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Facility Management Competencies

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Eppley
INDIANA UNIVERSITY

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Facility Management Competencies

Facility Manager Competencies Report

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TABLE OF CONTENTS

Introduction and Overview:
NPS Facility Manager Competencies

AN INTRODUCTION TO THE NATIONAL PARK SERVICE FACILITY MANAGER COMPETENCIES

Introduction to Competency-Based Training

Competency-based human resource systems represent the industry and government standard and outline the knowledge, skills, abilities, and behaviors that are required for employees to perform duties at a defined level of proficiency. Competency-based training provides employees with outcome-based, learner-driven tools that help to improve their overall job performance as determined by competencies. The competencies are designed to provide clear performance measurements and stimulate professional growth by encouraging individuals to take charge of developing their own skills and abilities. Through basing training and development courses on well-defined, established competencies, employees are provided with a clear vision of which specific skills and abilities they need to develop in order to successfully fulfill their roles and responsibilities. In addition, competencies increase accountability by providing a standard of measurement against which the learner and worker can be evaluated.

As the facility management workforce ages and approaches retirement, the National Park Service (NPS) wanted to ensure that new facility managers were provided with the training and opportunities to develop the skills they need in order to be successful. Such skills include knowledge of and familiarity with both old and new technology, equipment, and management practices. The development of facility manager job competencies was identified as a critical first step to define and then to maintain the skills the NPS expects from its facility managers.

The following competencies for NPS facility managers represent the full range of knowledge and performance levels that are necessary to a facility manager's job. They describe a clear level of expectation for facility managers over the long-term. While entry-level facility managers may not expect to have achieved every competency by the end of their first year on the job, these competencies provide facility managers with the building blocks they can use to develop their knowledge, skills, and abilities over the course of their careers. Ultimately, employees will work with their supervisors to identify key competency areas of importance and assess job performance together as part of an effort to establish overall employee competence. Competencies can help to empower employees to set their own developmental direction with their supervisors' input.

The NPS facility manager competencies also provide facility managers with both the foundation and the guidelines for a workforce development program that is versatile, broad-based, and effective. Curriculum and courses from the Department of the Interior, the NPS, universities, trade schools, and a variety of other organizations will be matched with the facility manager job competencies to facilitate ways for supervisors, employees, and the NPS itself to ensure the facility management workforce in the NPS is meeting the needs of the agency.

What are Competencies?

The NPS describes a competency as a "combination of knowledge, skills, and abilities in a particular career field, which, when acquired, allows employees of the NPS to perform a task or function at a specifically defined level of proficiency" (The Learning Place: Competencies, http://data2.itc.nps.gov/hafe/training/competent.cfm, accessed 7/25/05). Competencies correlate with job performance, can be measured against well-accepted performance standards, and can be improved through training and development opportunities.

Competencies in the NPS can be divided into the following different types:

General Competency: A competency that is common to many jobs, such as reading or writing.

Essential Competency: A competency that forms part of the vital knowledge, skills, and abilities for an individual career field; an essential competency is critical for an employee to perform effectively at his or her level in a career field

Shared Competency: An essential competency inherent to one career field that crosses over into another career field.

Common Competency: An essential competency that describes the knowledge, skills, and abilities found within a family of related jobs.

Universal Competency: A general competency that is required for all NPS employees, regardless of career field or level of work. An example of a universal competency would be, "Comprehension of the NPS' mission."

What are the Different Performance Levels?

For every career field and every individual NPS employee, different performance levels apply. Supervisors and employees must recognize what an individual's performance level is and focus on developing skills that eventually will raise that performance level.

The performance levels are defined as follows:

Entry Level: Competencies for employees meeting basic qualifications.

Intermediate Level: Competencies for employees with limited hands-on experience in one or more areas within their career field; such employees can handle some issues/situations/competencies on their own in one or more areas within their career field.

Full Performance Level: Competencies for employees having considerable hands-on experience, generally in one or more areas within their career field; such employees can generally handle most issues/situations/competencies on their own in more than one area within their career field.

Methodology for Determining Competencies

The Competency Gap Analysis, conducted by the Eppley Institute for Parks and Public Lands for the NPS, provided a foundation for the development of goals and strategies for the successful implementation of a Servicewide Facility Management Program (FMP). The results of the study indicated that development of facility manager competencies was required before any gap between employee training, knowledge, and application levels could be identified for workforce development. The analysis occurred in three separate phases.

During the initial phase of competency identification and development, the Eppley Institute and the NPS conducted an analysis existing NPS competencies for facility management, as well as competencies identified by professional organizations, such as the International Facility Management Association and the Association for Facility Engineers. These competencies were compiled and evaluated for relevance to today's NPS facility manager. While the position of facility manager is not a specific career field in the NPS, but is instead part of the Maintenance career field, it has a distinct and essential role as a profession within the Service. As a result, a second phase of analysis was initiated during which an NPS workgroup reviewed all existing competency documents and drafted an initial competency document. This document was sent out to various groups within the NPS for comment.

Methodology for Validating Competencies

As a result of the second phase, a third and final phase of the analysis was created to validate the competencies that had been developed using a modified Delphi technique. This research technique is used to build consensus among many diverse subject matter experts. It usually consists of several rounds of surveys, asking participants to provide responses to specific questions. The survey instrument for each round is based on the participants' responses in the previous round; surveys continue until consensus is reached. The researcher compiles and analyzes response data between each round to develop subsequent surveys and assess when consensus has been reached.

One of the benefits of using a Delphi technique is that agreement can be reached on complex issues, such as facility manager competencies, in a short period of time. It allows subject matter experts to remain anonymous and ensures that the opinion of every member of the group is counted equally. It also allows the researcher to solicit input from experts who may be geographically dispersed in a controlled, reliable manner. Disadvantages include difficulty in reaching a final consensus, getting surveys to participants in a timely fashion, and possibly high non-response rates, particularly during later rounds of the surveys. To review and validate the facility manager competencies, a group of seventeen individuals were asked to serve as a jury of subject matter experts. These participants were recognized experts in the field of facility management. Participants included NPS superintendents, chiefs of maintenance, a facility management trainer, an executive director, state park directors, and others. To create a group with a wide variety of facility management experience, participants were culled from a variety of

organizations, including the NPS; California, Michigan, and Indiana park departments; individuals associated with the International Facility Management Association; and private sector workers.

Data Collection Protocol

In 2007, a comprehensive review of the existing facility management competency document was completed. The review process was divided into three rounds, in which subject matter experts were able to comment on proposed changes and ultimately vote on acceptance of each change. The data collection protocol, in its entirety, can be found in Appendix A.

Facility Manager Competencies

A number of key reports, such as the NPS' *Facility Management for the 21st Century* and the Department of the Interior's *Strategic Human Capital Management Implementation Plan*, as well as independent recommendations from the Servicewide Maintenance Advisory Committee, state the importance of having competent facility managers to lead parks in best practices in asset management. The following facility manager job competencies, tasks, conditions, and criteria serve as the foundation for the development of a comprehensive facility management training and certification program. Rather than expecting to meet all of these competencies in a short time frame, facility managers should view them as developmental tools that provide them with a roadmap to follow in order to build their knowledge levels, skills, and abilities through the course of their tenure.

Section I: Competency Overview

The Overview begins with a table listing the six facility manager parent competencies. Each parent competency is further divided into three to five child competencies.

Facility Manager Competencies						
Parent Competency	**I. Asset Management**	**II. Operations and Maintenance**	**III. Project Management**	**IV. Resource Stewardship**	**V. Business Management**	**VI. Supervision, Management and Leadership**
Child Competency	A. Planning and Procedures	A. Service Scheduling, Performance, and Tracking	A. Project Management	A. Cultural Resources	A. Plan and Organize the Facility Function	A. Leading Change
	B. Property and Structure Ownership Management	B. Facility Management Software	B. Programming and Design	B. Natural Resources	B. Budget and Finance	B. Leading People
	C. Life Cycle Management	C. Health, Safety, and Environmental Factors	C. Construction and Relocations	C. Environmental Leadership	C. Assessment and Innovation	C. Results-Driven
	D. Inventory and Condition Assessment	D. Emergency Preparedness			D. Human Resource Management	D. Business Acumen
					E. Technology	E. Building Coalitions

Following this table, each parent competency and child competency are further described, including an index for locating associated tasks, conditions, and criteria. Finally, the competencies for each parent competency are listed in outline form with their associated tasks.

Section II: Tasks, Conditions, and Criteria

After the Overview section, the Tasks, Conditions, and Criteria section provides tables of the specific tasks required for each competency. Organized by their associated parent competency, each task is described through conditions and criteria that must be met by facility managers.

Facility Manager Competencies:
Overview and Summary

PARENT COMPETENCIES AND CHILD COMPETENCY OVERVIEW

The six parent competencies and child competency areas for a facility manager are listed in the following table.

I. Asset Management	II. Operations and Maintenance	III. Project Management	IV. Resource Stewardship	V. Business Management	VI. Supervision, Management and Leadership
A. Planning and Procedures	A. Service Scheduling, Performance, and Tracking	A. Project Management	A. Cultural Resources	A. Plan and Organize the Facility Function	A. Leading Change
B. Property and Structure Ownership Management	B. Facility Management Software	B. Programming and Design	B. Natural Resources	B. Budget and Finance	B. Leading People
C. Life Cycle Management	C. Health, Safety, and Environmental Factors	C. Construction and Relocations	C. Environmental Leadership	C. Assessment and Innovation	C. Results Driven
D. Inventory and Condition Assessment	D. Emergency Preparedness			D. Human Resource Management	D. Business Acumen
				E. Technology	E. Building Coalitions

In this section, each parent competency and the child competency areas are described, including an index for locating associated tasks, conditions, and criteria. Next, each competency is described with its associated tasks. The second section of this document, the Tasks, Conditions, and Criteria section, provides tables of the specific tasks required for each competency. Organized by their associated parent competency, each task is described through conditions and criteria that must be met by facility managers.

I. ASSET MANAGEMENT SUMMARY

The following competencies describe the responsibilities of a facility manager under the parent competency Asset Management.

PARENT COMPETENCY—I. Asset Management		
Child Competency	**Competency Description**	**Tasks, Conditions, and Criteria**
A. Planning and Procedures	To develop appropriate asset management practices and procedures, facility managers must have a clear picture of the asset inventory, including buildings, roads, trails, campgrounds, visitor transportation systems, and utilities, as well as each asset's features. Facility managers then create park procedures related to both traditional and non-traditional asset types. A facility manager's performance in this competency ensures that assets are managed efficiently, reliably, and safely in a manner consistent with rules, regulations, and standards.	See pages 35 - 38
B. Property and Structure Ownership Management	Managing and planning for property, buildings, and lands includes, among other aspects, projecting the need for additional facilities based on changes in park mission and visitor trends; projecting the need to acquire, dispose, and build facilities; and supervising the upkeep of community services such as water, sewer, transportation, housing, roads, and communications. Property and structure ownership plans directly impact facility management since construction, community services, acquisitions, and disposals require long lead times and directly affect a park's backlog; therefore, facility managers use General Management, Strategic, and Master Plans to link the property and structure ownership plan with the strategic business plan.	See pages 39 - 43
C. Life Cycle Management	Facility managers must have the knowledge, skills, and abilities to manage a park unit's assets while keeping long-term goals and objectives in mind. By operating and managing a facility using concepts of life cycle management, facility managers greatly enhance an asset's functional life. Life cycle management also provides facility managers with the skills and information to maintain a facility more efficiently throughout its life. Through application of life cycle costing projections, the facility manager plays a vital role in managing the backlog by assuring that life cycle costs are reconsidered whenever new construction options are developed.	See pages 44 - 48

PARENT COMPETENCY—I. Asset Management		
Child Competency	**Competency Description**	**Tasks, Conditions, and Criteria**
D. Inventory and Condition Assessment	To successfully manage their facilities, provide services efficiently, and plan for current and future facility needs, facility managers must have an accurate, working picture of the condition of their assets. Asset condition is essential to the mission of the facility function; therefore, it is imperative that facility managers conduct accurate, regularly scheduled, and complete facility condition assessments.	See pages 49 - 52

PARENT COMPETENCY—I. Asset Management	
Child Competency	**Competency Tasks**
A. Planning and Procedures	1. Participate in the development of the park's General Management Plan, business plans, and strategic plans used to accomplish park goals. 2. Develop the park's asset management plan. 3. Maintain and evaluate the asset management plan. 4. Recommend park policies. 5. Establish park practices and procedures. 6. Determine and administer the allocation of asset features' resources as it relates to the overall mission of the park. 7. Monitor and enforce accessibility standards and requirements.
B. Property and Structure Ownership Management	1. Manage the development and implementation of a property and structure ownership plan. 2. Direct highest and best usage studies, including adaptive use of facilities. 3. Evaluate the effects of real economic change on park property and structural assets. 4. Evaluate the effects of proposed property and ownership changes on different units. 5. Manage the acquisition, disposition, and best use of leased and owned assets. 6. Manage the property and structure lease portfolio. 7. Maintain property and structure ownership documents. 8. Manage development support services for other functions. 9. Assess an asset's need.
C. Life Cycle Management	a. Estimate full life cycle costs in project planning and management. b. Recommend building systems. c. Inventory, manage, and maintain the park unit's fleet of vehicles. d. Oversee the acquisition, installation, and operation of asset features. e. Monitor and evaluate how well asset features perform. f. Manage corrective, preventive, predictive, and cyclic maintenance.
D. Inventory and Condition Assessment	1. Plan for annual condition assessments. 2. Ensure that condition assessments are conducted. 3. Ensure that processes are documented. 4. Select methods to collect data. 5. Establish standards of assessment. 6. Analyze data. 7. Improve asset condition and facility service delivery process. 8. Monitor and promote the condition assessment process. 9. Report any repairs to deficiencies identified in the condition assessment report.

II. OPERATIONS AND MAINTENANCE SUMMARY

The following competencies describe the responsibilities of a facility manager under the parent competency Operations and Maintenance.

PARENT COMPETENCY—II. Operations and Maintenance		
Child Competency	**Competency Description**	**Tasks, Conditions, and Criteria**
A. Service Scheduling, Performance, and Tracking	The viability of a park operation depends on the facility's ongoing, efficient delivery of services. This requires people with the skills and knowledge to do the job, space that supports the work of these people, and supplies and equipment to accomplish the work. Facility managers are responsible for identifying what policies and procedures affect the delivery of services, how contracts inhibit or enhance delivery of services, and how work practices are influenced by delivery of services.	See pages 55 – 58
B. Facility Management Software	Facility managers can use Servicewide facility management software, currently the Facility Management Software System (FMSS), to itemize and manage their park unit's assets better. FMSS helps document, prioritize, and manage a park unit's many assets. Facility managers are responsible for using the FMSS to facilitate stewardship and accountability within park units.	See pages 59 - 62
C. Health, Safety, and Environmental Factors	Protecting the health and safety of people and improving the quality of work life can lead to improved employee performance, can help the park better compete for and retain qualified employees, and can strengthen relations with employees and the community. Facility managers must provide a high level of environmental leadership in order to fully implement effective health and environmental programs.	See pages 63 – 69
D. Emergency Preparedness	Emergencies can put people, facilities, services, equipment, and materials at risk. Emergencies include natural disasters, terrorism, vandalism, operating failures, and accidents. Protecting people, the facility, and the environment are important responsibilities of the facility management operation. Although emergencies cannot be anticipated, responses to them can be planned for.	See pages 70 - 74

PARENT COMPETENCY—II. Operations and Maintenance	
Child Competency	**Competency Tasks**
A. Service Scheduling, Performance, and Tracking	1. Plan for delivery of services to include cost of operation and maintenance, using appropriate operations and maintenance models. 2. Assign operations and maintenance duties as required within National Park Service (NPS) work types, including documentation of labor, material, and supply cost. 3. Assure that services are delivered through the use of inspection, supervision, and review of work as assigned in appropriate time frames. 4. Evaluate service delivery at regular intervals, including costs of operation, labor time records, and other records as required. 5. Collect, process, and analyze data to assess quality of service. 6. Identify, secure, and maintain required contract services to improve overall service delivery.
B. Facility Management Software	1. Collect standard facility management data in support of asset inventory and asset condition. 2. Plan and schedule servicing, repair, inspection, and adjustment to assets through preventive maintenance. 3. Standardize work types to determine total cost of ownership of an asset and to manage operational costs of an asset. 4. Conduct, document, and record condition assessments on constructed assets. 5. Effectively use the FMSS to determine deferred maintenance and to prioritize projects with the highest emphasis on critical deferred maintenance needs and mission critical assets. 6. Use the FMSS as a tool in facility function business operations. 7. Consistently and accurately conduct work order planning and work order tracking. 8. Plan and track human resource activities. 9. Generate reports for quality assurance, quality control, and data validation.
C. Health, Safety, and Environmental Factors	1. Develop and implement Environmental Management System plans and procedures. 2. Develop and implement Injury and Illness Prevention plans. 3. Evaluate and manage the facility's support of organizational health and environmental goals and objectives. 4. Monitor changes and comply with laws and regulations relating to public health, environmental factors, and safety issues, such as accident investigation and root cause analysis. 5. Monitor information and trends about human and environmental concerns. 6. Provide training to maintain safe and effective use of the facility, following park safety program plans and procedures. 7. Direct the development and administration of environmentally conscious programs. 8. Conduct due diligence studies.

PARENT COMPETENCY—II. Operations and Maintenance	
Child Competency	**Competency Tasks**
D. Emergency Preparedness	1. Develop emergency plans. 2. Ensure that people are trained in emergency procedures. 3. Ensure that all emergency systems and procedures are tested as planned. 4. Ensure that emergency drills are conducted. 5. Develop disaster recovery plans. 6. Develop continuity plans and ensure that anti-terrorism issues are addressed.

III. PROJECT MANAGEMENT SUMMARY

The following competencies describe the responsibilities of a facility manager under the parent competency Project Management.

PARENT COMPETENCY—III. Project Management		
Child Competency	**Competency Description**	**Tasks, Conditions, and Criteria**
A. Project Management	Project planning and management are core skills in facility management. These skills are particularly important because of the wide range of projects assigned to the facility management division. Projects vary in scope, complexity, duration, and financial risk. Projects planning can be abstract, such as the forecasting of future facility needs, or tangible, such as renovations, new construction, and demolitions.	See pages 77 – 82
B. Programming and Design	Together, programming and design carry forth the facility plan. Through programming, managers define user needs and develop a statement of design requirements. Programs provide the interface between the users and the people who transform space into a productive work environment. The program directly guides design specifications. Programs also must operate according to the guidelines of established NPS and Americans with Disabilities Act accessibility standards. Design transforms the general program requirements into specifically defined needs for allocations, systems, inventory, and equipment. The design visualizes and actualizes the program. Whether the design process is systematic or highly intuitive, it must support effective and efficient overall functioning.	See pages 83 – 85
C. Construction and Relocations	Construction and occupancy projects are given special consideration because of their complexity. Construction projects include all the activities associated with, arranging for and overseeing the construction of a new facility or the remodeling of a current facility. Occupancy projects include identifying the needs of occupants; preparing facilities for new tenants; moving people, equipment, furniture, and supplies to new facilities; and refurbishing vacated space. Occupancy projects may also include rearranging the layout of current space. Both construction and occupancy projects require the facility manager to identify customer needs and to integrate project goals with overall park goals.	See pages 86 - 89

PARENT COMPETENCY—III. Project Management	
Child Competency	**Competency Tasks**
A. Project Management	1. Define the project scope, and identify needed resources. 2. Use the Project Management Information System (PMIS) to request funding for and to track unfunded, recurring, and non-recurring budgetary requirements for projects. 3. Develop the project plan after generating alternative strategies. 4. Develop bid specifications and secure needed resources. 5. Coordinate project tasks. 6. Set compliance and performance criteria to monitor the project. 7. Identify, evaluate, and control all changes occurring throughout the project. 8. Evaluate the results of the project.
B. Programming and Design	1. Manage the programming phase. 2. Evaluate the adequacy of the program. 3. Manage the design phase. 4. Evaluate the design.
C. Construction and Relocations	1. Manage construction projects. 2. Evaluate how well construction projects meet business needs. 3. Manage relocation projects. 4. Evaluate how well moves are performed.

IV. RESOURCE STEWARDSHIP SUMMARY

The following competencies describe the responsibilities of a facility manager under the parent competency Resource Stewardship.

