and verify, analyze and report internal facility management data (utilities, work orders, work history).
4. Conduct assessment of third party providers (suppliers, contractors, consultants).

Competency 3.

The competent facility manager is able to manage/oversee the improvement of work processes.

Performances

1. Assess ways to improve workplace productivity.
2. Develop and implement process improvements.

Competency 4.

The competent facility manager is able to ensure and monitor compliance with codes, regulations, policies and standards.

Performances

1. Audit and document compliance with codes, regulations, policies and standards.
2. Ensure compliance with codes, regulations, policies and standards.



Real Estate & Property Management

Competency 1.

The competent facility manager is able to develop and implement the real estate master plan.

Performances

1. Develop and implement a real estate masterplan.

Competency 2.

The competent facility manager is able to manage/oversee real estate assets.

Performances

1. Determine and evaluate real estate requirements (space utilization, management, highest and best use).
2. Acquire and dispose of real estate (commercial, institutional, industrial, residential, leased and owned).
3. Manage/oversee the real estate portfolio (owned, leased, subleased, co-owned and contract managed).
4. Prepare and administer the service charge budget and allocate among co-owners or tenants



Technology

Competency 1.

The competent facility manager is able to plan, direct and manage/oversee facility management business and operational technologies.

Performances

1. Monitor and evaluate technology trends and innovation.
2. Conduct assessments and/or collaborate on facility management technology needs analysis.
3. Align facility management technology with organizational information technology.
4. Assess the application of technology within facility operations.
5. Evaluate, implement and operate integrated workplace management systems (IWMS - combining CAFM, CMMS and BAS).