

## Apprenticeship Standard for Senior/Head of Facilities Management Degree (Level 6)

**Occupation /profile:** FM practitioners work in the private, public or third sector and all sizes of organisation. Specific job roles at this level may include: Senior Facilities Manager; Head of Facilities; Head of Estates; Head of FM Operations. This role is accountable for the delivery of a variety of integrated FM operational services (e.g. cleaning, catering) across multiple sites or a portfolio of property assets and FM services, nationally or regionally. They are accountable for setting the FM strategy and budgets, overseeing the financial and operational performance of the FM function, managing client relationships, building the FM client base, business growth and developing the organizational capability of the FM workforce. They may be employed in-house by an FM company or this function might be outsourced and they may provide FM services in any industry sector.

**Entry requirements:** Whilst any entry requirements will be a matter for individual employers, typically, an apprentice might be expected to have already achieved 'A' levels or equivalent, other existing relevant L4 qualification or relevant experience. They may wish to progress from the L4 FM Apprenticeship. Apprentices might typically be expected to demonstrate skill in IT literacy at level 2 or equivalent.

**Qualifications:** They will have achieved the British Institute of Facilities Management (BIFM) accredited L6 Extended Diploma in FM and a Bachelor's degree in Facilities Management. Apprentices without level 2 English and Maths will need to achieve this level prior to taking the end-point assessment.

**Professional recognition:** Successful completion of the apprenticeship will meet the full requirements of the BIFM at Member grade. During the programme, apprentices will receive membership of BIFM at the Affiliate grade.

| <b>Skills: Senior/Head of FM is able to:</b>   | <b>Knowledge: Senior/Head of FM knows and understands:</b>  |
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| <b>1 Strategic property asset management</b>   |   |
| <i>Manage portfolios of FM property assets strategically (develop property management strategy; evaluate, monitor and control premises, fabric &amp; building services; identify value creation opportunities)</i>   | <i>Requirements of strategic asset management; requirements of an occupancy strategy; option appraisal techniques; ergonomics</i>   |
| <b>2 Service management</b>  |   |
| <i>Lead on FM service delivery and identify opportunities for innovation that create value (evaluate scope and effectiveness of FM service delivery; determine its feasibility; evaluate effectiveness of FM service delivery and innovation)</i>                                  | <i>Service delivery requirements; service delivery models &amp; their implications; analysis &amp; interpretation of data (trends in FM services &amp; delivery models; quantitative &amp; qualitative analysis)</i>  |
| <b>3 Compliance</b>  |   |
| <i>Scope and evaluate the extent and nature of FM compliance requirements and recommend actions that address the shortfalls (assess risks and implications of non-compliance; differentiate compliance-related accountabilities; monitor and report on compliance performance)</i> | <i>Drivers to compliance; relevant legislation; calculating cost &amp; consequences of compliance and non-compliance; risk management techniques; governance requirements; how to establish monitoring arrangements; risk evaluation; development of risk mitigation plans</i>  |
| <b>4 Management systems</b>  |   |
| <i>Evaluate FM management information systems to develop FM knowledge and enable quality management (evaluate effectiveness of FM information systems; make recommendations for improvement; develop FM quality management strategy, policies, plans and procedures)</i>           | <i>Functionality &amp; limitations of management information solutions; how to validate &amp; extract information from data sources; flow of information within an organization; ISO 41001 (international FM standard); "smart building" technology, data analysis and operation; strategic quality management approaches</i> |
| <b>5 Development and implementation of strategy and policy</b>   |   |
| <i>Develop and implement FM strategy and policy for a portfolio of FM services (analyse internal &amp; external environment; ensure policies are ethical, sustainable)</i>   | <i>Scope of FM; trends in FM &amp; FM profession; strategic planning techniques; contribution of FM to the success of an organization and the economy; FM</i>   |

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| <i>and aligned with the strategy; evaluate effectiveness of FM stakeholder arrangements)</i>   | <i>delivery plans for a range of contexts; stakeholder management</i>   |
| <b>6 Change and programme management</b>   |   |
| <i>Apply change and programme management techniques in an FM context (scope need for change; assess strategic impact of change; develop change management plans; evaluate effectiveness of change)</i>   | <i>Characteristics &amp; uses of programme management theories and techniques (schedule, scope, contract, financial, risk, time/cost/quality, resource and integrative management); strategic impact of change on FM services and teams</i> |
| <b>7 Business continuity</b>   |   |
| <i>Develop and evaluate FM business continuity plans (BCP) (scope and role of FM in BCP; test &amp; evaluate effectiveness of BCP plans)</i>   | <i>How to analyse the links between organizational strategies and plans; FM-related risks and BCP requirements</i>  |
| <b>8 Operational and technical leadership</b>  |   |
| <i>Lead and develop the FM workforce to manage assets and deliver services (manage teams to achieve FM objectives; evaluate personal effectiveness; plan &amp; resource teams)</i>   | <i>FM resource, capacity and succession planning; FM technical leadership and management; HR-related legislation affecting the FM function; employee relations</i>  |
| <b>9 Finance and commerce</b>  |   |
| <i>Develop and implement FM operational business plans and budgets (evaluate commercial impact of decisions; analyse implications of improvements; address FM function budget variances)</i>   | <i>How income is generated in FM; interpretation of financial reports; business planning technique; setting &amp; managing budgets; how to evaluate financial performance; use of capital and revenue budgets</i>                           |
| <b>10 Procurement &amp; contract management</b>  |   |
| <i>Procure FM-related goods and services and manage FM supplier and/or contract performance, driving through efficiency and value for money in the supply chain (evaluate effectiveness of procurement arrangements; evaluate supplier proposals; agree contracts; monitor contracts; manage supplier performance)</i> | <i>FM procurement policy and practices and their implementation within an overall procurement framework; types of contract (local, organization-wide, formal, informal); contract management techniques</i>                                 |
| <b>11 Social responsibility</b>  |   |
| <i>Develop and evaluate a Corporate Social Responsibility (CSR) plan aligned with the corporate FM strategy (evaluate social, economic, environmental &amp; ethical responsibilities; implement &amp; evaluate CSR plan; promote CSR activities; encourage innovation in CSR in FM function)</i>                       | <i>Compliance requirements and their impact on FM; relationship between CSR activities &amp; FM business objectives</i>   |
| <b>Behaviours</b>  | <b>What is required for occupational competence</b>   |
| <b>Customer focus</b>  | <i>Exceed customer expectations and add value</i>   |
| <b>Collaboration</b>   | <i>Work in partnership with others for the common good</i>  |
| <b>Influencing</b>   | <i>Anticipating and responding to others' needs and influencing them to enhance performance</i>   |
| <b>Innovation &amp; quality</b>  | <i>Aim for a higher level of excellence</i>   |
| <b>Ethics &amp; integrity</b>  | <i>Work for the greater good and not sacrifice high standards for immediate gain or personal benefit</i>  |
| <b>Leading people</b>  | <i>Foster the growth of themselves and others, inspiring them to exceed their personal and professional goal</i>  |
| <b>Systematic approach</b>   | <i>Approach work in an orderly way</i>  |

**Duration:** The Apprenticeship will typically take 42 - 48 months to complete, although the exact duration will be dependent on the previous experience of the individual.

**Review:** This Apprenticeship standard will be reviewed after 3 years.