PARENT COMPETENCY—IV. Resource Stewardship		
Child Competency	**Competency Description**	**Tasks, Conditions, and Criteria**
A. Cultural Resources	Through the NPS Organic Act, NPS employees are charged with preserving and protecting the cultural resources found within their park units. A facility manager must recognize, plan, and manage for the cultural importance of park facilities, assets, and park units. The National Historic Preservation Act of 1966 further defined methods of historic and cultural preservation in the National Parks by developing the National Historic Preservation Program, a partnership between the government, private organizations, and the public. These groups cooperatively identify, evaluate, register, and protect significant historic and archeological sites across the country. To be effective, a facility manager must fully understand and manage for the cultural significance of facilities and park units.	See page 93 – 97
B. Natural Resources	Facility managers must be skilled at leading a workforce toward sensitive and responsible action during their interface with natural resources. They must understand and comply with relevant regulations as supplied by the National Environmental Protection Act and the Federal Accounting Standards Advisory Board, which reports regulations for stewardship assets. The actions of every NPS employee in regard to protection of natural resources should be guided by the greater mission and purpose of the NPS: "[T]o conserve the scenery and the natural and historic objects and wildlife therein and to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations."	See page 98 – 101
C. Environmental Leadership	The NPS mission, to preserve and protect our country's resources for future generations, while also providing for the public's enjoyment, requires every employee, from seasonal worker to supervisor, to make demonstrable efforts to enact the Service's commitment to environmental compliance, education, and stewardship. Environmental leadership is everyone's job. Visitors expect parks to be protected through sound management practices. The Facility Manager must also be sensitive to the park unit's natural environment. Systems such as the Environmental Management System are important tools for facility managers in the development of policies, plans, practices, and evaluations to ensure environmental goals are set and met. Ultimately, sustainability and environmental leadership help to complement and support the NPS mission.	See page 102 – 104

PARENT COMPETENCY—IV. Resource Stewardship	
Child Competency	**Competency Tasks**
A. Cultural Resources	1. Manage facilities and services with a working knowledge of preservation law, philosophy, and practice. 2. Support the research and inventory of relevant cultural resources that is conducted by professional cultural resource managers. 3. Ensure that all cultural preservation plans comply with laws and regulations. 4. Enact preservation plans and assess their impacts on cultural resources. 5. Serve as a staff resource person concerning management and preservation of cultural resources.
B. Natural Resources	1. Manage facilities to help support NPS natural resource stewardship goals. 2. Ensure that all facility function activities comply with laws and regulations. 3. Apply natural resource knowledge to plan, implement, and administer natural resources projects. 4. Understand and use public comment systems—currently the Planning, Environment, and Public Comment system—to guide management decisions.
C. Environmental Leadership	1. Promote a climate of environmental leadership within the park unit. 2. Build knowledge and use of proven sustainable practices for conserving energy and other resources through facility management. 3. Introduce the use of proven sustainable practices into planning, design, construction, and rehabilitation. 4. Integrate sustainable practices into operations and maintenance.

V. BUSINESS MANAGEMENT SUMMARY

The following competencies describe the responsibilities of a facility manager under the parent competency Business Management.

PARENT COMPETENCY—V. Business Management		
Child Competency	**Competency Description**	**Tasks, Conditions, and Criteria**
A. Plan and Organize the Facility Function	A major task for a facility manager is to organize and manage the facility division itself. On the simplest level, planning involves setting goals and choosing the methods that will achieve those goals. Today, however, planning is more complex. Planning enables the park unit to achieve its mission and goals. Planning for the facility management division involves creating a mission and setting strategic short- and long-term goals. It requires having accurate, up-to-date information concerning projections and emerging trends, both within and external to the park. Any plan must also accommodate shifting needs and changes in culture.	See pages 107 – 109
B. Budget and Finance	Facility managers need a working knowledge of budget and financial principles to successfully manage their park units. Specifically, facility managers should recognize the relationship between financial decisions and facility operations in their divisions.	See pages 110 – 114
C. Assessment and Innovation	Quality improvement programs start with an understanding of customers, particularly their needs and their expectations. In addition, facility managers must understand, document, evaluate, and improve upon the processes used to meet these customer demands. Facility managers must be able to measure the performance of the facility and service process to make continuous improvements using the following tools: A.) Benchmarking, the process of comparing the facility and the facility function's performance to the performance of other external organizations, B.) Audits of government regulations and internal NPS standards, and C.) Innovation based on proactive searches for innovative ideas and related services.	See pages 115 – 121
D. Human Resource Management	People are a critical resource; facility managers are expected to use this resource wisely. Whether they are NPS employees or individuals who are under contract to manage facility operation, facility managers work directly with a wide variety of staff members and people, including employees, contractors, and volunteers. In addition to conducting critical tasks, such as hiring, firing, and scheduling personnel, a facility manager must also provide leadership, vision, and support of personnel development. Ultimately, through human resource management, facility managers are attempting to foster an investment in facilities and facility management among stakeholders, employees, and others.	See pages 122 – 125

PARENT COMPETENCY—V. Business Management		
Child Competency	**Competency Description**	**Tasks, Conditions, and Criteria**
E. Technology	Facility managers play a pivotal role in the development, implementation, and maintenance of information technology systems, which are a critical part of the infrastructure that supports business strategies. Facility managers must be able to assess and predict future requirements that support both the facility management division's and park's overall information technology strategy; acquire, implement, and maintain systems; deploy assets; and dispose of technologies as required.	See pages 126 – 130

PARENT COMPETENCY—V. Business Management	
Child Competency	**Competency Tasks**
A. Plan and Organize the Facility Function	1. Create a mission for the facility function. 2. Assess business trends and anticipate future needs. 3. Plan facility function activities. 4. Organize the facility function. 5. Ensure proper communication with NPS management on matters concerning facility function, asset value, environmental compliance, safety permits, regulations, and ability to deliver products or provide services.
B. Budget and Finance	1. Prepare budgets. 2. Understand and be able to utilize the Federal Budget Process to accomplish facility management tasks and goals. 3. Manage the budget. 4. Analyze financial information. 5. Monitor revenues and expenditures to contain costs. 6. Manage the financial obligations of the park/unit or division. 7. Manage charge back systems. 8. Collect, process, and analyze data in order to maximize entrepreneurial opportunities. 9. Estimate financial needs. 10. Forecast results of different levels of funding.
C. Assessment and Innovation	1. Assessment and Innovation a. Assist in conducting customer surveys. b. Assist and plan for the documentation of processes. c. Select methods to collect data. d. Establish standards. e. Analyze data. f. Improve facility and service delivery process. g. Monitor and promote the quality process. 2. Benchmarking a. Establish benchmarks, and manage the benchmarking process. b. Determine the potential for improved performance. c. Integrate findings into the facility management function and business plans. 3. Audits a. Comply with laws and regulations. b. Conduct internal audits, and manage the auditing process. c. Conduct mandatory audits as required by regulation. d. Conduct quality control evaluations during the audit process.

PARENT COMPETENCY—V. Business Management	
Child Competency	**Competency Tasks**
C. Assessment and Innovation (continued)	4. Innovations a. Investigate ways to improve facility services. b. Assess risks and opportunities. c. Conduct pilot tests when developing new procedures. d. Research and assess best practices.
D. Human Resource Management	1. Plan staffing needs and requirements. 2. Hire, contract, reassign, retain, lay-off, and terminate staff. 3. Coordinate personnel assignments. 4. Coordinate work performed by contractors, partners, volunteers, and other non-traditional employees. 5. Evaluate performance. 6. Support personnel development. 7. Provide leadership.
E. Technology	1. Monitor information and trends related to facility management technologies and technological structure. 2. Identify and interface with internal and external accountable resources; e.g., external vendors and internal or external facility management systems. 3. Identify evaluation criteria; evaluate and recommend facility management technologies solutions. 4. Assess how changes to facility management technologies will impact current infrastructure, processes, and building systems. 5. Plan for, oversee, and support the acquisition, installation, operation, maintenance, upgrade, and disposition of components supporting facility management technologies. 6. Establish practices and procedures. 7. Develop and implement training programs for facilities, staff, and ancillary resources. 8. Monitor performance of facility management technologies, and make appropriate recommendations when modifications are needed. 9. Manage corrective, preventive, and predictive maintenance.

VI. SUPERVISION, MANAGEMENT AND LEADERSHIP SUMMARY

The parent competency of Supervision, Management and Leadership[1] is divided into six Fundamental competencies and five Core Qualifications[2]. These competencies apply to all employees and define the Core Qualifications for leaders, supervisors, and managers. The Fundamental competencies are the foundation for success in each of the Core Qualifications.

PARENT COMPETENCY—VI. Supervision, Management and Leadership		
Fundamental Competency	**Competency Description**	**Competencies, Conditions, and Components**
VI. FUN-1. Interpersonal Skills	The facility manager considers and responds appropriately to the needs, feelings, and capabilities of different people in different situations; is tactful, compassionate and sensitive; and treats others with respect.	See page 133
VI. FUN-2. Oral Communication	The facility manager makes clear and convincing oral presentations to individuals or groups; listens effectively and clarifies information as needed; facilitates an open exchange of ideas; and fosters an atmosphere of open communication.	See page 133
VI. FUN-3. Integrity / Honesty	The facility manager instills mutual trust and confidence; creates a culture that fosters high standards of ethics; behaves in a fair and ethical manner toward others; and demonstrates a sense of corporate responsibility and commitment to public service.	See page 134
VI. FUN-4. Written Communication	The facility manager expresses facts and ideas in writing in a clear, convincing, and organized manner.	See page 134
VI. FUN-5. Continual Learning	The facility manager must be able to grasp the essence of new information; master new technical and business knowledge; recognizes personal strengths and weaknesses; pursues self-development; and seeks feedback from others and opportunities to master new knowledge.	See page 135
VI. FUN-6. Public Service Motivation	The facility manager should create and sustain an organizational culture which permits others to provide the quality of service essential to high performance; equips others with the tools and support they need to perform well; shows a commitment to public service; and influences others toward a spirit of service and meaningful contributions to mission accomplishment.	See page 136

[1] The parent competency of Supervision, Management and Leadership, including all fundamental and core qualifications, were adapted from the competency framework established by the Office of Personnel Management (OPM).
[2] Each of the Fundamental competencies and Core Qualifications are composed of multiple components. Additional information, including distinguishing behaviors, is available on CD-ROM.

PARENT COMPETENCY—VI. Supervision, Management and Leadership		
Core Qualification	**Qualification Description**	**Competencies, Conditions, and Components**
A. Leading Change	This competency involves the ability to bring about strategic change, both within and outside the National Park Service, to meet organizational goals. Inherent to this competency is the ability to establish an organizational vision and to implement it in a continuously changing environment.	See page 137
B. Leading People	This competency involves the ability to lead people toward meeting the National Park Service's vision, mission, and goals. Inherent to this competency is the ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts.	See page 138
C. Results Driven	The competency involves the ability to meet organizational goals and customer expectations. Inherent to this competency is the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.	See page 139
D. Building Coalitions	This competency involves the ability to manage human, financial, and information resources strategically.	See page 140
E. Business Acumen	This competency involves the ability to build coalitions internally and with other Federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments, or international organizations to achieve common goals.	See page 140

PARENT COMPETENCY—VI. Supervision, Management and Leadership	
Core Qualification	**Qualification Components**
A. Leading Change	1. Creativity and Innovation. 2. External awareness. 3. Flexibility. 4. Resilience. 5. Strategic thinking. 6. Vision.
B. Leading People	1. Conflict management. 2. Leveraging diversity. 3. Developing others. 4. Team building.
C. Results Driven	1. Accountability. 2. Customer service. 3. Decisiveness. 4. Entrepreneurship. 5. Problem solving. 6. Technical credibility.
D. Business Acumen	1. Financial management. 2. Human capital management. 3. Technology management.
E. Building Coalitions and Communications	1. Partnering 2. Political savvy 3. Influencing and negotiating.

I. Asset Management:
Tasks, Conditions, and Criteria

I.A. ASSET MANAGEMENT—Planning and Procedures		
Task	**Conditions**	**Criteria**
I.A.1 Participate in the development of the park's General Management Plan, business plans, and strategic plans used to accomplish park goals.	For facility plans to be effective, there must be a complete understanding of the business plans and strategies. Also required is an assessment of the current business situation, the forecasting of possible future situations, and an analysis of the current and potential needs of the facility. To accomplish these prerequisites, facility managers must be proactive; they must continuously review and analyze their asset management operations in relation to current industry standards. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Aspects of the goals and strategies relevant to the facility are identified. b. Facility plans are in alignment with park goals. c. External relationships with the local community are built to help develop and communicate park plans. d. The purpose and mission of the National Park Service (NPS) and specific park unit, including the NPS Organic Act, NPS Management Policies, Director's Orders, Executive Orders, and NPS management guidelines, are fully understood. e. The park's enabling legislation, General Management Plan, Strategic Plan, Business Plan, best management practices, and standard operating procedures are fully understood. f. Facility managers contribute directly to the development and implementation of park management documents. g. Methods the facility function might use to help accomplish the plans that are identified. h. The current business situation is assessed. i. Possible future business situations and efficiencies are considered. j. Current and potential needs of the facility are compared to the business plans and strategies.

I.A. ASSET MANAGEMENT—Planning and Procedures		
Task	**Conditions**	**Criteria**
I.A.2 Develop the park's asset management plan.	For a facility program to be effective, it can only be developed after the mission and strategic goals are understood. Since management relies on long-term, interim, and short-term plans to accomplish strategic goals, it is beneficial for the asset plan to be developed in a way that addresses the varying durations of these plans that already exist. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. The asset management plan supports the mission of the park and park unit. b. The asset management plan is aligned with the long-term, interim, and short-term plans. c. Appropriate personnel are involved to help develop or validate the plans. d. Priorities for staffing, budgeting, etc. can be made. e. Project timelines can be set. f. The asset management plan can be used as input for the property and structure ownership master plan and the facility function plan. g. Criteria and performance measures are developed. h. The plans are documented, reviewed, approved, and communicated to better accomplish goals and objectives. i. Work with other park divisions is catalogued in the asset priority index process. j. The facility condition index measurement process is used to measure improvements in facility conditions.
I.A.3 Maintain and evaluate the asset management plan.	Goals change over time. The strategies used to accomplish these goals must be flexible enough to respond to such changes. The same is true for asset management plans. They must be flexible enough to respond to relevant changes in business plans. Asset management plans must be updated to match changing business plans. Once implemented, asset management plans need to be regularly evaluated. Evaluation helps to ensure that the plans work and continue to support the facility function and park unit's business plans. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Long-term, interim, and short-term facility plans are modified based on changes in the park unit's business plans. b. Long-term, interim, and short-term plans are modified, when appropriate, due to changes in the property and structure ownership master plan or project plans. c. Changes are documented and communicated. d. Strategic plans using asset management data are continuously developed. e. Asset management plans support business plans. f. Opportunities to improve the plans are identified. g. Areas of risk are identified, documented, and communicated. h. Changes to the plans based on the evaluation are documented and communicated.

I.A. ASSET MANAGEMENT—Planning and Procedures		
Task	**Conditions**	**Criteria**
I.A.4 Recommend park policies.	Policies are general guidelines. They apply to every function and play an important role in the management and control of a park unit. They serve as statements of philosophy and as a basis for both day-to-day and strategic decisions. For example, a policy may call for energy conservation, water conservation, or recycling. Policies can provide guidance when conflicts occur. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. The desired result is articulated and understood. b. Decisions are made that support park unit needs. c. Decisions made under emergency conditions reflect park philosophy. d. Conflicts over system allocations, modifications, costs, use, and performance are resolved with minimal disruption of service, loss of NPS image, and redirection of resources. e. Policies in conflict with other policies are identified and reviewed so the conflict can be resolved.
I.A.5 Establish park practices and procedures.	Practices and procedures support the implementation of park policies. For example, a policy on energy conservation may be supported by the scheduling procedures for off-hours housekeeping so that building sections can be selectively powered down when not needed by housekeeping. Policies cannot be implemented without well-defined practices and procedures. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Operating procedures are documented and standardized. b. Systems operations are efficient, effective, and consistently delivering quality outputs. c. Operations comply with health, safety, and environmental requirements and regulations. d. Staff members are trained more efficiently and effectively. e. Staff members are enlisted to provide expertise in the development of practices and procedures. f. Reassignment of staff is done with minimal loss of time and service. g. Roles and responsibilities during emergency situations are defined. h. Procedures for back-up systems, should a failure occur, are in place to minimize risk to • Personnel • The asset • Equipment and materials • The environment, and • The community. i. Emergency procedures are in place and practiced.

I.A. ASSET MANAGEMENT—Planning and Procedures		
Task	**Conditions**	**Criteria**
I.A.6 Determine and administer the allocation of asset features' resources in compliance with the overall mission of the park.	Asset features may include the provision of products and services such as air, water, light, power, transportation, and security. Different functional areas have specific needs and requirements as they relate to asset features. The need for uninterrupted service and adjustable service may change. For example, an annual meeting could attract larger than normal crowds of visitors and may require the facility to safely handle more people than usual. Some functional areas may greatly reduce operations during holiday periods since not all the asset features are needed in order to be fully operational. Other functions operate continuously, and any interruption could put people, equipment, and work-in-progress at great risk. Whatever the needs are, the Facility Manager must ensure that the following criteria are met in order to perform the indicated task successfully:	a. The business needs of each park unit are met. b. Operation is at an agreed-upon level. c. Allocations adjust to changes in demand. d. Procedures for back-up systems, should a failure occur, are in place to minimize risk to • Personnel • The asset • Equipment and materials • The environment • The community • Cultural and natural resources, and • Visitors. e. Regulatory compliance is maintained. f. Resource use is optimized. g. Opportunities for cost-benefit gains are acted upon. h. Service interruption due to system failure, unanticipated demand, or supplier performance is minimized. i. Staffing assignments reflect user demands, system operations, and maintenance needs. j. Emergency procedures are in place and practiced.
I.A.7 Monitor and enforce accessibility standards and requirements.	Federal rules, regulations, and standards have been developed that provide guidance on how to accomplish full access to historic areas for people with disabilities. In providing accessibility, work must be carefully planned and undertaken so that it does not result in the loss of character-defining spaces, features, and finishes. The goal is to provide the highest level of access with the lowest level of impact. In order to perform the indicated task successfully under these conditions(i.e., during new construction and renovation projects), the Facility Manager must ensure that the following criteria are met:	a. Knowledge of the Uniform Federal Accessibility Standards and ADA Accessibility Guidelines for Buildings and Facilities in new construction, renovation, and maintenance of facilities is applied. b. The necessary components of accessibility evaluation are understood so that an action plan to correct deficiencies can be fully developed and implemented. c. The complaint process is understood, and facility managers are able to help coordinate the investigation and resolution of official complaints.

I.B. ASSET MANAGEMENT—Property and Structure Ownership Management		
Task	**Conditions**	**Criteria**
I.B.1 Manage the development and implementation of a property and structure ownership plan.	Analysis of the park unit's property and structure portfolio is used to formulate recommendations and generate long-range plans. National Park units have the added complication of managing both public and private properties, including inholdings, housing units for employees, and a variety of other unique situations relating to the ownership and management of properties and structures. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Business effectiveness is increased. b. The park unit maintains compliance with regulations. c. Federal and State property laws are understood as they related to ownership, boundaries, and conveyance. d. The process used to develop the property and structure ownership plan meets standards. e. The format, organization, and level of detail satisfy the purposes of plan users. f. The recommendations support the park's business plans and objectives. g. The plan recognizes and presents alternatives. h. Actions on the property and structure ownership master plan options and alternatives are evaluated and recommended, including development decisions. i. The resources needed to implement the plan are reasonable and within park guidelines. j. The long-term effect of the property and structure ownership plan on both the value and long-term preservation of property and structures is determined and included in any actions taken. k. The effect of property and structure ownership actions on park performance and service delivery is in concert with plans and projections. l. Federal laws and regulations for reporting ownership and asset conditions, such as those of the Federal Accounting Standards Advisory Board, are understood and followed.

