



Sustainability in Facility Management

Dr. Andrea Pelzeter

Professor of Facility Management

Berlin School of Economics and Law

Germany

andrea.pelzeter@hwr-berlin.de

Summary

Sustainability in Facility Management (FM) is more than the reduction of energy consumption during the phase of use. All the supporting services offered by FM shall improve the sustainability of the FM customer. Therefore the share that FM adds to the sustainability of the customer has to be measured in its own system. This system needs good interfaces to existing systems for sustainability accounting, like GRI, LEED, BREEAM, DGNB, etc. Following these demands the GEFMA (German Facility Management Association) working group “Sustainability in Facility Management” intends to publish a guideline on measuring and managing sustainability in the processes of FM.

Keywords: sustainability, Facility Management (FM), phase of use, GEFMA

1. Introduction

For public buildings as well as for private high quality projects in the construction sector it has become a necessity to integrate sustainability into the bidding processes of the construction phase. But how is sustainability to be quantified in the phase of use? Which measures are practicable to be taken in daily routines in order to manage sustainability in operation and maintenance of a building? Or even in secondary processes that are not building related? The German Facility Management Association (GEFMA) has started a working group in 2012 in order to answer the questions above with defining a guideline on sustainability in Facility Management (FM). The author of this paper is head of the working group. The paper will present the status quo of the draft for standardising sustainability in FM in the sense of a discussion paper.

2. Intended Guideline

It aims at helping FM professionals to manage sustainability in the secondary processes that are bundled in FM. To manage means to measure, to monitor, to declare and to compete on clear KPIs (Key Performance Indicators) for sustainable FM services. These KPIs shall be used for procurement, in the daily routine of FM performance as well as for potential sustainability reports in FM. Therefore KPIs have to be suitable for communication and also to be practicable concerning documentation and calculation. In addition to that GEFMA expects

that a certification shall become possible, as soon as there are enough benchmarks available measuring sustainability in the different sectors of FM.

3. Relation to existing systems of sustainability assessment

The GEFMA guideline will relate to systems measuring the entrepreneurial sustainability, i.e. GRI CRESS (Global Reporting Initiative, Construction and Real Estate Supplement) and ISO 26000 on CSR (Corporate Social Responsibility), and as well to systems accounting the sustainability of construction works. Especially in the versions for buildings in use there are FM-related indicators, i.e. LEED for existing buildings (Leadership in Energy and Environmental Design) BREEAM in use (BRE Environmental Assessment Method), DGNB system (German Sustainable Building Council), etc. Also ISO 15392 and ISO 21929ff: “Sustainability in building construction” will be of importance. The research project “RoSS – Return on Sustainability System”^[1] undertook a first attempt to define a specific accounting system for the sustainability of FM industry. It developed a set of 20 KPIs in a process of iterative consultations with FM practitioners^[2].

4. First results of discussion process

General principles of sustainability in FM have to be the basis on which KPIs can be stated. A differentiation seems to be necessary in order to address the different context in operative versus strategic management and in technical versus other services. There will be a set of compulsory KPIs complemented by optional KPIs. It is mandatory that FM has possibilities to influence a KPI during the phase of use of a facility. KPIs need to include the supply chain of FM. Most important is that KPIs shall not use square meter or similar units for benchmarking but functional units e.g. fulltime workplace. The proposed system calculates the share of FM in the achievement of sustainability for the primary process, the staff and the facilities of the FM customer. The contribution of FM is calculated as the difference between the value for the KPI at the beginning and at the end of the period under consideration. The final KPIs to measure the contribution of FM e.g. to the reduction of consumptions, shall follow a national standard (or assessment system) in order to achieve maximal compatibility. The sustainability of the FM provider himself is addressed in “sustainability in the supply chain”. There the quality of the provider can be assessed according to GRI or RoSS. Thus sustainability in FM can be accounted separately from the facility and the primary processes of the FM customer, but with a precisely defined relation to both.

[1] KUMMERT K., MAY M., PELZETER A.: “Nachhaltiges Facility Management”, Berlin, 2013

[2] <http://ross.htw-berlin.de/RoSSApp>