I.B. ASSET MANAGEMENT—Property and Structure Ownership Management		
Task	**Conditions**	**Criteria**
I.B.2 Direct highest and best usage studies, including adaptive use of facilities.	Park units want to improve the value of their property and structure holdings while also preserving historic structures and maintaining and improving property and structure conditions. They recognize that changes in the economy, community, and environment can affect their ability to preserve and improve upon the conditions and value of park properties and structures. Users and managers need guidance so they can understand the implications of those changes on property and structure acquisitions, use, leasing, and disposal decisions. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Studies are conducted when appropriate. b. The appropriate persons and resources are assigned to conduct the study. c. The procedures followed for the study are seen as valid and appropriate. d. The data obtained is verifiable. e. The need for contracting services is evaluated. f. Information affecting investment and preservation decisions is communicated. g. Key locations of interest are identified and selected.
I.B.3 Evaluate the effects of real economic change on park property and structural assets.	Changes in the economy affect property values. While preservation and maintenance of historic facilities often outweigh standard property value considerations, facility managers must at least be able to consider how economic changes may affect the maintenance of other facilities, structures, and properties. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Unit and park plans are supported. b. The financial implication of leasing versus owning is analyzed and determined. c. The impact of accelerating versus deferring payments is analyzed and determined. d. Needs of visitors and other functional units are assessed. e. Return on investment is analyzed and determined in terms of service delivery, visitor satisfaction, and cost of service delivery.
I.B.4 Evaluate the effects of proposed property and structure ownership changes on different units.	The needs of a park unit's properties and structures change. Organizational growth is often accompanied by the need to acquire (lease, buy, joint venture) additional facilities. Economic downturns may cause park units to dispose of (lease, sublease, dispose of) excess space. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Functional park unit goals are supported. b. Functional needs and expectations are acknowledged and addressed. c. Actions needed to maintain regulatory compliance are identified and addressed. d. Possible consequences on the environment, health, safety, welfare, and quality of life are identified and examined. e. Recommendations are supported and documented.

I.B. ASSET MANAGEMENT—Property and Structure Ownership Management		
Task	**Conditions**	**Criteria**
I.B.5 Manage the acquisition, disposition, and best use of leased and owned assets.	Acquisition and disposition of property on behalf of the park unit may be carried out by third parties or the facility function. In either case, the actions, decisions, and procedures followed need to be understood and monitored to make certain that the interests of the park are met. In order to perform the indicated task successfully under these conditions the Facility Manager must ensure that the following criteria are met:	a. Site selection and disposal criteria are established, documented, and followed. b. The site selection and disposal process follows sound project planning principles and is carried out in the best interests of the park unit. c. Financial advantage is achieved. d. Legal and regulatory requirements are met. e. Due diligence is addressed. f. Right-of-way and easement prescriptions are developed. f. Liability is identified and minimized. g. Provisions for relocations and refurbishment are planned to minimize business interruptions and take advantage of cost savings.
I.B.6 Manage the property and structure lease portfolio.	Park units may lease property or structures from others and sublease to others. This requires analysis of the portfolio of leased and subleased property so that financial, usage, and regulatory implications can be considered before transactions are finalized. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Portfolio administration is consistent with legal and business risk guidelines. Utilities and other obligations are paid on a timely basis. Rents are paid and received on a timely basis. Rental adjustments are made on a timely basis. Operating expenses are calculated, billed, and received on a timely basis. b. Return on investment is maximized. Values of properties and structures are optimized. Space utilization is optimized. Financial opportunities are investigated, and others are alerted as appropriate. c. Options are reviewed and exercised as appropriate. d. Agreements are developed and managed within the terms identified.

I.B. ASSET MANAGEMENT—Property and Structure Ownership Management		
Task	**Conditions**	**Criteria**
I.B.7 Maintain property and structure ownership documents.	Documentation of property and structure holdings, financial performance, and usage is needed for decision making and audit purposes. The facility function is a source for information and documentation to support the development of property and structure ownership strategies. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Property and structural assets are completely and accurately identified and maintained. b. Supporting financial and property and structure ownership documents are identified and used as management tools, such as Lease portfolios and Tenant and customer agreements. c. Financial transactions and adjustments made are maintained, such as Payments and claims processed Rental adjustments made or due, and Tenant reimbursements due. d. Related information is identified and maintained, such as Trends in space usage and Tax assessments of neighboring and similar properties in the area for comparison. e. Organizational and regulatory requirements are met. f. Records and documents are readily accessible.
I.B.8 Manage development support services for other functions.	Other functions, such as finance, property and structure ownership, and customer service, rely on the facility function to provide support services. Services include providing housing for employees, space plans for tenants, maintenance of rent rolls and rental properties, and direction of contracted services. These services require careful coordination of trained personnel and activities. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Park unit goals are met. b. Appropriate personnel are assigned. c. Activities are coordinated. d. Appropriate information is available. e. Performance is monitored. f. Regulations are complied with.

I.B. ASSET MANAGEMENT—Property and Structure Ownership Management		
Task	**Conditions**	**Criteria**
I.B.9 Assess an asset's need.	An asset's features are designed to provide certain functions and services. However, over time, business needs, user needs, regulations, and technologies used by suppliers change. These changes, in turn, may require changes in the facility's functions and services. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Future requirements of each user group are determined and prioritized with regard to the following factors: • Technological sophistication • Consistent delivery • Fluctuations in demand • Secured access b. Current usage and performance is compared with industry data and trends, projected needs, and expected feature performance. c. The capabilities of the feature under consideration are compared with what is needed. d. Cost constraints on the acquisition, installation, operation, and maintenance are determined. e. Actual and anticipated changes in the interpretation and enforcement of regulation are determined. f. Future expansion, reduction, and modification in user functions and requirements are determined. g. The risk associated with inconsistent or interrupted service is determined. h. The need for back-up, auxiliary features is determined. i. The need to interface with other features is determined. j. The ability to staff the operation and conduct maintenance of the feature with people who have the appropriate skills and knowledge is determined. k. Projected costs and usage are determined and incorporated into financial plans.

I.C. ASSET MANAGEMENT—Life Cycle Management		
Task	**Conditions**	**Criteria**
I.C.1 Estimate full life cycle costs in project planning and management.	While it is very important for facility managers to be able to measure and record a facility's assets and asset conditions, facility managers must also take into consideration the life cycle cost of a facility. Life cycle costs describe the total cost of owning, operating, and maintaining a building over its lifetime. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Park unit and facility needs are met. b. "Best value" is considered as a determination tool. c. Life cycle costs are measured, recorded, understood, and communicated to the appropriate people. d. Life cycle costs are reviewed and compared with current operating budgets. e. Long-term goals and facility plans are developed. f. Budgets are created that reflect long-term goals and facility usage. g. Cost trends are identified and communicated in advance. h. Current usage and performance is compared with industry data and trends, projected needs, and expected feature performance. i. Opportunities to minimize costs are optimized. j. Resource use is optimized. k. Federal Accounting Standards Advisory Board (FASAB) requirements for reporting asset conditions and ownership are understood and followed.

I.C. ASSET MANAGEMENT—Life Cycle Management		
Task	**Conditions**	**Criteria**
I.C.2 Recommend building systems.	Building systems may or may not meet current and projected facility needs. Furthermore, buildings and systems age and require renovation or replacement. Park units also acquire, renovate, and modify facilities over time. Management will seek advice from facility managers about the usability of current systems and the need to acquire new systems. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Park unit needs are met. b. Opportunities to minimize costs are optimized. c. Information about new technologies and their implications on costs, usage, system integration, and regulatory compliance is part of the recommendation. d. Regulatory compliance is achieved. e. Resource use is optimized. f. Appropriate consideration is given to technological alternatives. g. The system's ability to adjust to changes in usage and demand is considered. h. The system's ability to adjust to changes in regulations is considered. i. The system's ability to interface with current or anticipated new systems is considered. j. The need for emergency, back-up, and auxiliary systems is addressed. k. Life cycle issues are considered during decision-making. l. A process for continuity of services is implemented. m. The ability to staff the system with people who have the appropriate skills and knowledge is established.
I.C.3 Inventory, manage, and maintain the park unit's fleet of vehicles.	A key responsibility of most facility managers is the inventory and maintenance of a park's vehicle fleet. A park's vehicle fleet is absolutely essential to nearly every park activity on a daily basis. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. The park unit's fleet of vehicles is inventoried and records are updated. b. Changes to a park unit's fleet inventory are recorded and communicated to relevant parties. c. Maintenance is regularly scheduled and conducted to lengthen the lives of a park unit's vehicles. d. Employees are trained in fleet maintenance to maintain the park unit's vehicles in the long-term. e. All vehicles within a park unit's fleet are accounted for and clearly assigned to different job tasks depending on park needs.

I.C. ASSET MANAGEMENT—Life Cycle Management		
Task	**Conditions**	**Criteria**
I.C.4 Oversee the acquisition, installation, and operation of asset features.	New systems are acquired to make facilities operate more efficiently and effectively. Once a building system or asset feature has been recommended for acquisition and use, it is the facility manager's duty to ensure that acquisition, installation, and initial operation of the new asset feature run smoothly. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. The facility manager has knowledge of trades, materials, and equipment applicable to facility maintenance and operations within the park unit. b. Contractual agreements are fulfilled and disagreements resolved if necessary. c. The system complies with agreements and meets specifications. d. System efficiency and energy conservation information is documented. e. Installation and set-up is timely, with minimal disruption and cost. f. Testing of the system occurs in a timely fashion so as not to jeopardize warranties or agreements. g. Tests reflect actual usage, emergency conditions, and variations in demand. h. Persons responsible for the delivery, installation, and testing have the appropriate skills and knowledge. i. Supporting documents, such as manuals and service agreements, are received and made available for future use. j. Historic features will be evaluated to determine the best course of action in replacing, installing, or repairing historical features, without compromising historical value. k. Operations and maintenance costs are identified and integrated into the park's financial plans.

I.C. ASSET MANAGEMENT—Life Cycle Management		
Task	**Conditions**	**Criteria**
I.C.5 Monitor and evaluate how well asset features perform.	An asset feature's status and capability must be continually analyzed and evaluated to determine if it is performing as expected. For example, new lighting fixtures with the same lumens may be installed, but the type of lens used could still produce glare. Collection, analysis, and interpretation of data are required to evaluate whether a different type of lens or individual lighting should be installed to reduce glare on work surfaces. Whether user needs change or the performance of the asset feature differs from expectations, the Facility Manager must ensure that the following criteria are met in order to perform the indicated task successfully:	a. Use and operations are analyzed and optimized. b. Actual performance is compared with standards and expectations. c. Shifts in usage are noted and accommodated. d. Efficiency and effectiveness are determined. e. Potential risks to people, equipment, the building structure, operations, and materials are identified, communicated, and fixed. f. The need for changes in staff, equipment, and procedures is determined. g. The need for predictive maintenance is determined. h. The need for back-up and auxiliary systems is determined. i. The system's ability to meet future demand is anticipated and corrective action taken if needed. j. Necessary changes in policies and procedures are made. k. The need to adjust operational and maintenance budgets is determined. l. The implications of adopting and integrating new technologies are determined. m. The need for alternative sources and vendors is determined. n. Required audits are conducted. o. Historic features will be evaluated to determine the best course of action in replacing, installing, or repairing historical features, without compromising historical value.

I.C. ASSET MANAGEMENT—Life Cycle Management		
Task	**Conditions**	**Criteria**
I.C.6 Manage corrective, preventive, predictive, and cyclic maintenance.	Asset features must be maintained. Not all system failures can be predicted or prevented. Equipment may need to be replaced, reconfigured, or refurbished. Equipment ages with normal use. Preventive maintenance can be more cost effective than repairs or replacement. Compliance with warranties and regulations may require preventive maintenance as well. Trade, vendor, and industry literature report how to operate and maintain systems and other facility assets and prevent failures. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Interruption of service to visitors is minimized. b. Liabilities are minimized. c. The NPS image is maintained. d. Risks to personnel, equipment, image, visitors, and the environment are minimized. e. Cost-benefit analyses of repair versus replacement decisions are made. f. Current Replacement Value calculations are used to guide facility maintenance and management decisions. g. Operations and maintenance staff are trained, appropriately assigned, and efficiently scheduled. h. Warranties and service agreements are kept updated and on-hand. i. Recommended maintenance schedules and procedures are considered. j. The need for back-up and auxiliary systems is scheduled and budgeted. k. Necessary maintenance and testing equipment, supplies, and support systems are • Budgeted • Made available as needed, and • Scheduled.

I.D. ASSET MANAGEMENT—Inventory and Condition Assessment		
Task	**Conditions**	**Criteria**
I.D.1 Plan for annual condition assessments.	Central to a well-run facilities program is an in-depth knowledge of what is owned and the condition of the owned items. As time passes, park needs change. The asset condition and facility service requirements also change. Changes in the asset, the organization, and clients' expectations must be continuously monitored. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Asset conditions are identified. b. Work needs are identified and costed. c. Customer measures of facility performance and service quality are verified. d. Customer perception of facility performance and service delivery quality is solicited. e. Asset deficiencies in performance and service are documented and acted upon if consistent with management plans. f. Complaints and concerns are understood and addressed. g. Problems are resolved.
I.D.2 Ensure that condition assessments are conducted.	In order to prioritize future maintenance and facility system needs, a facility manager must conduct condition assessments to understand the current state of his or her facilities. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Condition assessments occur on a regular basis, which is predetermined according to park regulations and facility management plans. b. Individual deficiencies in assets and equipment are recorded. c. The repair or replacement of deficient systems can be prioritized. d. The Facility Management Software System (FMSS) is used to review and input all cost estimates. e. The Cost Estimating Software System will be used to develop the cost estimates to ensure standardization.

I.D. ASSET MANAGEMENT—Inventory and Condition Assessment		
Task	**Conditions**	**Criteria**
I.D.3 Ensure that processes are documented.	Processes need to be developed and documented to effectively improve asset condition. One of the key aspects of documentation is the ability to chart the processes used to operate the facility and provide services. Documenting processes allows facility managers to examine the process inputs from suppliers, the process details, and outputs to customers. This also allows facility managers to identify problem areas and make necessary improvements. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Necessary inputs from suppliers and outputs, or deliverables, to visitors are identified. b. Processes are separated and distinguished. c. Process steps, team members, checkpoints, measures, and decision points are flowcharted. d. Factors that affect cycle times are identified. e. Factors that result in rework, errors, or defects are identified, measured, and eliminated. f. Techniques to identify areas of improvement are applied. Techniques could include but are not limited to • Flow charts • Root cause analysis, and • Parieto charts (80/20 rule). g. Team members are trained and are actively involved. h. Customers' and suppliers' roles in the process are communicated.
I.D.4 Select methods to collect data.	Valid and reliable data are needed to assess the quality of a facility and its services. Without good data, it is difficult to make sound decisions about how to make improvements. Poorly designed methods of data collection can reduce the value of the information gained and result in poor decisions. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Clear performance measures are established. b. Data is gathered in an unbiased manner. c. Administration of the data gathering is appropriately designed, supervised, and maintained. d. Data is validated. e. Changes in performance are identified. f. Data is visible and communicated. g. Customer satisfaction is measurable. h. Value-added components are identified and measured. i. Effective and efficient delivery is determined based on park mission and enabling legislation.

I.D. ASSET MANAGEMENT—Inventory and Condition Assessment		
Task	**Conditions**	**Criteria**
I.D.5 Establish standards of assessment.	The park unit and the facility function rely on standards to evaluate facility and investment performance. Standards communicate expected performance of the facility and facility services, operations and systems, financial investments, and property and structural assets. Standards are communicated through company culture, practice, and formal documentation. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Facility performance is evaluated against previously defined measures. b. Performance expectations of the facility function and the facility manager in particular are defined and negotiated. c. Factors that affect standards, such as local market conditions, labor rates, etc., are identified and tracked. d. Standards are evaluated and modified as necessary. e. Constraints and opportunities of standards are understood. f. Standards are documented, communicated to the appropriate people, and understood.
I.D.6 Analyze data.	Assessments, evaluations, and audit activities produce data. The appropriate analysis tools are needed to accurately interpret and translate data to be used in management decisions. This requires an understanding of measurement principles and the appropriate use of measurement methods. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Accepted, valid methods are used in • Statistical analysis • Financial analysis • Forecasting, and • Modeling. b. Systematic methods are employed to refine tactical plans, such as • Decision analysis • Problem solving • Risk analysis • Brainstorming • Cause and effect diagrams • Due diligence, and • Make vs. buy decisions. c. Graphics are used appropriately. d. Defendable conclusions and recommendations are drawn from the analyses. e. Information sources are identified.

I.D. ASSET MANAGEMENT—Inventory and Condition Assessment		
Task	**Conditions**	**Criteria**
I.D.7 Improve asset condition and facility service delivery process.	Facility managers are faced with a very competitive environment. Customer expectations of the facility and facility services are increasing during a time when park units are reducing costs. This means facility managers must make improvements to the facility and service processes in order to meet customer expectations while also reducing costs. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Customer complaints decrease. b. Customer satisfaction increases. c. Performance measures improve. d. Service cycle times decrease. e. Process flow is improved and simplified. f. Costs are reduced. g. Changes in customer service levels are communicated effectively and consistently with management plans.
I.D.8 Monitor and promote the condition assessment process.	Facility managers must provide visible leadership to the facility function to ensure that improvement programs are successfully implemented and sustained. Internal and external communication should reflect the park's commitment to quality. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Quality improvement is standard practice and part of every person's performance plan. b. Employees understand and are actively involved with on-going improvement in the quality of services delivered to customers. c. Quality "heroes" are rewarded and celebrated. d. The quality process is reflected in annual planning. e. The facility function's vision, purpose, direction, strategy, and tactics are communicated. f. The internal and external communication strategy includes written and visual materials that promote quality.
I.D.9 Report any repairs to deficiencies identified in the condition assessment report.	Once the condition of an asset feature or facility has been assessed, it is often necessary to repair or replace features that are found to be deficient. To maintain a record of work completed and a clear picture of a facility's current condition, facility managers must report any repairs completed during the condition assessment process. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Current, accurate reports exist of all repairs that are made. b. Employees have an accessible record of all facility repairs in-progress and already completed. c. Final costs can be compared to initial estimates for future budgeting and work efficiency analysis. d. Facility performance is evaluated against previously defined measures. e. Asset repairs are identified and compared with initial condition assessments. f. Repair work is completed in a timely manner. g. Costs are minimized. h. Negative impacts on delivery of services are minimized or eliminated. i. Accountability among employees of the park unit is increased. j. The prioritization of work needs and repairs can be analyzed to direct future repair work and needs.

II. Operations and Maintenance:
Tasks, Conditions, and Criteria

II.A. OPERATIONS AND MAINTENANCE—Service Scheduling, Performance, and Tracking		
Task	**Conditions**	**Criteria**
II.A.1 Plan for delivery of services to include cost of operation and maintenance while using appropriate operations and maintenance models.	The facility function is expected to deliver a variety of services. For instance, in parks where visitor transportation systems and services such as trams or buses are in place, facility managers may be responsible for the continued delivery of such transportation services. Providing for service delivery requires facility managers to assess the capability and capacity of their staff and systems. They have to plan how to best use the resources of the department to deliver these services. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Required or requested service needs are identified, clarified, and validated. b. Customer expectations and outcomes are identified. c. Value-added benefit is determined. d. Cost estimates and liabilities are determined. e. Schedules and timelines are delineated. f. Resource requirements and availability are assessed. g. Permit, code, and regulatory requirements are satisfied. h. Service measures are identified and set.
II.A.2 Assign operations and maintenance duties as required within National Park Service (NPS) work types, including documentation of labor, material, and supply cost.	Once the delivery of services has been planned, managed, and budgeted, employees must be assigned to appropriate operations and maintenance duties in order to provide these services. Facility managers must be adept at scheduling employees, as well as at documenting all aspects of operations and maintenance duties and service delivery. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. The job is completed on time to quality expectations. b. The appropriate staff performs the needed services. c. The purpose of the task and performance expectations, measures, and rewards are communicated. d. Labor, materials, and supply costs are recorded and used in reference to future operations and maintenance duties. e. Policies, procedures, and regulations are followed. f. Operations and maintenance duties are efficient and effective.
II.A.3 Assure that services are delivered through the use of inspection, supervision, and review of work as assigned in appropriate time frames.	Once requests are made, facility managers have to confirm the service was and will continue to be delivered. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Downtime and disruption of work are avoided or minimized. b. Facility and user needs are met. c. Budgets are met and costs are contained. d. Cost effectiveness is achieved. e. Timelines are followed, and deadlines are met. f. Quality standards are maintained. g. Regulations are met.

II.A. OPERATIONS AND MAINTENANCE—Service Scheduling, Performance, and Tracking		
Task	**Conditions**	**Criteria**
II.A.4 Evaluate service delivery at regular intervals, including costs of operation, labor time records, and other records as required.	Quality assurance processes and established measures enable facility managers to monitor how well service delivery satisfies the needs of the business and the users. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Effectiveness and efficiency of delivery are determined based on the following factors: • Customer satisfaction • Specifications • Budget • Timelines • Standards • Regulatory requirements • Least impact to environment, and • Sustainability. b. Actions are taken to improve the following: • Practices and procedures • Planning and implementation of processes • Acquisition of goods and services • Distribution of goods and services • Direction of staff, and • Evaluation process.

II.A. OPERATIONS AND MAINTENANCE—Service Scheduling, Performance, and Tracking		
Task	**Conditions**	**Criteria**
II.A.5 Collect, process, and analyze data to assess quality of service.	Quality improvement programs start with an understanding of users, their needs, and their expectations of the facility and the facility's services. In addition, a facility manager must understand and document the process used to deliver these services. In order to assess and improve the quality of service, and in general perform the indicated task under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Accepted, valid methods are used in the following areas: • Statistical analysis • Financial analysis • Forecasting, and • Modeling. b. Systematic methods are employed to refine tactical plans, including the following: • Decision analysis • Problem solving • Risk analysis • Brainstorming • Cause and effect diagrams • Due diligence, and • Make vs. buy decisions. c. Data gathering is systematic and timely. d. Data is used to assess current quality of service. e. Data is used to help the facility manager make defendable conclusions and recommendations about improvements to quality of service. f. Further data is sought as follow-up to initial quality of service assessments.

II.A. OPERATIONS AND MAINTENANCE—Service Scheduling, Performance, and Tracking		
Task	**Conditions**	**Criteria**
II.A.6 Identify, secure, and maintain required contract services to improve overall service delivery.	Often, needed resources and services cannot be provided within the NPS itself. In these cases, facility managers must look outside the agency for assistance in meeting the facility and service needs of their park units. The facility manager is often in charge of identifying and managing needed contract services throughout a project. It is also required that the facility manager be able to objectively evaluate service delivery and the contract agreement upon a project's completion to assure compliance. Maintenance recommendations and facility management plans must also contain identification of needed contract services or requirements. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Basic contract laws are applied to the contract process and management of service delivery. b. Contract specifications, bidding procedures, and requirements are developed, documented, communicated, and reviewed by the appropriate people. c. Contract drawings are read and understood. d. Needed resources and services are secured and maintained. e. Legal and administrative requirements are understood and followed to increase contract and bidding efficiency. f. Communication methods are established for continuous updates concerning key contracting issues and concerns. g. Service delivery is maintained and negative impacts are minimized throughout the contract process and projects.

II.B. OPERATIONS AND MAINTENANCE—Facility Management Software		
Task	**Conditions**	**Criteria**
II.B.1 Collect standard facility management data in support of asset inventory.	A needs assessment determines which assets should be retained and at what standards they will be maintained. Once a needs assessment and asset priority index have been completed, the next step for facility managers in the asset management process is to conduct an inventory of assets. This inventory serves as a record of all assets held within the park and the current condition of all inventoried assets. The Facility Management Software System (FMSS) can help facility managers to record and organize asset condition inventories for future budgeting and work assignment purposes. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. All park assets are inventoried and entered into the FMSS. b. Current asset conditions are assessed and documented in the FMSS. c. Condition assessments occur on a regular basis. d. The asset inventory and asset condition are used to establish work priorities. e. The asset priority index, asset inventory, and asset condition are used to schedule park unit budgets. f. The asset inventory and asset condition are used to identify and plan work needs. g. The FMSS is used to review and input all cost estimates. h. The FMSS is used to compare final work costs with cost estimates and work budgets. i. Deferred maintenance is prioritized.
II.B.2 Plan and schedule servicing, repair, inspection, and adjustment to assets through preventive maintenance.	Using preventive maintenance is an indication that an organization is working toward increasing its accountability. An organization demonstrates good stewardship by anticipating any possible problems that may decrease the life of an asset. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. A preventive maintenance schedule is established for applicable assets, features, and equipment using the FMSS. b. The preventive maintenance schedule is managed using the FMSS. c. The job plan sequence tab in the FMSS is used for applicable assets, features, and equipment. d. An annual evaluation of the preventive maintenance schedule and associated work orders is conducted to ensure scheduled preventive maintenance is appropriate, necessary, and meets industry standards. e. Work not completed based on scheduled preventive maintenance is reviewed for impacts to deferred maintenance totals at the park unit.

II.B. OPERATIONS AND MAINTENANCE—Facility Management Software		
Task	**Conditions**	**Criteria**
II.B.3 Standardize work types to determine total cost of ownership of an asset and to manage operational costs of an asset.	Facility managers are required to manage their park unit budgets. To manage budgets, facility managers must understand the budgetary impacts of work required, work accomplished, and operational costs of their facilities. The FMSS can help facility managers to track and record labor, facility ownership, and management costs. In order to perform the indicated task successfully under these conditions the Facility Manager must ensure that the following criteria are met:	a. The business needs of each park unit are met. b. Work types are standardized, and work is completed effectively and efficiently. c. Operation is at an agreed-upon level. d. Allocations adjust to changes in demand. e. Facility and work budgets reflect life cycle costs, condition assessments, work needs, and future work assignments. f. Resource use is optimized. g. Opportunities for cost-benefit gains are acted upon. h. Staffing assignments reflect user demands, system operations, and maintenance needs. i. The value of a facility is optimized. j. Business effectiveness is increased. k. Budgets and management procedures support the park's business plans and objectives.
II.B.4 Conduct, document, and record condition assessments on constructed assets.	Facility condition assessments are the inspection and documentation of the condition of the features of an asset relative to the applicable maintenance or condition standards. An essential component of any comprehensive condition assessment is the help of experts from outside the park staff. Facility managers must be able to accurately and clearly record and report condition assessment data collected by such experts. Not only must facility managers be able to conduct and manage condition assessments, they must also be able to accurately and clearly record the data they have collected. The FMSS provides a place for condition assessment data to be recorded and retrieved at a later date to help guide future facility and future management decisions. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Asset conditions are identified. b. Asset conditions are measured, recorded, and communicated. c. Condition assessments are scheduled and conducted cyclically. d. Work needs are identified. e. Asset deficiencies in performance, assets, and equipment are documented and acted upon. f. The repair or replacement of deficient systems can be prioritized. g. The FMSS is used to review and input all cost estimates. h. Factors that affect cycle times are identified. i. Factors that result in rework, errors, or defects are identified, measured, and eliminated.

II.B. OPERATIONS AND MAINTENANCE—Facility Management Software		
Task	**Conditions**	**Criteria**
II.B.5 Effectively use the FMSS to determine deferred maintenance and to prioritize projects with the highest emphasis on critical, deferred maintenance needs and mission critical assets.	The FMSS allows facility managers to inventory and record deferred maintenance issues to guide work identification, work planning, and eventual work performance. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. An asset's standards are compared with its current state. b. Deficiencies are measured, recorded, and communicated. c. Deferred maintenance is prioritized. d. Work needs are identified. e. The asset priority index is established to record a park unit's assets in order to assist in prioritizing work needs. f. All deferred maintenance is entered into the FMSS and can be accessed later for tracking, evaluation, and future work budget planning.
II.B.6 Use the FMSS as a tool in facility function business operations.	The FMSS is a powerful tool that can capture detailed information on all aspects of the facility function's activities. To succeed, a facility manager must exhibit skill at retrieving, analyzing, and utilizing this information to assure facility function activities are planned and executed as efficiently as possible. In order to achieve this level of excellence, the Facility Manager must ensure that the following criteria are met:	a. Purchasing and supply costs are tracked through the FMSS to create accurate, activity-based costing. b. Inventory and storeroom functions in the FMSS are used as appropriate to each park or unit. c. Cost data for the park/unit facility management program is evaluated by asset, location, other division support, and other factors for trends, problems, and efficiencies. d. An annual report on activity-based costs, facility management program costs, and park/unit costs, as appropriate, is provided, analyzed, and interpreted for further review by park/unit managers.
II.B.7 Consistently and accurately conduct work-order planning and work-order tracking.	Work orders are a primary element of the FMSS. They are used for planning work and resource needs, as well as tracking work performed and events that have occurred, ultimately providing information for evaluation. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. The FMSS is used to manage work orders in all divisions of the park/unit for all categories of work, including preventive maintenance, deferred maintenance, and other work types. b. A work-order requisition application procedure is implemented using the FMSS for non-maintenance personnel. c. The correct work type and sub-work type are used in the FMSS in order to allow the NPS to report, benchmark, and project a wider range of facility needs. d. The work-order tracking function is used to capture planned labor resources, materials, and tools in addition to actual amounts. e. Annual work plans are developed. f. Annual work budgets are developed.

II.B. OPERATIONS AND MAINTENANCE—Facility Management Software		
Task	**Conditions**	**Criteria**
II.B.8 Plan and track human resource activities.	The labor module in the FMSS is used to plan and track resources used to complete work orders. In order to perform the indicated task successfully, the Facility Manager must ensure that the following criteria are met:	a. Management reports are used to review labor records for current salary rates and position information. b. Labor reporting is periodically audited for discrepancies in managing time and employee reporting to projects. c. Labor planned vs. actual labor are compared on a regular schedule to ensure accuracy and for problems. d. Labor records are examined by work type, work location, and assets in order to identify trends, problems, and efficiencies. e. Employees are assigned to perform deferred maintenance in areas that match their skills and abilities.
II.B.9 Generate reports for quality assurance, quality control, and data validation.	The purpose of data validation is to ensure that high quality, consistent information is put into the FMSS. This is particularly critical, because these data are used to develop and justify funding requests in the Project Management Information System (PMIS) and are utilized by the NPS to support its position to the Department of the Interior and to the Administration. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Responsibility for the credibility of data entry is assured within the park/unit. b. The report function is utilized to audit and verify data. c. Work performance in the park/unit is audited on a regular basis for trends, efficiencies, and operational problems. d. An annual review of the facility condition assessment is conducted on all assets and the park/unit. e. Other park facility management reports recommended by the Washington Service Office are created, evaluated, and used frequently to adjust park/unit records, operations, maintenance, and use of FMSS as appropriate.

II.C. OPERATIONS AND MAINTENANCE—Health, Safety, and Environmental Factors		
Task	**Conditions**	**Criteria**
II.C.1 Develop and implement Environmental Management System plans and procedures.	NPS stewardship is defined by the resource protection ethic of using the most up-to-date and effective concepts, techniques, equipment, and technology to prevent, avoid, or limit any negative impacts on park resources. Although it may increase the expenses of conducting park management tasks, it is essential that facility managers operate with an ethic that embraces proactive, environmentally conscious choices. During an emergency situation, it becomes increasingly important for facility managers and employees to understand these policies and procedures in order to continue to protect the resource. Environmental Management System plans provide facility managers and employees with a tool to achieve environmental excellence on a day-to-day basis, as well as during emergency situations. While this task may fall under the administration of the park safety officer in many parks, it is still important for facility managers to have a working knowledge of the Environmental Management System plans and procedures. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. A site-specific environmental commitment statement is developed and documented, affirming the facility's intent to strive for exemplary environmental management. b. Emergency Management System plans and procedures are documented, communicated, and understood by all employees. c. Training of employees occurs as needed. d. Emergency Management System plans and procedures are updated to mirror changes within facilities and facility function, and all changes are documented and communicated to the appropriate people. e. Procedures are followed to minimize environmental impacts on a day-to-day basis, as well as during emergencies. f. All applicable laws and regulations are followed. g. Emergency Management System performance measures are incorporated into facility audit protocols. h. Environmental compliance and overall environmental performance are measured and tracked through the use of environmental audits at all parks.

II.C. OPERATIONS AND MAINTENANCE—Health, Safety, and Environmental Factors		
Task	**Conditions**	**Criteria**
II.C.2 Develop and implement Injury and Illness Prevention plans.	An Injury and Illness Prevention Plan is a comprehensive tool that aims to minimize injury and illness risks on the job while also increasing worker productivity and quality. Such a plan includes putting in place a communications plan, hazard assessment and control, accident investigation, safety planning, the development of rules and procedures, safety and health training, and safety and health recordkeeping. Facility managers who put Injury and Illness Prevention Plans into place show their employees that they are committed to the health and safety of every one of their workers. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. The Injury and Illness Prevention Plan is integrated into all facility management operations. b. Concern for the health and safety of employees is communicated effectively through a communications program and through facility manager leadership. c. Authority and responsibility for the Injury and Illness Prevention Plan is delegated to an individual(s), who is given full support from the facility manager. d. Potential hazards are identified, documented, and controlled. e. Policies, procedures, incentives, and disciplinary actions are established and implemented to support compliance and promote positive work practices. f. Concrete health and safety objectives are developed, recorded, and used as to measure the success of the plan's implementation. g. Employees are encouraged to report hazardous situations. h. Matters of occupational health and safety are effectively communicated to all employees on a regular basis. i. The communication system is readily available and understandable to all affected employees. j. Training programs and update materials, such as bulletins or posters, are developed to communicate the plan and updates to all affected employees.

II.C. OPERATIONS AND MAINTENANCE—Health, Safety, and Environmental Factors		
Task	**Conditions**	**Criteria**
II.C.3 Evaluate and manage the facility's support of organizational health and environmental goals and objectives.	Facilities impact organizational goals and objectives. Employees depend on their physical surroundings to perform their work. Also, facilities and the work they support continually change in response to changes in regulations, technological advancements, and business needs. Those changes must be understood in terms of their possible health and safety implications, effect on the quality of work life, environmental impact, and overall effect on organizational performance. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Organizational goals and objectives are achieved in a cost-effective way. b. Employees and organizational units perform effectively. c. Work flow and interface patterns of employees and teams support both functional unit and park goals. d. Opportunities to improve organizational effectiveness are identified, documented, and communicated to the appropriate persons. e. Information about how the facility performs is documented and used in business planning and budget forecasting. f. Cost-benefit implications are determined.

II.C. OPERATIONS AND MAINTENANCE—Health, Safety, and Environmental Factors		
Task	**Conditions**	**Criteria**
II.C.4 Monitor changes and comply with laws and regulations relating to public health, environmental factors, and safety issues, such as accident investigation and root cause analysis.	Laws and regulations, specifications, and standards are continually being updated and reinterpreted. Many of these changes impact the way park units operate. Laws and regulations can have direct impacts on facilities and facility management. The ultimate goal is to provide services while ensuring the health, safety, and welfare of people and the surrounding environment. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Facilities and programs, policies, and practices comply with local, state, and national laws and regulations; international treaties; conventions; agreements; and practices. b. Personal protection equipment programs, RM 50B, Occupational Safety and Health Administration standards, Office of Workers Compensation Program requirements, state and appropriate life safety, and fire and health codes are identified and followed to limit and correct safety and health hazards. c. Effects on programs, policies, practices, and procedures are determined. d. A safe workplace program is implemented. e. A culture that supports safety leadership and management is established and maintained. f. Responsibility for the maintenance and management of the Emergency Management System is established. g. Maintenance and renewal of all environmental permits and record keeping are established. h. Appropriate regulatory agency representatives are notified of any and all occurrences that deviate from compliance guidelines and laws. i. The facility and its operations are regularly evaluated. j. The need for corrective action is documented and communicated to the appropriate decision makers. k. Requirements for audits and documentation are met. l. Audits are passed. m. Violations, citations, and claims are eliminated. n. Concerns expressed by employees, clients, customers, vendors, and community representatives are responded to promptly.

II.C. OPERATIONS AND MAINTENANCE—Health, Safety, and Environmental Factors		
Task	**Conditions**	**Criteria**
II.C.5 Monitor information and trends about human and environmental concerns.	The ultimate health and environmental goal for a facility manager is to get in front of issues and to be proactive about the safety of people and the environment. This requires facility managers to be intelligent consumers of research-based knowledge so they can be advocates for or lobby on behalf of products and practices that protect people and the environment. Trade and professional journals, professional associations, the press and media, vendors, and suppliers are sources of information about new developments affecting facility management and the protection of individuals and the environment. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. The need for changes in practices and procedures is anticipated. b. Actions to prevent non-compliance in the future are anticipated and taken. c. Corrective action is avoided. d. Fads can be distinguished from valid developments. e. Innovative leadership in regards to services and practices is demonstrated.
II.C.6 Provide training to maintain safe and effective use of the facility, following park safety program plans and procedures.	New and remodeled facilities can both change and be used to change the behavior patterns of users and occupants. When changes are major, training programs for occupants and people who service the facility are needed so they can use the facility more effectively. There is also an on-going need to maintain and support individual performance in the areas of health, safety, and environmental protection. When equipment is replaced, people have to learn new operating and maintenance procedures. When new procedures are imposed by statutes and regulatory agencies, people have to learn new ways to do tasks. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. People who need training are identified. b. The purpose and intent of training programs, policies, and procedures is communicated. c. Training for all staff members, including non-maintenance staff, is scheduled prior to exposure to hazards and risks. d. Training content and instructional methods support objectives. e. Training objectives support the goal of using facilities safely and effectively. f. Statutory and regulatory requirements are met. g. Effects on the behavior patterns of occupants are optimized. h. Health, safety, and welfare of occupants are assured. i. Completed training is documented. j. Training is ongoing, as appropriate. k. Training is evaluated.

II.C. OPERATIONS AND MAINTENANCE—Health, Safety, and Environmental Factors		
Task	**Conditions**	**Criteria**
II.C.7 Direct the development and administration of environmentally conscious programs.	The best environmental policy is to be proactive and socially responsible. To accomplish this goal, park units often implement programs designed to protect the environment, which are often assigned to the facility function. Facility managers must be intelligent consumers of research-based knowledge so they can be advocates for products and practices that protect people and the environment. Trade and professional journals, professional associations, the press and media, vendors, and suppliers are sources of information about new developments affecting facility management and the protection of individuals and the environment. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. A socially responsible position is maintained. b. Actions are taken to do the following: • Identify areas of concern • Minimize risk and liability • Protect the environment and personnel • Conserve resources • Meet regulatory requirements • Address employee and community concerns • Achieve a good cost-benefit, and • Enhance NPS's image. c. The need for changes in practices and procedures is anticipated. d. Actions to prevent non-compliance in the future are planned out and taken. e. Fads are distinguished from valid developments. f. Innovative leadership in regards to services and practices is demonstrated.

II.C. OPERATIONS AND MAINTENANCE—Health, Safety, and Environmental Factors		
Task	**Conditions**	**Criteria**
II.C.8 Conduct due diligence studies.	When the government considers the purchase, sale, or lease of property, the risk and liability associated with the acquisition or disposal of that property must be considered. Assessment must also be made of the property's impact on the environment, health, safety, security, and overall organizational effectiveness. Assessment will also include, but not be limited to, a review of the infrastructure (soil bearing tests, soil analysis, and environmental jurisdiction), zoning codes, and the potential for environmental improvement. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Analysis is performed in order to identify • Negative environmental impacts that have already occurred, and • Possible future environmental impacts that might occur. b. The analysis takes into consideration a variety of resource management topics by enlisting the expertise and analysis of related resource managers: • Land – Geologists • Legally Binding and Current Surveys – Researchers • Buildings – Cultural Resource Managers • Flora and Fauna – Biologists • Water – Hydrologists • Site History – Librarians and Historians • Adjacencies – Public Policy and Relations Experts • Future Trends – Analysts • Utilities – Facility Maintenance c. Informed decisions result from the analysis. d. Issues involving the environment, health, safety, security, welfare, and overall park unit effectiveness become an integral part of the due diligence process.

II.D. OPERATIONS AND MAINTENANCE—Emergency Preparedness		
Task	**Conditions**	**Criteria**
II.D.1 Develop emergency plans.	Natural disasters, accidents, system failures, vandalism, and other unanticipated events can interrupt asset feature operations. Some interruptions, such as loss of energy, can disrupt facility operations, jeopardize energy systems, and overtax the park's wastewater treatment system. Suppliers of energy could be unable to deliver service due to damage from bad weather. Many park areas contain water impoundments such as dams, and the failure of these impoundments can have far-reaching and often life-threatening impacts. Whatever the cause, interruption in building systems, community services, and vendor services impacts facility operations. Emergency plans have many components. They need to be all-encompassing, and they must be developed in conjunction with pre-existing park emergency management teams to increase continuity and efficiency throughout the park. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Continuity plans and anti-terrorism issues are addressed. b. Risk assessments identify areas of greatest concern. c. Input from people with the appropriate expertise is included. d. The tasks and procedures that need to be performed during and after an emergency are included, documented, and tested. e. People and services with appropriate skills and knowledge needed to perform the procedures are identified, documented, and confirmed, and the list is maintained. f. The need for back-up systems is determined, and specifications for those systems are developed. g. Procedures for training people to perform the procedures are included, documented, and acted upon. h. Procedures for notifying people and emergency services are specified. i. The need for signage, written instructions, drills, and training are assessed, documented, and acted upon. j. Procedures for testing the plan are specified. k. The plan is documented and communicated to the appropriate people. l. Plans are maintained, updated, and changed as facilities or their users change. m. Relationships and protocol are developed in collaboration with emergency response agencies outside of the NPS.

II.D. OPERATIONS AND MAINTENANCE—Emergency Preparedness		
Task	**Conditions**	**Criteria**
II.D.2 Ensure that people are trained in emergency procedures.	Emergencies require people to perform well under stress. Injury and loss of life and property are minimized when people perform as planned. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. People are able to carry out their responsibilities according to plan and to standard. b. Procedures designed to protect life and property are followed, deficiencies are noted, and corrective action is taken. c. Periodic training is implemented to keep people's skills and knowledge current in response to changes in equipment and procedures and to reinforce the procedures through practice. d. The procedures covered in the training comply with proven and accepted guidelines. e. When safety inspections are conducted, people's readiness to locate and use emergency equipment and systems is tested. f. When emergency drills are conducted, people's readiness to perform as instructed is tested. g. Statutory and regulatory requirements are met. h. Any division employees serving on parkwide emergency teams are trained as appropriate.
II.D.3 Ensure that all emergency systems and procedures are tested as planned.	Inspections are an integral part of emergency procedures. They are required to confirm that both equipment and people are ready to perform to standard when necessary. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. All emergency equipment is identified, and their locations are documented. b. Tests are scheduled per regulations. c. The schedule and procedures for testing equipment are maintained and audited. d. Initial inspection and testing includes confirmation of the following: • Equipment is operational and located where documented, with supporting instructions that are accessible and near the equipment. • Signage with instructions and directions is in place and readable. • Back-up systems are operational. e. Missing and inoperable equipment is identified and documented, and corrective action is taken. f. Insufficient, incomplete, unclear, or contradictory guidelines and instructions are identified and corrected. g. Training needs are identified and met.

II.D. OPERATIONS AND MAINTENANCE—Emergency Preparedness		
Task	**Conditions**	**Criteria**
II.D.4 Ensure that emergency drills are conducted.	Emergency drills simulate emergencies. They are used to confirm that emergency procedures are comprehensive and workable. They are also used to reinforce learning and confirm that people can and will follow evacuation and safety procedures. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Personnel with specific assignments act as planned during and after an emergency. b. Evacuations occur as planned. c. Drills are documented. d. Incomplete or inappropriate performance is documented and corrective action is taken. e. Appropriate community services participate in drills. f. Drills are scheduled per regulations.

II.D. OPERATIONS AND MAINTENANCE—Emergency Preparedness		
Task	**Conditions**	**Criteria**
II.D.5 Develop disaster recovery plans.	Natural disasters, accidents, and other major events can cause system failures that disrupt all facility operations. Such events also jeopardize the safety of people, equipment, and facilities. Disaster recovery plans are designed to manage for disasters of such magnitude they could severely alter the operation of a park unit and cut off the delivery of all services. A proactive approach is needed to assure the fast and efficient restoration of the facility and facility services so the park or park unit's activities can resume. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. The effects on operations, service, personnel, equipment, and facilities are assessed. b. Procedures are documented, distributed, and understood by the appropriate people. c. People and services needed to perform the procedures are identified, documented, and confirmed, and the list is maintained. d. People respond as trained and in accordance with emergency procedures. e. People who require special assistance are identified, and provisions exist to assist them. f. Equipment, systems, and facilities are inspected and tested to confirm whether they are operational, and damage is assessed and documented. g. Critical tasks and procedures that need to be performed after an emergency are included, documented, and tested. h. Auxiliary, back-up systems function as planned. i. Appropriate agencies are notified, such as emergency response, insurance, regulatory, etc., and recovery efforts are coordinated. j. Community, government, vendor, and supplier resources are assessed for their potential roles in restoring systems. k. Systems are regenerated in accordance with procedures. l. Facilities and grounds are cleaned, i.e. debris or hazardous materials are removed according to procedures. m. Procedures to prevent further loss due to vandalism, theft, exposure to dangerous conditions, and accidents are implemented. n. Access is controlled. o. People are removed. p. Equipment and supplies are removed and stored as planned. q. Plans are maintained, updated, and changed as facilities or their users change.

II.D. OPERATIONS AND MAINTENANCE—Emergency Preparedness		
Task	**Conditions**	**Criteria**
II.D.6 Develop continuity plans and ensure that antiterrorism issues are addressed.	In today's political climate, facility managers should not only have a plan for general emergencies, but they should have an intimate working knowledge of any park continuity plans developed detailing special considerations and procedures in the event of a terrorist attack. While other park officials are often responsible for developing such plans, facility managers must be aware of them, be able to describe them clearly to others, and be able to implement them. In order to perform the indicated task successfully under these conditions the Facility Manager must ensure that the following criteria are met:	a. Procedures and decisions made under terrorist attacks or circumstances reflect park philosophy. b. Continuity plans relating to terrorist attacks are documented, distributed, and understood by the appropriate people. c. People and services needed to perform the procedures are identified, documented, confirmed, and the list is maintained. d. Personnel know when and how to respond to a terrorist situation. e. Personnel are trained and procedures are practiced. f. Disruption of service and operations is minimized. g. Preservation of life, equipment, and property are made a top priority. h. Health and safety of personnel are protected. i. Property and equipment are preserved. j. Plans are maintained, updated, and changed as facilities, users, or threats change. k. Back-up systems are put into service in a timely fashion when needed.

III. Project Management:
Tasks, Conditions, and Criteria

III.A. PROJECT MANAGEMENT—Project Management		
Task	**Conditions**	**Criteria**
III.A.1 Define the project scope and identify needed resources.	Projects vary greatly in scope. They can range from major acquisitions or remodeling to simple landscaping or repairs. Regardless of the scope, projects require the appropriate resources. Resources include personnel, funding, systems, information, and equipment. Inappropriate, inadequate, and overly committed resources can jeopardize the success of a project by increasing costs, lengthening completion time, and impacting coordination and scheduling. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. The project's criteria for satisfying park unit needs are explicit and identified, including business need, growth or consolidation, regulatory and statutory compliance, and technological change. b. Agreement on how to represent and communicate the project status is established by the following: • PERT Chart, Gantt Charts, written documents, drawings, etc • Project meetings, memos, electronic broadcasts, etc c. Time, cost estimates, schedules, and resource constraints are defined and controlled. d. Impacts on natural and cultural resources, employees, visitors, and systems are determined. e. Opposing or conflicting needs are identified and prioritized, and creative solutions are sought. f. Applicable standards, regulations, and laws are identified, including the Americans with Disabilities Act accessibility standards. g. The need for compliance (National Environmental Policy Act; Planning, Environment, and Public Comment system; 106; etc.) is anticipated and reflected in project timelines and plans. h. Project management is understood and conducted following regulations of current NPS management systems, such as the Planning, Environment, and Public Comment system. i. Projects are defined and planned with a working knowledge of trades, materials, and equipment applicable to facility maintenance and operations within the park unit. j. The size and specifics of the project are documented, ensuring project feasibility. k. Rationale for recommending specific resources is defended and documented.

III.A. PROJECT MANAGEMENT—Project Management		
Task	**Conditions**	**Criteria**
III.A.2 Use the Project Management Information System (PMIS) to request funding for and to track unfunded, recurring, and non-recurring budgetary requirements for projects.	PMIS provides managers with a web-based program to track their program needs and deferred maintenance. More specifically, this program is how the National Park Service (NPS) gets the money required to complete different projects. Using this program, the NPS as a whole can view the program needs and deferred maintenance of all park units. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Funding requests are developed through an analysis of Facility Management Software System (FMSS) data and are well-conceived and anchored in the five-year plan for the park's program. b. Requests take into consideration ancillary costs, such as compliance, project supervision, building commissioning, curation, and the entry of operations and maintenance manuals into FMSS. c. Project estimates are documented and soundly conceived using industry standards. d. Project narratives, including the project description, justification, and measurable results, are • Complete • Clear, concise, and grammatically correct, and • Anchored in the park's mission and strategic plans. e. The project's Department of the Interior criteria accurately support the project narrative. f. Project activities, assets, emphasis areas, and Government Performance Results Act goals accurately support the project narrative. g. Funding is efficiently requested and supplied to park units. h. Park unit program and deferred maintenance needs can be prioritized. i. Monetary requests are credible. j. Status and accomplishment reports are easily and efficiently created, increasing accountability and ease of reporting. k. Information is presented and evaluated consistently from park to park. l. Records can be easily updated, transmitted, stored, and archived for future use.

III.A. PROJECT MANAGEMENT—Project Management		
Task	**Conditions**	**Criteria**
III.A.3 Develop the project plan after generating alternative strategies.	Complex projects require careful assignment, sequencing, and coordination of personnel and resources. Careful planning can reduce and avoid interruptions, lost time, and rework. It also ensures that programs and projects follow established guidelines, procedures, and regulations. However, even the best laid plans will undoubtedly have pitfalls. A key part of successful project management is the ability to identify different ways to reach the same goal. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Compliance, environmental concerns, and cultural resource protection are not compromised. b. Limitations and tradeoffs of different plans are explicitly described, including cost, time schedule, image implication, probability of acceptance, and impact on systems, operations, and other projects. c. Assumptions behind alternatives are explicit, and arguments are made for recommended alternatives. d. Tasks requiring long lead times are identified and initiated to avoid delaying the project. e. Activities contingent on other activities, such as approvals, are sequenced appropriately. f. The schedule accommodates the approved level of involvement by the project team, managers, and compliance staff. g. Resources are scheduled to minimize cost. h. Approval points, milestones, and “go/no-go” decision points are defined to allow for project review, evaluation, postponement, and cancellation. i. Actual costs are monitored against projected costs.

III.A. PROJECT MANAGEMENT—Project Management		
Task	**Conditions**	**Criteria**
III.A.4 Develop bid specifications and secure needed resources.	Once needed resources are identified, arrangements must be made to assure resource availability. Projects sometimes require the services of outside contractors and vendors. Policy may require that contracts be established on a competitive bid basis. When competitive bids are needed, specifications need to be developed so contractor and vendor bids can be compared with the work required for the project. Contractors and vendors need well-developed bid specifications to secure needed resources. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. People, equipment, supplies, and services are available when needed. b. The need for substitutions is identified and arranged. c. The use of resources is optimized. d. Selection criteria are explicit and satisfy project needs. e. Project specifications and contract proposals are developed and analyzed. f. The bidding process complies with fair trade, equal employment opportunities, labor laws, and other regulatory and management requirements. g. Special requirements are explicit, including bonds, licensure, and credentials for handling special equipment, materials, substances, etc. h. Non-typical contractual relationships among members of the project team are made clear. i. Not in contract (NIC); owner furnished, contractor installed (OFCI); and owner furnished, owner installed (OFOI) items are clearly identified. j. Non-typical materials or installation methods are clearly defined. k. All bid documents are subjected to the appropriate review and approval process, including legal review.

III.A. PROJECT MANAGEMENT—Project Management		
Task	**Conditions**	**Criteria**
III.A.5 Coordinate project tasks.	Project tasks need to be scheduled and coordinated by someone who understands the full scope of the project, represents the interests of the park unit, and understands the interfaces and interdependencies of the work required to complete the project. In order to perform the indicated task successfully under these conditions the Facility Manager must ensure that the following criteria are met:	a. The project team is identified so that decision makers are identified, levels of authority are approved, and project leaders are chosen. b. Team member specialty areas are matched to requirements for successfully completing projects, and the needed level of expertise is represented. c. Expectations of participants' involvement are specified, approved, and communicated. d. Training of team members, if necessary, is provided. e. Reporting relationships during the project are determined, agreed to, and communicated. f. Schedules are communicated and adhered to. g. Schedules are documented and maintained. h. Tasks are performed when scheduled by the people assigned. i. Work interruptions are avoided or minimized. j. Work is performed by people with appropriate qualifications. k. Costs are controlled. l. Rework and downtime are avoided.
III.A.6 Set compliance and performance criteria to monitor the project.	Whether outside services are contracted or company personnel are assigned tasks, regulatory and job requirements may or may not contain adequate descriptions of the performance standards required. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Expectations are documented and communicated. b. Approval time limits are set to avoid costs due to delays and rework. c. Customer input on the review process is obtained. d. Customer review points and milestones are identified. e. Work in progress is monitored based on agreed-upon standards, project specifications, and goals. f. Deviations and discrepancies are identified, corrective action is taken, and procedures to resolve disagreements are created and maintained. g. Compliance and non-compliance are documented. h. Performance measures and check and balance reviews for the project are established, i.e., cycle time.

III.A. PROJECT MANAGEMENT—Project Management		
Task	**Conditions**	**Criteria**
III.A.7 Identify, control, and evaluate all changes occurring throughout the project.	Tasks, activities, problems, and accomplishments must be monitored throughout the duration of the project by someone who is familiar with the full scope of the project, represents the interests of the park unit, and understands the work required to complete the project. Original budgets may have to change to reflect the changing prices of goods. New regulatory mandates could be instituted, extending the time required to perform a task. These changes can affect costs, documentation requirements for compliance, personnel assignments, and work schedules. The facility manager is in the unique position to identify and adjust to these changes. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. The impact of changes is planned for and factored into the project schedule and budget. b. Modifications to the plan are identified, communicated, documented, and approved by the contracting officer or appropriate authority. c. Only approved changes are made. d. On-site inspections are performed to assure that changes occur as agreed. e. Performance is tracked and corrective action taken as required. f. Modifications to the plan are identified, communicated, documented, and approved. g. Required changes in personnel assignments and to appropriate permits are identified and secured. h. Possible violations of compliance criteria are determined, and compliance is enforced. i. The number and cost of changes are minimized. j. Only approved changes are billed and paid.
III.A.8 Evaluate the results of the project.	Once a project is completed, the process followed to manage the project and the results should be reviewed. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Project outcomes are evaluated against project goals. b. Project results are documented and communicated. c. Future economies are achieved. d. Lessons learned are documented and communicated. e. Performance measures are captured and documented. f. Customer satisfaction is solicited, measured, and documented.

III.B. PROJECT MANAGEMENT—Programming and Design		
Task	**Conditions**	**Criteria**
III.B.1 Manage the programming phase.	Programming as a process can vary greatly in scope depending on the needs of the park unit and the visitor. It may support a major relocation or a minor refurbishment of space. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. A core team is identified to do the pre-program that includes customer representatives and in-house expertise. b. The need for programming is determined. c. The goals and scope of the program are defined. d. Criteria for evaluating tasks are set. e. People selected to do the program are perceived as competent, unbiased, and free of conflicts of interest. f. Representatives of future occupants, vendors, suppliers, professional disciplines, and others requiring program involvement are identified and their participation solicited. g. Appropriate data gathering methods are developed, budgeted, scheduled, and coordinated. h. The schedule, tasks, deadlines, and milestones are defined and met. i. Communication among all parties is maintained. j. Approvals are secured and documented when needed. k. Funds are released and allocated for the next phase. l. Operational costs are evaluated and Operations Formula System requests are submitted to encompass operational costs. m. New asset preventive maintenance requirements are developed for inclusion into the FMSS and the Asset Management Process.
III.B.2 Evaluate the adequacy of the program.	The results of the programming effort have to be perceived as valid by the people who will be asked to use the programming results in the design phase. Acceptance of the program is influenced by who participated and how information was gathered. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. A formal comparison between the facility plan and the programming report is done. b. Differences between anticipated and actual outcomes are clarified and resolved. c. The program meets facility and visitor needs and is accepted by the park unit. d. Implications for future activities are identified, assessed, documented, and communicated. e. The preferred life cycle cost in relation to the level of maintenance complexity and available resources is determined.

III.B. PROJECT MANAGEMENT—Programming and Design		
Task	**Conditions**	**Criteria**
III.B.3 Manage the design phase.	The level of detail and complexity required of a design differs depending on the scope and goals of the project and the current state of the facility. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Criteria for the task are determined and communicated. b. People selected to do the design are seen as competent and free of conflicts of interest. c. Standard formats to communicate design information are selected. d. Processes are clearly communicated and documented to all parties, e.g., reviews, authorizations, and approvals. e. Use and format of models and other deliverables are determined and communicated. Models include life cycle prediction, cost, and environmental models. f. Expectations are documented. g. Timelines, reporting protocols, and interim reports are specified. h. Representatives of customers, vendors, suppliers, professional disciplines, and others are involved at the appropriate levels and points in time. i. The schedule, tasks, deadlines, and milestones are met. j. Communication among all parties is maintained. k. Approvals are secured and documented when needed. l. Funds are released and allocated for the next phase. m. Any important documents are sent to the Technical Information Center for archiving and protection.

III.B. PROJECT MANAGEMENT—Programming and Design		
Task	**Conditions**	**Criteria**
II.B.4 Evaluate the design.	The design phase, like other steps in the facility management process, is completed to satisfy park unit and facility needs. Whether or not the design meets the need is frequently a judgment call. However, the person expected to evaluate the design needs to know the capacity of the facility, the goals of the effort, the needs of the vested parties, and the operational and maintenance implications of the recommendations. It is imperative that the Facility Manager be able to perform the indicated task because design recommendations can affect so many factors, such as space usage; choice of furniture, fixtures, and equipment; integration and capacity of building systems; daily operations; and ongoing maintenance. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. A formal comparison is made between the program and the design outcome. b. Design specifications are evaluated in terms of the following factors: • Budgetary considerations • Safety and security • Flexibility of space • Maintenance requirements • Sustainability • The effect on building systems and support services • Impacts on visitors • Impacts on the cultural and natural environment • Long-term serviceability and manageability • Future requirements and cost, and • The anticipated life of the facility c. The design complies with regulatory requirements. d. Implications on future activities are assessed, documented, and communicated to appropriate individuals.

III.C. PROJECT MANAGEMENT—Construction and Relocations		
Task	**Conditions**	**Criteria**
III.C.1 Manage construction projects.	Park units are faced with the need to remodel existing properties and build new facilities. Both involve financial risk and require project management skills. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. The goals, scope, and life cycle costs of the construction are defined. b. The criteria for measuring success are specified and documented. c. Customers, vendors, suppliers, professional disciplines, and others who need to be involved are identified and solicited for participation. d. Project team members are identified and assembled, and appropriate task assignments are made. e. Schedules are developed to optimize the use of resources and minimize disruption of the user and the facility. f. Contractors are selected, if appropriate, per specifications. g. Permits, bonds, etc. are secured as required. h. Security precautions and procedures are developed to protect people, property, equipment, and facilities. • Provisions for controlled access are developed, including methods to identify people with access authority. • Provisions to prevent theft and vandalism are developed. i. Job meetings are held as scheduled. j. On-site inspections are done as scheduled and as deemed necessary to confirm that in-progress and completed construction meet specifications. k. Documents are reviewed for completeness and accuracy. l. Construction is compared to the plan, discrepancies are noted, and corrective action is taken. m. Punch lists are identified and resolved. n. Schedules, deadlines, and milestones are met. o. The continuity of services is addressed throughout construction and relocations. p. Communication among all parties is maintained. q. Approvals are secured and documented when needed. r. Costs are tracked, and bills and invoices are reviewed for accuracy and authorized for payment.

III.C. PROJECT MANAGEMENT—Construction and Relocations		
Task	**Conditions**	**Criteria**
III.C.2 Evaluate how well construction projects meet business needs.	Upon completion of the construction and prior to occupancy, the adequacy of the facility, work performed, and the management of the project should be evaluated. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. A formal comparison, or commissioning, is made between the new facility, the architectural design, the project plan, and the business need. b. Differences between planned and actual outcomes are clarified, documented, and understood. c. Lessons learned are documented and communicated. d. A final on-site visit occurs. e. The facility meets user and park unit needs. f. Implications for future construction are assessed, documented, and communicated to appropriate individuals. g. The need for follow-up, training, and changes is documented, communicated, and implemented. h. Performance measures are documented and communicated. i. Steps to improve the process are identified, documented, and followed for future projects.

III.C. PROJECT MANAGEMENT—Construction and Relocations		
Task	**Conditions**	**Criteria**
III.C.3 Manage relocation projects.	Rearrangement of current space and relocations can be costly, both emotionally and financially. Relocation and occupancy projects require project management skills and careful coordination among customers, vendors, and trades people. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. The goals and scope of the move are defined. b. Representatives for all park staff who will be impacted by the move are included in planning meetings. c. Performance measures for evaluating outcomes are specified and documented. d. Customer representatives, vendors, suppliers, professional disciplines, and others are identified, their participation sought, and tasks assigned as appropriate. e. Tasks prior to, during the move, and after occupancy are clarified, assigned, and documented. f. Job meetings are held as scheduled. g. Contractors are selected as appropriate. h. Schedules optimize the use of resources and minimize disruption of the park unit and visitors. i. Schedules, deadlines, and milestones are met. j. On-site inspections are done prior to occupancy to assess condition and work performed. k. Completed and in-progress work is compared to the plan, discrepancies noted, and corrective action taken. l. Punch lists are maintained. m. Security precautions and procedures are developed to protect people, property, equipment, and facilities: • Provisions for controlled access are developed, including methods to identify people with access authority. • Levels of security are identified. • Methods to label, pack, track, ship, and store equipment, furniture, and supplies are developed. • Provisions are made to prevent theft, vandalism, and damage. n. Communication among all parties is maintained. o. Approvals are secured and documented when needed. p. Costs are tracked, and bills and invoices are reviewed for accuracy and authorized for payment.

III.C. PROJECT MANAGEMENT—Construction and Relocations		
Task	**Conditions**	**Criteria**
III.C.4 Evaluate how well moves are performed.	After the move is completed, its effect and how it was carried out should be evaluated. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. A final on-site visit occurs. b. A formal comparison is completed between what was planned, what was done, and what was needed for the facility. c. The effect on the park unit, the facility, and the visitor is evaluated and documented. d. The facility meets park unit and visitor needs. e. Discrepancies between planned and actual outcomes are clarified, documented, and understood. f. Lessons learned are documented and communicated. g. The need for follow-up, training, and changes is documented and communicated. h. The measures used to evaluate the process and outcomes are documented and communicated. i. Steps to improve the process are identified, documented, and followed for future projects.

IV. Resource Stewardship:
Tasks, Conditions, and Criteria

IV.A. RESOURCE STEWARDSHIP—Cultural Resources		
Task	**Conditions**	**Criteria**
IV.A.1 Manage facilities and services with a working knowledge of preservation law, philosophy, and practice	To assure that facility function is aligned with the overarching mission of the National Park Service (NPS), facility managers must focus on preserving and protecting cultural resources while also providing needed services to the public. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. General knowledge is provided to subordinates concerning identification, evaluation, documentation, registration, treatment, and management of cultural resources. b. Appropriate persons are trained concerning current cultural resource preservation law, philosophy, and practice c. All employees have a basic knowledge of the mission and objectives of the NPS and understand where cultural preservation fits with that mission. d. There is a basic knowledge of historic preservation history and philosophy, federal cultural resource legislation, the Secretary of the Interior's standards, and NPS cultural resource management policies and guidelines. e. Employees understand the goals, content, and functioning of NPS cultural resource programs, both internal and through partnerships, and the Service's various cultural resource disciplines and their roles and capabilities in cultural resource management undertakings. f. Natural resource management issues are developed and evaluated in terms of how they may impact cultural resources and cultural resource preservation. g. The facility manager has the knowledge of and access to the appropriate cultural and natural resource specialists for expert knowledge and advice. h. A method is in place to resolve conflicts between natural resource protection and restoration projects and cultural resource preservation objectives.

IV.A. RESOURCE STEWARDSHIP—Cultural Resources		
Task	**Conditions**	**Criteria**
IV.A.2 Support completion of relevant cultural resources research and inventories by professional cultural resource managers.	A well-documented, thorough study of a park's cultural resources is necessary for all planning and programming within the park. Facility Managers must have a clear picture of the cultural resources that exist within a park unit before making facility management decisions that could potentially impact these resources. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Research is conducted by professionals or in consultation with professionals on topics relevant to the park unit's specific cultural resources. b. Cultural resource surveys and inventories are scheduled and conducted at regularly scheduled times by appropriate, knowledgeable personnel. c. Inventory and condition information is documented in the Facility Management Software System (FMSS). d. Employees are trained and have a basic knowledge of the Service's cultural resource inventories and their utility in the management of cultural resources. e. Specialized research, surveys, and inventories are conducted, either by park employees or contractors, in the area of cultural resources. f. National Register criteria are applied to cultural resource data gathered through inventories and surveys. g. National Register documentation is accurate and thorough, and includes a narrative, a bibliography, photographs, and maps for cultural resources. h. Managers are able to use the products of CRM-specific software, such as the List of Classified Structures, Cultural Resource Bibliography, and Geographic Information Systems.

IV.A. RESOURCE STEWARDSHIP—Cultural Resources		
Task	**Conditions**	**Criteria**
IV.A.3 Ensure that all cultural preservation plans comply with laws and regulations	To support and promote cultural preservation plans within a park unit, facility managers must first ensure that preservation plans comply with all relevant legislation. Compliance with laws and regulations is an important part of every project plan. Without careful consideration of relevant laws and regulations, plans often fail. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Plans are created based on a strong working knowledge of Section 106 and Section 110 of the National Historic Preservation Act compliance. b. The facility manager has a basic knowledge of Sections 106 and 110 of the National Historic Preservation Act and the National Environmental Policy Act and Section 4f as they apply to the management of cultural resources. c. Federal Accounting Standards Advisory Board reporting requirements are understood and followed in terms of heritage assets. d. Laws are interpreted in the implementation of regulations and programmatic agreements. e. Compliance forms and supporting documentation are prepared and coordinated in accordance with laws, regulations, and established procedures. f. Compliance issues are assessed. g. Assistance from other cultural resource professionals is requested when needed to assess cultural resource impacts or needs.

IV.A. RESOURCE STEWARDSHIP—Cultural Resources		
Task	**Conditions**	**Criteria**
IV.A. 4 Enact preservation plans and assess their impacts on cultural resources.	In order to ensure constant protection and preservation of a park's cultural resources, impacts on cultural resources of every management decision must be assessed, measured, and documented. Facility Managers must also enact plans that specifically seek to preserve and protect cultural resources. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Preservation undertakings are developed and assessed in order to determine their impacts on cultural resources. b. All relevant laws and regulations are followed in the creation and development of preservation plans. c. The project's criteria for satisfying park unit needs are explicit and identified, including business need, growth or consolidation, regulatory and statutory compliance, and cultural resource protection needs. d. Time, cost estimates, schedules, and resource constraints are defined and controlled. e. Impacts on employees, visitors, and systems are determined. f. Impacts on resources are assessed using standardized procedures and recording methods. g. Project plans, documents, and blueprints are sent to the Technical Information Center after a project is completed for preservation, storage, and future retrieval. h. All assessment data are recorded and reported in a clear, concise manner to the appropriate people and partners. i. The facility manager defines and plans the project with a working knowledge of trades, materials, and equipment and its possible impacts on cultural resources. j. Project size and specifics are documented. k. Alternative plans and their impacts on cultural resource preservation are identified, discussed, and documented. l. Rationale for recommending specific preservation plans is defended and documented. m. Work proactively with Resource Management staff to develop and enact cultural preservation plans.

IV.A. RESOURCE STEWARDSHIP—Cultural Resources		
Task	**Conditions**	**Criteria**
IV.A.5 Serve as a staff resource person concerning management and preservation of cultural resources.	Facility Managers are leaders. They serve as mentors and sources of information for other employees and park visitors. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Employees and park visitors receive up-to-date, correct information regarding management decisions and cultural resource preservation. b. There is a leader and staff resource person for matters dealing with the management and preservation of cultural resource for both park and partnership preservation programs. c. The interrelationships of all resource management disciplines, such as museum services, archeology, cultural landscapes, building preservation, ethnography, and maintenance, are recognized. d. Cultural resource preservation projects and goals are accomplished within the divisional and discipline framework. e. Work proactively with Resource Management staff to develop and enact cultural preservation plans.

IV.B. RESOURCE STEWARDSHIP—Natural Resources		
Task	**Conditions**	**Criteria**
IV.B.1 Manage facilities to help support NPS natural resource stewardship goals.	This competency requires an overall understanding of the spectrum of natural resources protected by the NPS, the range of NPS responsibilities in managing these resources, the individual's role in resource stewardship, and the planning process and its purpose in the NPS. This competency also makes it necessary to work with partners outside the agency to promote resource stewardship. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Facility management decisions are made with solid background knowledge of natural resources and possible impacts upon those resources. b. The facility manager can serve as a leader, articulating the NPS stewardship function to employees, contractors, volunteers, and visitors. c. Training is provided to employees to foster natural resource stewardship and explain an individual's role in supporting NPS natural resource stewardship goals. d. Program and project planning processes examine, document, and communicate alternatives and potential impacts on natural resources. e. Partnerships with the resource stewardship branch and others are created and maintained to assure that facility function activities fulfill the NPS' natural resource management and stewardship goals.

IV.B. RESOURCE STEWARDSHIP—Natural Resources		
Task	**Conditions**	**Criteria**
IV.B.2 Ensure that all facility function activities comply with laws and regulations.	The ability to effectively apply laws, policies, regulations, and guidelines in concert with scientific knowledge to protect park resources and ecological systems is an essential ability of the facility manager. For example, the National Environmental Policy Act was enacted to ensure that, before proposed actions are taken, federal agencies consider all possible environmental costs and benefits of the action. The National Environmental Policy Act makes certain that federal agencies evaluate possible impacts on natural resources before decisions are made regarding activities and projects in parks. Laws and regulations, specifications, and standards are continually being updated and reinterpreted. Many of these changes impact facility managers' decisions relating to natural resource preservation. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Facilities and programs, policies, and practices comply with local, state, and national laws and regulations; international treaties; conventions; agreements; and practices. b. All facility function activities follow National Environmental Policy Act guidelines and are in compliance with state regulations, applicable codes, and other federal regulations. c. Facility managers understand the length of time it takes to accomplish compliance with the National Environmental Policy Act. d. Compliance requirements are planned into facilities project to minimize work site and project funding problems. e. Effects of programs, policies, practices, and procedures on natural resources are assessed, documented, and communicated to the appropriate people. f. Responsibility for the maintenance and management of the Environmental Management System is established. g. Maintenance and renewal of all environmental permits and record keeping are established. h. Appropriate regulatory agency representatives are notified of any and all occurrences that deviate from compliance guidelines and laws. i. The facility and its operations are regularly evaluated. j. The need for corrective action is documented and communicated to the appropriate decision makers. k. Violations, citations, and claims are eliminated. l. Concerns expressed by employees, clients, customers, vendors, and community representatives are responded to promptly. m. A positive NPS image is upheld.

IV.B. RESOURCE STEWARDSHIP—Natural Resources		
Task	**Conditions**	**Criteria**
IV.B.3 Apply natural resource knowledge to plan, implement, and administer natural resources projects.	Facility managers must be able to apply knowledge of scientific concepts, NPS programs, and natural resource preservation trends to plan, implement, and administer facility function activities. The abilities to apply scientific knowledge to identify and define natural resource issues, and to develop and evaluate alternative management strategies, are essential. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Future natural resource preservation needs are considered and emerging trends are incorporated into planning and organizing efforts. b. Planning and programming decisions are based on up-to-date, correct natural resource information. c. Recommendations for cost-effective solutions and lower impact alternatives may be made. d. Recommended solutions are appropriate for the given situation. e. Recommended solutions have minimal negative impact on natural resources in the present and future. f. Long-term natural resource preservation goals are made following sound scientific information. g. Review of recommendations made by others may be done efficiently and effectively. h. Decisions are made with confidence.

IV.B. RESOURCE STEWARDSHIP—Natural Resources		
Task	**Conditions**	**Criteria**
IV.B.4 Understand and utilize public comment systems, currently the Planning, Environment, and Public Comment system, to guide management decisions.	The Planning, Environment, and Public Comment system is an online collaborative tool designed to support project planning; public comment tracking, analysis, and response; and other public communication efforts. The system was developed in collaboration with park, regional, and other NPS experts working with specialists from Aquilent, a leading provider of Internet solutions for government. The system consists of both internal and external components. The internal system allows NPS employees to track public review milestones, prepare routine documentation and reports online, easily post documents to the Internet, and manage public comments and NPS responses in a paperless environment. The external component of the system enables the public to determine the status of various environmental planning documents, download copies of these documents, and return comments to the NPS. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. The role that public comment plays in facility function and planning processes is understood. b. Laws that designate whether public comment is required for facility management projects are understood. c. Navigation through the Planning, Environment, and Public Comment system in order to facilitate and assure National Environmental Policy Act compliance is accomplished. d. The Planning, Environment, and Public Comment system can be used to solicit public opinion when assessing environmental impact and National Environmental Policy Act requirements. e. Public comments relevant to facility management projects and activities can be documented. f. Public comments are implemented into facility function planning when applicable, and public comments are communicated to appropriate NPS employees.

IV.C. RESOURCE STEWARDSHIP—Environmental Leadership		
Task	**Conditions**	**Criteria**
IV.C.1 Promote a climate of environmental leadership within the park unit.	From seasonal employee to park superintendent, environmental leadership is everybody's job in the NPS. The vision for environmental leadership is to develop a culture in which employees have both the desire and knowledge to conduct business in an environmentally responsible manner. Developing such a culture also provides each employee with the opportunity to serve as a positive example to others, which can lead to positive environmental change and innovation. The NPS is committed to serve as a positive example of environmental leadership for the sake of the natural environment, visitors, and surrounding communities. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. All facility function activities reflect a working knowledge of environmental and cultural laws, policies, and programs, such as the National Historic Preservation Act, National Environmental Policy Act, Environmental Management System, and federal, state, and local environmental regulations. b. Compliance with environmental regulations is maintained. c. Projects and service provisions are designed to minimize impacts on the surrounding environment. d. Park employees are trained in environmental leadership concepts, practices, and procedures. e. Concessionaires and other park users are trained and educated in environmental leadership concepts. f. A culture that supports environmentally responsible initiative among employees is developed and encouraged. g. The Environmental Management System is understood and implemented to lessen negative environmental impacts. h. Employees understand the value of sustainability and pollution prevention.
IV.C.2 Build knowledge and use of proven sustainable practices for conserving energy and other resources through facility management.	It is imperative that the NPS explore all viable options for energy and fuel conservation. The NPS must be committed to energy management through sustainable practices and design. For example, implementation of a lighting retrofit in an existing building can realize a payback on the initial investment from energy savings in three to five years. To ensure success, facility managers and other employees must reach out and form partnerships with others who are actively embracing energy conservation, seeking new opportunities, and exploring alternative programs. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Alternative energy systems are evaluated and implemented where appropriate. b. Building energy audits are conducted to evaluate facility performance c. Existing facilities are retrofitted during building rehabilitations for water and energy conservation measures. d. Employees are trained as conservation technology is installed to assure systems operate efficiently. e. Products and processes are assessed for levels of sustainability. f. Energy consumption drops due to the introduction of innovative energy sources. g. The NPS is viewed as a leader in the federal government, demonstrating energy-saving designs, alternatively fueled vehicles, and new technologies.

IV.C. RESOURCE STEWARDSHIP—Environmental Leadership		
Task	**Conditions**	**Criteria**
IV.C.3 Introduce the use of proven sustainable practices into planning, design, construction, and rehabilitation.	The NPS mission pledges to protect and preserve natural and cultural resources for future generations. In light of this commitment, facility managers must be aware of the many efforts made to integrate sustainable practices and principles in planning, managing, designing, constructing, preserving, and operating park facilities. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. All planning, design, and blueprints are reviewed to evaluate the inherent energy and environmental costs associated with construction of new facilities. b. Leadership in Energy and Environmental Design standards are achieved. c. Alternatives to new construction are identified and evaluated. d. Sustainable guidelines and principles are followed for all new construction and major rehabilitation. e. All new construction and major rehabilitation projects are commissioned (tested and rated for energy performance) in accordance with the National Association of Building Science f. Construction contract documents are incorporated into “green” building products, construction waste recycling, and sustainable construction practices. g. Visitors are educated about sustainable design through demonstrations and other educational programming. h. Sustainability is built into every operation and management decision. i. Information resources are explored for new technologies and resources.

IV.C. RESOURCE STEWARDSHIP—Environmental Leadership		
Task	**Conditions**	**Criteria**
IV.C.4 Integrate sustainable practices into operations and maintenance.	By their nature, facility operations and maintenance consume goods and produce waste. There are real and measurable environmental costs associated with park visitation and its impact on the resource, including solid and human waste management, water treatment, and energy use. Additionally, NPS facilities maintenance activities, such as construction, equipment and road repair, and painting, consume hazardous materials and generate substantial waste streams, many of which are hazardous. Not all individuals have the expertise to substitute sustainable practices for environmentally insensitive operations. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. The Environmental Management System is utilized to analyze hazardous material inventory and reduce hazardous waste generation through substitution of environmentally friendly products. b. Energy and environmental life cycle costs associated with products, maintenance, and repairs are evaluated. c. Sustainable practices are incorporated. d. Vehicle fleet management practices are evaluated to optimize energy efficiencies. e. Best management practices for reducing waste and utilizing recycled products are incorporated into on-going vehicle and equipment maintenance programs. f. Collaborations are made between General Service Administration and other energy providers to explore possibilities of increasing the number of alternatively fueled vehicles available to the park. g. Partnerships are built between the Department of Transportation to explore its efforts to solve transportation issues and review the Department of Transportation's continued evaluation of new technologies. h. Integrated Solid Waste Alternative Plans are developed so all parks can assess their waste stream and implement recycling efforts. i. Environmentally sound products are purchased for park unit use, and consumption and waste levels decrease.

V. Business Management:
Tasks, Conditions, and Criteria

V.A. BUSINESS MANAGEMENT—Plan and Organize the Facility Function		
Task	**Conditions**	**Criteria**
V.A.1 Create a mission for the facility function.	Mission statements communicate the organization's operating philosophy and values. They are high level statements about basic beliefs and aspirations. They help guide decisions that affect society, visitors, and employees. Functions within the park are also expected to develop mission statements to help guide their decisions and communicate their philosophy. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. National Park Service (NPS) park missions and goals are supported. b. The facility function can recommend and develop strategies which support the NPS' goals and objectives. c. The park unit's shared values are established and articulated. d. Most Efficient Organization principles are defined and used to shape the mission of the facility function.
V.A.2 Assess business trends and anticipate future needs.	Business trends and park needs evolve over time. To remain effective, suppliers, consumers, industries, and governments must continually incorporate and respond to new technologies and philosophies. Trends need to be evaluated and distinguished from fads and short-term reactions to changes. Recognizing and evaluating trends can ultimately make a park unit more effective by positively affecting the facility function's performance. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Trends are identified and evaluated. b. The impact of these trends on park unit policies and practices is addressed. c. Emerging trends are incorporated into planning and organizing efforts. d. Greater facility efficiency and effectiveness are achieved through application of research findings.

V.A. BUSINESS MANAGEMENT—Plan and Organize the Facility Function		
Task	**Conditions**	**Criteria**
V.A.3 Plan facility function activities.	Planning is essential to the performance of all other managerial functions. A plan is a guide for action that provides direction for an organization. Facility managers oversee all phases of the facility function's short-term, interim, and strategic planning processes. Planning is done in accordance with the business plan. Facility managers must establish and maintain an environment that facilitates functional goals. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Short-term, interim, and strategic goals are developed. b. Resources required to operate effectively are projected. c. Plans are consistent with the overall business and financial outlook so realistic budgets are prepared. d. Activities incorporate needs, priorities, and strategies. e. Specific strategies and plans are developed for key focus areas. f. Policies that guide decision making are formulated. g. Procedures and practices are standardized. h. Measures are developed to assess facility function activities.
V.A.4 Organize the facility function.	Managers organize their departments by identifying and grouping required tasks and jobs. They ensure that tasks are assigned to people who can perform them. Because facility managers direct resources to achieve goals and objectives, they ensure that people have the information, tools, and incentives they need to perform. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Most Efficient Organization practices are studied and applied. b. The structure supports the desired relationships, decision making style, and performance level, i.e.: • Self-managed teams and cross-functional teams are incorporated. • Individuals know what tasks they are assigned. • Accountability is an interwoven aspect of the facility function. c. The structure supports operations: • Tasks are grouped and sequenced based on need. • Coordination is facilitated. • Checks and balances are in place. d. The structure supports the facility function's goals and objectives: • Assignments are appropriate and optimize use of resources. • Communication mechanisms are defined and understood. • The authority structure is appropriate and understood. e. The structure is in keeping with the park's culture, mission, and long-term goals.

V.A. BUSINESS MANAGEMENT—Plan and Organize the Facility Function		
Task	**Conditions**	**Criteria**
V.A.5 Ensure proper communication with NPS management on matters concerning facility function, asset value, environmental compliance, safety permits, regulations, and ability to deliver products or provide services.	Facility managers coordinate the facility function with many other park branches and various levels of NPS management. To do so, facility managers must be able to communicate effectively to a wide variety of people. Building coalitions and communications with other managers and NPS supervisors is essential. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. The current status of the park unit's facility function is described clearly, concisely, and regularly to the appropriate people. b. Problems within the park unit and facility function are communicated in a timely manner to the appropriate people. c. Problems within the park unit and facility function are discussed and resolved more efficiently and effectively. d. Methods of communication are chosen, and communication between all involved parties is maintained. e. Meetings or other methods of communication are agreed upon and scheduled on a regular basis. f. The facility function's structure is in keeping with the park's culture and mission.

V.B. BUSINESS MANAGEMENT—Budget and Finance		
Task	**Conditions**	**Criteria**
V.B.1 Prepare budgets.	Budgets reflect the facility function's business plan. Budgets require facility managers to estimate the cost to operate and occupy each asset. Budgets are also used to monitor the performance of the asset, the facility function, and its services. Operational budgets include the general and administrative costs to run the facility function, operate, and occupy the asset. Capital budgets reflect the park's commitment to purchase new assets or refurbish existing assets. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Facility Management Software System (FMSS) and budget data are reconciled to assure quality information is being provided. b. Financial models used to develop the budgets are appropriate. c. The format is appropriate and consistent with requirements. d. All the appropriate elements needed to make up the budgets are included. e. Assumptions behind the estimates are documented, such as historical data, past performance, projected changes and economic trends, NPS goals, and current agreements. f. The annual operating budget's impact on the capital budget is analyzed. g. Priority reductions or deferrals, including impact statements, are identified and documented. h. Calculations are accurate.
V.B.2 Understand and be able to utilize the Federal Budget Process to accomplish facility management tasks and goals.	Not only must a facility manager have a working knowledge of budget preparation within the park unit, but he or she must also understand how that budget fits within the larger parkwide and Federal Budget Processes. By understanding the Federal Budget Process, facility managers can be better prepared to make sound decisions regarding management and park goals, how to implement more efficient facility management projects, and completion of management plans. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Facility management tasks are accomplished in an efficient, effective manner. b. The budgeting process is used to facilitate, rather than limit, the completion of management plans. c. The variety of Federal budget processes, including those of the Office of Management and Budget, Congress, and appropriations committees, is understood and used to benefit facility management decisions. d. Internal NPS budgeting systems, including the Operations Formula System, Project Management Information Systems, Financial and Budget Management System, and FMSS, are understood and utilized to their fullest capabilities.

V.B. BUSINESS MANAGEMENT—Budget and Finance		
Task	**Conditions**	**Criteria**
V.B.3 Manage the budget.	Budgets are used to monitor the financial performance of an asset, a facility's operations, and the facility function. To monitor and evaluate the facility function, the financial performance of the asset and services is compared to the budget. Budget figures are also compared with actual revenues and expenses to identify trends and determine if alternative action is needed. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Actual vs. budgeted facility costs are retrieved from FMSS and compared, analyzed, documented, and communicated. b. Actual versus budgeted revenues and expenses are analyzed, documented, and communicated. c. Appropriate reports are prepared for review and approval. d. Revenues and expenses are within park guidelines; unbudgeted expenditures are categorized, reviewed for adherence to standards, and are justified. e. Variances are brought to management's attention. f. Appropriate approvals are obtained. g. The impact on the budget due to changes in operations and facility services is assessed, documented, and communicated. h. The impact on the annual operating budget due to changes in the capital budget is assessed and documented. i. Actions are consistent with business accounting and auditing procedures. j. Appropriate criteria for valuing resources and their assets are applied. k. Communications with the park budget officer are maintained to confirm and manage the budget.
V.B.4 Analyze financial information.	Financial information comes in many different forms, including annual reports, spreadsheets, computer printouts, and other report formats. Accurate interpretation of this information is necessary to evaluate the performance of an asset as well as to evaluate the effectiveness of the facility function. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. The impact that asset and business operation decisions have on finances is understood, e.g., decisions to eliminate a service. b. The impact financial decisions have on the asset is understood, e.g., the annual operating budget's impact on service delivery. c. The financial model applied for analysis is appropriate to the problem being addressed and the decision being made. d. The model and reporting system used to capture, manipulate, and report financial information includes the appropriate elements necessary to make effective decisions.

V.B. BUSINESS MANAGEMENT—Budget and Finance		
Task	**Conditions**	**Criteria**
V.B.5 Monitor revenues and expenditures to contain costs.	Controlling costs and taking advantage of cost containment opportunities require planning and follow-up. For example, invoices should be compared to work orders and material requisitions to ensure accuracy and instill accountability. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. The appropriate return on investment is achieved. b. Revenues are billed and received as budgeted. c. Actual costs are in line with budget projections. d. Cost avoidance standards are established and acted on. e. Terms of discounts and other cost reduction devices are assessed and applied when appropriate. f. Discrepancies are identified and reported on, and actions are taken as appropriate. g. Purchases of goods and services reflect highest value and best yield.
V.B.6 Manage the financial obligations of the park/unit or division.	Financial obligations are predetermined by the budget. Proper management of these obligations affects the overall performance of the asset. Obligations can dictate the level of services offered, the amount of work done, and the allocation of resources. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Obligations and commitments are verified and prioritized based on park unit operating needs. b. Expenditures are in line with budgets and business plans. c. Transactions have appropriate authorization. d. Transactions are documented based on set standards. e. Relationships with vendors and contractors are monitored to provide the most cost-effective service. f. Penalties, late fees, and additional expenses are avoided.
V.B.7 Manage charge back systems.	Park units assume or account for all costs associated with their operations. To do this, a charge back system is used to track and report asset-related cost information. What costs to charge back, on what basis the charges are computed, and on what terms services will be provided must be determined, documented, and communicated. Agreements with managers concerning what services to deliver are also entered. These costs are also tracked, and charges are incurred during the course of the agreements, which are documented and communicated. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. FMSS reports are utilized to retrieve and support costs and charge back systems. b. The system follows NPS policies regarding charge backs. c. Operational costs are determined. d. A standard method for charging occupied or vacant space is determined and communicated. e. Facility managers understand the financial implications of facility-related requests. f. The method used to determine and calculate what is charged back and at what rate is documented. g. The services to be charged back are agreed to by the facility managers. h. Where appropriate, a contract is established. i. The true cost of space and services is reflected in the park unit's budget.

V.B. BUSINESS MANAGEMENT—Budget and Finance		
Task	**Conditions**	**Criteria**
V.B.8 Collect, process, and analyze data in order to maximize entrepreneurial opportunities.	In order to enact business innovations, a facility manager must be well-informed concerning current data related to a park unit's business function. Background information and the ability to analyze data allow a facility manager to initiate the innovation process based on relevant data. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. FMSS reports are utilized. b. The impact facility and business operation decisions have on finances is understood and documented. c. The model and reporting system used to capture, manipulate, and report financial information includes the appropriate elements necessary to make effective decisions. d. Clear performance measures are established. e. Data is gathered in an unbiased manner. f. Administration of the data gathering is appropriately designed, supervised, and maintained. g. Data is visible and communicated. h. Accepted, valid methods are used in statistical and financial analyses, forecasting, and modeling. i. Data gathering is systematic and timely. j. Graphics are used appropriately. k. Defendable conclusions and recommendations are drawn from the analyses. l. Information sources are identified.
V.B.9 Estimate financial needs.	To project budgetary and financial needs for the facility management unit into the future, a facility manager must be able to estimate financial needs. Estimation of future needs is a key part of the long-term budgeting process. By comparing past financial needs with future facility management needs, a facility manager can develop budget recommendations and a budget plan. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Long-term budgeting requirements are developed based on past financial needs and future facility management needs. b. Financial needs for various projects and facility management activities are projected and clearly defined. c. Greater financial accountability is developed. d. Financial impacts are considered when facility management plans and actions are developed and made.

V.B. BUSINESS MANAGEMENT—Budget and Finance		
Task	**Conditions**	**Criteria**
V.B.10 Forecast results of different levels of funding.	Budgetary constraints play a role in every facility manager's job. Different levels of funding can impact the facility function in a wide variety of ways, depending on many different park-specific factors. Facility managers must be able to assess and communicate the impacts of different levels of funding on their overall effectiveness and ability to maintain their park units. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Accountability is increased. b. Impacts of different funding levels on the ability to complete and plan for projects are documented and reported. c. Future budgets are planned with proactive management in mind. d. Results of funding levels are anticipated ahead of time. e. Alternative projects are developed based on forecasting results.

V.C. BUSINESS MANAGEMENT—Assessment and Innovation		
Task	**Conditions**	**Criteria**
V.C.1 Assessment and Innovation *V.C.1.a Assist in conducting customer surveys.*	A park unit's needs for facilities and facility services are directly linked to the unit's business plan. As business needs change, the facility and facility service requirements also change. Changes in the organization and in users' expectations must be continuously monitored. The NPS wants to be well-informed regarding visitor opinions and feelings regarding services, recreational benefits, and perceived shortfalls. To maintain consistency and quality in conducting surveys, the NPS follows a series of requirements for any survey conducted in a park. All surveys must be reviewed and approved through the appropriate channels before they occur. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Facility users are identified. b. User needs are identified. c. Measures of facility performance and service quality are verified. d. Perceptions of service delivery and performance quality are solicited. e. Deficiencies in performance and service are documented and acted upon. f. Complaints and concerns are understood. g. Problems are resolved.
V.C.1.b Assist and plan for the documentation of processes.	Processes need to be developed and documented to effectively improve quality. One of the key aspects of quality and quality measurement is the ability to chart the processes used to operate the facility and provide services. Documenting processes allows facility managers to examine process inputs from suppliers, the process details, and outputs to users. This also allows facility managers to identify problem areas and make necessary improvements. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Necessary inputs from suppliers and outputs, or deliverables, to users are identified. b. Processes are separated and distinguished. c. Process steps, team members, checkpoints, measures, and decision points are flowcharted. d. Factors that affect cycle times are identified. e. Factors that result in rework, errors, or defects are identified, measured, and eliminated. f. Techniques to identify areas of improvement are applied, including • FMSS • Flow charts • Root cause analysis, and • Parieto charts (80/20 rule). g. Team members are trained and actively involved.

V.C. BUSINESS MANAGEMENT—Assessment and Innovation		
Task	**Conditions**	**Criteria**
V.C.1.c Select methods to collect data.	Valid and reliable data are needed to assess the quality of a facility and its services. Without good data, it is difficult to make sound decisions about how to make improvements. Poorly designed methods of data collection can reduce the value of the information gained and result in poor decisions. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Clear performance measures are established. b. Data is gathered in an unbiased manner. c. Administration of the data gathering is appropriately designed, supervised, and maintained. d. Data is validated. e. Changes in performance are identified. f. Data is visible and communicated. g. Customer satisfaction is measurable. h. Value added components are identified and measured.
V.C.1.d Establish standards.	The park unit and the facility function rely on standards to evaluate facility and investment performance. Standards communicate expected performance of the facility and facility services, operations and systems, financial investments, and property and structural assets. Standards are communicated through organizational culture, practice, and formal documentation. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Performance of the facility and facility function are evaluated against clearly defined and agreed upon measures. b. Variations in performance are identified and communicated. c. Factors that affect standards, such as local market conditions and labor rates, are identified and tracked. d. Standards are evaluated and modified as necessary. e. Standards are understood by those who use and are affected by them. f. Standards are documented and communicated to the appropriate people.

V.C. BUSINESS MANAGEMENT—Assessment and Innovation		
Task	**Conditions**	**Criteria**
V.C.1.e Analyze data.	Assessments, evaluations, and audit activities produce data. The appropriate analysis tools are needed to accurately interpret and translate data to be used in management decisions. This requires an understanding of measurement principles and the appropriate use of measurement methods. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Accepted, valid methods are used in statistical and financial analyses, forecasting, and modeling. b. Systematic methods are employed to refine tactical plans, such as • Decision analysis • Problem solving • Risk analysis • Brainstorming • Cause and effect diagrams • Due diligence, and • Make vs. buy decisions. c. Data gathering is systematic and timely. d. Graphics are used appropriately. e. Defendable conclusions and recommendations are drawn from the analyses. f. Information sources are identified.
V.C.1.f Improve facility and service delivery process.	Facility managers are faced with a very competitive environment. Customer expectations of the facility and facility services are increasing during a time when park units are reducing costs. This means facility managers must make improvements to the facility and service processes to meet customer expectations while at the same time reducing costs. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Customer complaints decrease. b. Customer satisfaction increases. c. Performance measures are improved. d. Service cycle times decrease. e. Process flow is improved and simplified. f. Costs are reduced.

V.C. BUSINESS MANAGEMENT—Assessment and Innovation		
Task	**Conditions**	**Criteria**
V.C.1.g Monitor and promote the quality process.	Facility managers must provide visible leadership to the facility function to ensure that quality improvement programs are successfully implemented and sustained. Internal and external communication should reflect the NPS' commitment to quality. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Quality improvement is standard practice. b. Employees understand and support the need for on-going improvement in the quality of services delivered to visitors. c. Employees are actively involved in quality issues. d. Quality "heroes" are rewarded and celebrated. e. The quality process is reflected in annual planning. f. The facility function's vision, purpose, direction, strategy, and tactics are communicated. g. Quality improvement is a part of every person's performance plan. h. The internal and external communication strategy includes written and visual materials that promote quality.
V.C.2 Benchmarking *V.C.2.a Establish benchmarks and manage the benchmarking process.*	Visitors, park staff, and upper management are increasingly sensitive to different levels of facility services, facility performance, and cost. They are more likely to question and challenge facility managers on these issues. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Target services and performance indicators are selected. b. Service and performance measures are established. c. Information is shared. d. Potential benchmark park units are identified. e. Methodologies are established. f. Data are collected.
V.C.2.b Determine the potential for improved performance.	By visiting and learning from other successful facility operations, facility managers can better understand the performance gaps between different organizations. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Site visits are made. b. Gaps are understood and opportunities to close them are identified. c. Information is shared to provide a clear understanding of performance improvement processes, implementation, and delivery. d. Gaps in performance are measured and validated. e. Potential performance is forecasted. f. Site-specific information is gathered.

V.C. BUSINESS MANAGEMENT—Assessment and Innovation		
Task	**Conditions**	**Criteria**
V.C.2.c Integrate findings into the facility management function and business plans.	Information is analyzed, interpreted, and summarized in proposals for performance improvement. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Information and findings are communicated. b. Decisions are made about necessary changes. c. New performance baselines are set. d. Team involvement is high. e. Changes are aligned with park unit goals and culture. f. Action plans are prepared. g. Implementation is monitored. h. Facility performance is improved.
V.C.3 Audits *V.C.3.a Comply with laws and regulations.*	The work performed by the facility function is required to comply with local, state, and federal laws and regulations, as well as international environmental treaties, conventions, agreements, and practices. These laws and regulations exist to protect the health, safety, and welfare of all people affected by the facility. Non-compliance may result in the shutdown of facilities, fines, and negative media coverage. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Laws and regulations are communicated. b. Documentation meets requirements. c. Risks are minimized. d. Regulatory intervention is minimized. e. Confidence by users, the community, and employees is achieved. f. Participation with regulatory agencies in the drafting of new regulations is made possible and encouraged.
V.C.3.b Conduct internal audits and manage the auditing process.	Internal audits, such as those built into an Environmental Management System, are a low-risk way for facility managers to test how well their practices, procedures, policies, and documentation comply with regulations. Internal audits are initiated by the organization. In conducting internal audits, facility managers need to conform to and document facility management practices. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Conformity with regulatory and organizational policy, procedures, and priorities is demonstrated. b. Potential violations are identified and addressed. c. Compliance is verified. d. Results are appropriately documented. e. The audit process itself is seen as valid.

V.C. BUSINESS MANAGEMENT—Assessment and Innovation		
Task	**Conditions**	**Criteria**
V.C.3.c Conduct mandatory audits as required by regulation.	Regulatory agencies require audits. Failure to conduct audits may result in losses and fines. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Regulatory requirements are met. b. Compliance is demonstrated. c. The audit process itself is seen as valid. d. Future regulations are anticipated. e. Plans are made to provide input for and participate in the regulatory process.
V.C.3.d Conduct quality control evaluations during the audit process.	Quality control and validation are necessary components of any data collection or evaluation process. In order to ensure that processes are being documented accurately and completely, prove that the audit process is accomplishing its goals, and improve the audit process in the future, a facility manager must be able to set up a useable quality control system. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. The audit process and procedures are analyzed for efficiency and effectiveness. b. Data collection methods are validated. c. Required changes to the audit process are identified, documented, and communicated. d. Standards and expectations for the audit process are defined and documented. e. Audit performance is compared with standards and expectations, and the gap is analyzed and recorded. f. Policies and procedures are changed in response to evaluation findings. g. Audits are scheduled on a regular basis, and audits are conducted following that schedule. h. Quality improvement is standard practice. i. Employees understand and support the need for ongoing improvement in the quality of the audit process. j. Quality control is reflected in annual planning. k. Findings are documented and communicated through written and visual materials that promote quality.
V.C.4 Innovations *V.C.4.a Investigate ways to improve facility services.*	Every facility function affects the overall performance of the park unit. Facility managers can use the design, function, and operation of the facility to creatively improve performance and economic viability of the park unit. For example, different types of lighting can have different effects on employee performance and morale. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. The bottom line is positively affected. b. Proposals and improvements reflect emerging trends, research, and current literature. c. Considerations are comprehensive. d. Technological interrelationships are addressed. e. Proactive improvements are made to facilities and facility services.

V.C. BUSINESS MANAGEMENT—Assessment and Innovation		
Task	**Conditions**	**Criteria**
V.C.4.b Assess risks and opportunities.	Plans to implement innovative ideas are not without risk. Inaccurate assumptions are one reason plans fail when implemented. Assumptions can be about the facility function, the availability of resources, accessibility to technology, expectations of regulators, and the sensitivities of the public. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Strategic vision and goals are considered. b. Cost-benefit issues are included. c. Decision making and documentation processes are followed. d. Proposal review and approval are accurate and timely. e. Feedback is sought and included. f. Assumptions are challenged and risks minimized.
V.C.4.c Conduct pilot tests when developing new procedures.	Implementing innovation can be expensive and may produce unexpected results. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Implementation is effective. b. Funding is supported. c. Expected results for the pilot are set. d. Results are used for future improvement. e. New technologies are integrated. f. Team members are included.
V.C.4.d Research and assess best practices.	Facility managers are most successful at managing and maintaining their park units when they are open to change and innovation. These leaders are always on the lookout for innovation and creativity that can be adapted to their facilities. By exploring the best practices of other organizations, facility managers can greatly expand on their own skills and abilities. They can readily grasp and adapt best practices to their own uses, establishing a work environment in which reasoned risk taking and creativity are encouraged and rewarded. Therefore, a Facility Manager must be able to perform this task so that the following criteria are met:	a. Gaps between theory and practice are understood, and opportunities to close them are identified. b. Information is shared to provide successes and best practices for improved delivery of services. c. Potential performance is forecasted. d. Site-specific information is gathered. e. The level of service to assets and users is positively affected. f. Proposals and improvements reflect emerging trends, research, and current literature concerning best practices. g. Proactive improvements and innovations are made to facilities and facility services. h. Quality improvement is standard practice and is a part of every employee's performance plan. i. Employees are actively involved in quality issues. j. The facility function's vision, purpose, direction, strategy, and tactics are communicated.

V.D. BUSINESS MANAGEMENT—Human Resource Management		
Task	**Conditions**	**Criteria**
V.D.1 Plan staffing needs and requirements.	To determine the number and appropriate mix of skills needed, managers have to know the demands of the task, what has been required historically, and the capability and capacity of their current staff. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Staffing needs and requirements are identified based on Park unit mission and goals • Current and future work needs • Facility strategic and business plans • Facility function's objectives, and • Anticipated shifts in business activity. b. Capabilities of current and available staff are determined based on • Comparisons of existing skill mix to skills needed to accomplish goals and • Resource availability c. Alternatives are developed, including • Cross training and job options • Hiring staff, and • Contract staffing options. d. Implications are determined, including • Cost-benefit considerations and • Regulatory, statutory, and contractual requirements.

V.D. BUSINESS MANAGEMENT—Human Resource Management		
Task	**Conditions**	**Criteria**
V.D.2 Hire, contract, reassign, retain, lay-off, and terminate staff.	Changes in business environment, technology, regulations, laws, and roles and responsibilities cause job requirements to change. Personnel leave for a variety of reasons. The result is that additional or different personnel are needed to accomplish the goals and objectives of the facility function. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. The recruitment process identifies and attracts candidates that meet the job description and requirements. b. The screening process includes formal interviews, reference checks, and measures to determine candidate suitability. c. Position descriptions and performance criteria are developed. d. Selection is based on defined criteria, policies, and procedures. e. Actions comply with federal, state, local, and business regulations, including the Equal Employment Opportunity Program and procedures to ensure equal opportunity for subordinate employees in the recruitment, selection, training, promotion, awards and recognition. f. Acquisition of contracted services and personnel are consistent with business plans and objectives, resource strategies, and needs. g. Reassignments reflect needs and follow regulatory requirements. h. Employees are provided training necessary to meet changing needs. i. Changes in employment status comply with contracts in force, union agreements, regulations, and fair labor practices.
V.D.3 Coordinate personnel assignments.	Managers are expected to coordinate activities so human resources are used efficiently and effectively. Before they can assign people to tasks, they must understand the complexities of the task. They must then compare the time requirements to historical data to make appropriate staffing decisions. In order to perform the indicated task successfully under these conditions the Facility Manager must ensure that the following criteria are met:	a. The job is completed on time and according to quality expectations. b. The appropriate staff performs the needed services. c. The purpose of the task and performance expectations, measures, and rewards are communicated. d. Disputes are resolved. e. Recognition is provided. f. Delegation of authority, responsibility, and accountability is appropriate, effective, and communicated. g. Policies, procedures, and regulations are followed. h. Facility functions are efficient and effective.

V.D. BUSINESS MANAGEMENT—Human Resource Management		
Task	**Conditions**	**Criteria**
V.D.4 Coordinate work performed by contractors, partners, volunteers, and other non-traditional employees.	Some jobs and facility functions are outsourced to individuals or businesses. Park units may outsource a number of services provided to various vendors. Examples include architects, interior designers, trades people, security firms, and maintenance and custodial crews. When work is outsourced, the park enters into a contractual relationship that requires special handling by the facility manager. The facility manager has to coordinate and evaluate while also establishing a collaborative relationship to ensure that the rights and needs of the park unit are satisfied. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. The job is completed on time and according to quality expectations. b. The terms of the contractual relationship are met. c. The requirement for an arm's length relationship is balanced with the need for both parties to be committed to improved quality. d. The NPS does not become liable for the employment rights or benefits of the contracted workers. e. The purpose of the task and performance expectations are communicated to the appropriate people and understood. f. Park management goals are maintained in dealing with individuals and groups on controversial matters to facilitate solutions and compromises, which maintains program integrity and agency credibility. g. Assignments and schedules are developed and communicated as agreed upon. h. Provisions for resolving disputes are followed. i. Policies, procedures, and regulations are followed.
V.D.5 Evaluate performance.	Performance evaluations are administered for various reasons. Managers are asked how well personnel are performing by the employees themselves, visitors, and other managers. Performance evaluations are used when making personnel and staffing decisions, and they can improve performance, encourage continued good performance, or correct poor performance. Whatever the reason, managers are expected to evaluate their staff's performance on a routine basis. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Action plans are developed. b. Performance expectations and employee needs to carry out the task are clarified and communicated. c. Employees participate in the process. d. Timely, constructive, and ongoing feedback is exchanged. e. Recommendations on promotion, demotion, and retention are made. f. Policies, procedures, and regulations are followed.

V.D. BUSINESS MANAGEMENT—Human Resource Management		
Task	**Conditions**	**Criteria**
V.D.6 Support personnel development.	Managers are expected to ensure that their staff members have the skills and knowledge they need to perform duties safely and effectively. Since changes in technology, job practices, and regulations can render staff's skills obsolete, personnel development needs to be ongoing. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Opportunities for acquiring and maintaining required skills and knowledge are available and used. b. Skills and knowledge match the requirements of the job. c. Certifications and credentials required by regulatory agencies are achieved and maintained. d. Employee development programs and resources are used when appropriate. e. Expectations for behavior that reflects NPS culture are communicated. f. Recognized potential is nurtured through the development of goals and career path plans. g. Systems and procedures for assessing personnel development needs are ongoing.
V.D.7 Provide leadership.	Managers are expected to serve as advocates for their function's services. They are expected to demonstrate the attributes, skills, and knowledge that elicit confidence. Managers are expected to provide direction and guidance to their staff members. Facility managers promote the benefits of using facility function services, secure the confidence of their staff and colleagues, and earn recognition as people who are knowledgeable and committed to the park unit's goals and objectives. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. A vision for the facility function is articulated and shared by all employees. b. The facility function meets or exceeds its goals and objectives of high quality services with a highly motivated workforce. c. Employees are committed to the accomplishment of park unit mission and goals. d. Trust and respect are established and maintained. e. Decisions are supported. f. Communication is enhanced. g. Facility function services are respected and used. h. The facility function provides quality services and facilities to park unit visitors.

V.E. BUSINESS MANAGEMENT—Technology		
Task	**Conditions**	**Criteria**
V.E.1 Monitor information and trends related to facility management technologies and technological infrastructure.	Facility managers must always be prepared to make appropriate recommendations related to technology and to evaluate the recommendations of others. Facility management relies on other departments and groups of individuals to build knowledge regarding the latest management technologies. A facility manager must be able to work with IT staff, network groups, and others to build knowledge and make informed recommendations. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Future needs are considered and emerging trends are incorporated into planning and organizing efforts. b. Recommendations for cost-effective solutions may be made. c. Recommended solutions are appropriate for the given situation. d. Recommended solutions have minimal negative impact on current or planned technologies used in the organization. e. Review of recommendations made by others may be done efficiently and effectively. f. Decisions are made with confidence. g. Communications, interfaces, and integration with outside entities are effective and efficient.
V.E.2 Identify and interface with internal and external accountable resources; e.g., external vendors and internal or external facility management systems.	Implementation and maintenance of facility technologies require cooperation between many functional areas. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Redundancies are reduced. b. Roles and responsibilities are clearly defined. c. Decisions are efficient and accurate. d. Solutions are implemented competently and effectively. e. Costs are reduced. f. Needs are met. g. Rework is reduced. h. Support is provided. i. Effective working relationships are developed. j. Systems may be effectively integrated.

V.E. BUSINESS MANAGEMENT—Technology		
Task	**Conditions**	**Criteria**
V.E.3 Identify evaluation criteria, evaluate, and recommend facility management technologies solutions.	Facility technologies may or may not meet current and projected business needs. Old technologies become obsolete, and new technologies become available. Facility managers will proactively evaluate the effectiveness of current technologies and the need to acquire new ones. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Business needs are met. b. Opportunities to minimize costs are optimized. c. Information about new technologies and their impact on costs, usage, and system integration is part of the recommendation. d. Resource use is optimized. e. Appropriate consideration is given to alternatives. f. The system's ability to adjust to changes in usage and demand is part of the decision criteria. g. The system's ability to interface with current or anticipated new systems is part of the decision criteria. h. The need for emergency, back-up, and auxiliary systems is considered. i. Life cycle costs are considered. j. A process for continuity of services is implemented. k. The facility is able to support the systems with people who have the appropriate skills and knowledge.
V.E.4 Assess how changes to facility management technologies will impact current infrastructure, processes, and building systems.	As new technologies become available, the facility manager may see many benefits for implementation. However, implementing one technology frequently impacts the use of other systems. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Business needs are met. b. Opportunities to minimize costs are optimized. c. Resource usage is improved. d. Other systems and technologies will not be negatively impacted.

V.E. BUSINESS MANAGEMENT—Technology		
Task	**Conditions**	**Criteria**
V.E.5 Plan for, oversee, and support the acquisition, installation, operation, maintenance, upgrade, and disposition of components supporting facility management technologies.	Once a new technology has been identified, researched, and determined to be more efficient and effective, the facility manager is responsible for every aspect of it, from installation to maintenance to disposition. Acquiring a new facility management technology can be an involved process. Furthermore, facility managers must include newly acquired technologies in current and future facility plans and budgets. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Vendors have a clear understanding of what they are to furnish. b. The system, both when it is delivered and when it is installed, complies with agreements, meets specifications, and performs as intended. c. Installation and setup is timely with minimal disruption and cost. d. Testing of the system occurs to avoid jeopardizing warranties or agreements. e. Tests reflect actual usage, emergency conditions, and variations in demand. f. Persons responsible for the delivery, installation, and testing have the appropriate skills and knowledge to do so. g. Supporting documents and services, such as operations manuals, training, maintenance, and service agreements, are received, made available to the appropriate people, and maintained for future use. h. Best service agreements and costs are negotiated. i. The relationship with the vendor results in prompt, responsive service. j. Contractual commitments are fulfilled and disagreements resolved.

V.E. BUSINESS MANAGEMENT—Technology		
Task	**Conditions**	**Criteria**
V.E.6 Establish practices and procedures.	Practices and procedures support the implementation of new technology. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Daily operating procedures, emergency procedures, and disaster recovery procedures are documented and standardized. b. Systems operations are efficient and effective. c. Cost-benefit is optimized. d. Systems consistently deliver quality outputs. e. Operations comply with health, safety, and environmental requirements and regulations. f. Staff is trained to maximize efficiency and effectiveness. g. Reassignment of staff is done with minimal loss of time and service. h. Roles and responsibilities during emergency situations are defined. i. Procedures for back-up systems, should a system failure occur, are in place to minimize risk to personnel, buildings, equipment and materials, the environment, and the community. j. Emergency procedures are in place and practiced. k. Appropriate back-up systems are identified and used as specified.
V.E.7 Develop and implement training programs for facilities, staff, and ancillary resources.	As new technologies and relevant practices and procedures are acquired and developed, it is critical that these changes are communicated to employees and that their impact on the park unit and operational technologies are fully understood. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Policies, practices, and procedures are understood and implemented. b. Technological systems are properly operated, maintained, and upgraded. c. Personnel perform their jobs competently. d. Personnel get the training they need to perform their jobs. e. Customer needs are met. f. Other resources that rely on technologies are minimally impacted during an emergency or disaster.

V.E. BUSINESS MANAGEMENT—Technology		
Task	**Conditions**	**Criteria**
V.E.8 Monitor performance of facility management technologies and make appropriate recommendations when modifications are needed.	Systems status and capability must be continuously analyzed and evaluated to determine whether modifications or enhancements are required or if the system should be upgraded or replaced. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Use and operations are analyzed. b. Actual performance is compared with standards and expectations. c. Shifts in usage are noted and accommodated. d. Efficiency and effectiveness are determined. e. The need for changes in staff, equipment, and procedures is determined. f. The need for predictive maintenance is determined. g. The need for back-up and auxiliary systems is determined. h. The system's ability to meet future demand is anticipated.
V.E.9 Manage corrective, preventive, and predictive maintenance.	Computer hardware and software, as well as other technologies, can rapidly become obsolete. Managing the lifespan of these assets and maximizing their potential is critical. In order to perform the indicated task successfully under these conditions, the Facility Manager must ensure that the following criteria are met:	a. Interruption of service to users is minimized. b. Liabilities are minimized. c. Organizational image is maintained. d. Risks to personnel, equipment, image and the environment are minimized. e. Return on investment is maximized. f. Decisions as to the cost-benefit of repair versus replacement are made. g. Legacy systems are replaced when they are no longer cost-effective. h. Necessary operations and maintenance staff are trained, appropriately assigned, and efficiently scheduled. i. Warranties and service agreements are kept updated and on-hand. j. Recommended maintenance schedules and procedures are considered. k. The need for back-up and auxiliary systems is scheduled and budgeted. l. Necessary maintenance and testing equipment, supplies, and support systems are • Budgeted • Made available as needed, and • Scheduled. m. The effects of extreme fluctuations in usage are taken into consideration.

VI. Supervision, Management and Leadership:
Competencies, Conditions, and Components

VI. SUPERVISION, MANAGEMENT AND LEADERSHIP: FUNDAMENTAL COMPETENCIES		
Fundamental Competency	**Conditions**	**Criteria**
VI.FUN-1 Interpersonal Skills	Well-developed Interpersonal skills are essential to productivity in a diverse workplace that more and more utilizes a team approach to accomplish the tasks of the organization. Leaders at every level must understand, motivate and communicate with others. No matter the brilliance of the thought or the approach, convincing others to accept the thought and working to accomplish it require well-developed interpersonal skills. Empathy, tact, discretion, respect, helpfulness, integrity, openness to and courtesy for the ideas and cultures of others, active listening, effective and sensitive written and oral communication, cognitive flexibility, emotional maturity, understanding the positions of others, and a plethora of other interpersonal skills promote an atmosphere of confidence and trust that inspires a group or a team to accomplish the tasks of the organization.	a. Promote and model courtesy, respect, and trust. b. Demonstrate personal leadership. c. Be aware of self and impact on others. d. Build rapport; develop and maintain cooperative working relationships. e. Understand others; demonstrate cognitive and behavioral flexibility.
VI.FUN-2 Oral Communication	Clear and accurate communication, the process by which two or more parties exchange information verbally and share meaning, is essential in life and in the workplace. Inaccurate, incomplete or poorly understood communication has been correlated with injuries, death on the job, and business failures. Thus, the civil servant must be articulate, clear, concise and effective, actively checking to make sure that the message has been understood. There is a further mandate that government communication is accurate and supported with adequate data and research. Further, articulate, clear, and sensitive communication meets people "where they are," minimizes misunderstandings and facilitates the workflow. This part of oral communication is inexorably linked with interpersonal skills. Clarity of meaning is increasingly important in today's multicultural federal workplace. Eloquent, sensitive, and compelling oral communication provides internal and external stakeholders with a "human voice," and is a vital factor in developing and maintaining positive relations with Congress and national or international groups. This "human voice" is equally an essential element in successful performance management.	a. Speak honestly, effectively and with integrity. b. Make convincing, articulate, and accurate oral presentations using non-verbal and vocal qualities that support the verbal spoken message. c. Effectively use various communication channels, including meetings, presentations and briefings. d. Actively consider, plan for, and react appropriately to the audience and the contextual environment in order to minimize barriers to understanding. e. Explain complex information clearly and accurately, and seek feedback to determine that understanding has occurred. f. Be an effective facilitator. g. Listen actively, seek clarification when needed and demonstrate sensitivity to a diverse workforce.

VI. SUPERVISION, MANAGEMENT AND LEADERSHIP: FUNDAMENTAL COMPETENCIES		
Fundamental Competency	**Conditions**	**Criteria**
VI.FUN-3 Integrity / Honesty	Government employees use and manage public funds and are expected to be trusted stewards of our national resources. Integrity and Honesty are vital in every agency and at every level, so that public confidence in the efficiency, effectiveness, and integrity of the government and the efficacy of our democratic system can be maintained.	a. Know and exhibit personal and organizational integrity and honesty as a "badge" of service, since all government employees are stewards of the common interests of the citizenry. b. Know and understand the importance of the Constitution and act to preserve, protect, and defend it through the practice of formal ethical requirements and the demonstration of high moral values. c. Value and model integrity and honesty by acting in a just, fair, and ethical manner and encouraging ethical behavior among others. d. Inspire trust and confidence among stakeholders through reliability, authenticity, and accountability.
VI.FUN-4 Written Communication	The use of clear, accurate and persuasive language is a key to a leader's ability to set clear goals for an organization, to motivate others to support those goals, and to make strategic thought and planning transparent and understandable to employees and diverse stakeholders. At the lower levels it is about sharing information with accuracy and clarity. At higher levels it is about garnering support and about making oneself visible as leader by using an authentic and unique voice to communicate one's vision often and persuasively. The written word carries beyond the moment. It provides insights; influences and persuades people; markets the organization and its services; aids in achieving budgetary and legislative goals; motivates employees; and serves as a recording of events.	a. Express thoughts in a clear and clearly organized written manner that accurately reflects the facts. b. Write convincingly for different audiences. c. Use channels of written communication effectively as a knowledge management tool. e. Understand the importance of and able to effectively edit complex or sensitive reports and materials.

VI. SUPERVISION, MANAGEMENT AND LEADERSHIP: FUNDAMENTAL COMPETENCIES		
Fundamental Competency	**Conditions**	**Criteria**
VI.FUN-5 Continual Learning	Continual learning is particularly critical in times of change, since those organizations that are flexible, adaptive and productive (learning organizations) will excel. The active pursuit of learning and development; the creation of intellectual capital; the transformation of experience into knowledge; and the use of that knowledge to address new challenges and improve future performance contribute to continuous improvement. The codification of this learning into organizational knowledge is essential as government is facing massive retirements in the near future.	a. Value learning and take initiative to build knowledge and skills. b. Be reflective and learn from mistakes. c. Assess gaps in knowledge and skill in self and in others. d. Understand the value of knowledge sharing. e. Demonstrate knowledge of Learning Styles, and can use this knowledge and a variety of strategies to close learning gaps. f. Understanding the value of, and the ways to develop Individual Development Plans (IDP) for self and others. g. Coach and mentor employees. h. Understand the concept of knowledge management and lead knowledge management efforts. i. Manage expenditures for training and development as investments that maximize the value of human capital. j. Create an environment that facilitates knowledge sharing, learning, and networking which can support change. k. Integrate the development of human capital into strategic planning and create an integrated approach to address current problems and meet emerging demands.

VI. SUPERVISION, MANAGEMENT AND LEADERSHIP: FUNDAMENTAL COMPETENCIES		
Fundamental Competency	**Conditions**	**Criteria**
VI.FUN-6 Public Service Motivation	Service Motivation is at the core of the term "Public Servant" and epitomizes what the citizenry seeks from government employees. It is evidenced in unwavering integrity and honesty, outstanding customer service that is delivered to both internal and external customers, and in commitment to the mission and role of the Agency in advancing the security and welfare of the citizenry. It is of critical importance to recommit to the core values of service motivation since public trust in the government's ability to "do the right thing" has eroded from 63% during the Kennedy administration to only 38% in 2004. Part of that erosion is due to the perception that government is controlled by special interests. Thus a vital element of service motivation is personal responsibility on the part of all civil servants to enhance trust in the government. Civil servants must provide outstanding service that is above ideological conflict, displays continuity, spurns the undue influence of special interests, and functions effectively despite the polarization of partisan politics.	a. Understand, practice and exemplify a commitment to public service including personal responsibility, outstanding customer service, unwavering honesty, high ethical standards, and a commitment to the mission and role of the NPS in advancing the security and welfare of the citizenry. b. Inspire and enable others to be service oriented. c. Demonstrate responsiveness to the needs of park visitors, and public and private stakeholders. d. Take personal responsibility for providing friendly, cheerful, helpful service. e. Be responsible stewards of the nation's welfare and resources. f. Work with internal and external stakeholders to create a shared vision of service.

VI. SUPERVISION, MANAGEMENT AND LEADERSHIP		
Core Qualification	**Conditions**	**Components**
VI.A Leading change	The ability to develop and implement an organizational vision that integrates key national and program goals, priorities, values, and other factors is necessary for facility managers. Inherent to it is the ability to balance change and continuity — to continually strive to improve customer service and program performance within the basic Government framework, to create a work environment that encourages creative thinking, and to maintain focus, intensity, and persistence, even under adversity. The Facility Manager must be able to perform this task so that the following criteria are met:	a. CREATIVITY AND INNOVATION: Develops new insights into situations and applies innovative solutions to make organizational improvements; creates a work environment that encourages creative thinking and innovation; and designs and implements new or cutting-edge programs/processes. b. EXTERNAL AWARENESS: Identifies and keeps up-to-date on key international policies and economic, political, and social trends that affect the organization; understands near-term and long range plans; and determines how to best be positioned to achieve a competitive business advantage in a global economy. c. FLEXIBILITY: Is open to change and new information; adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles; and adjusts rapidly to new situations warranting attention and resolution. d. RESILIENCE: Deals effectively with pressure; maintains focus and intensity; remains optimistic and persistent, even under adversity; recovers quickly from setbacks; and effectively balances personal life and work. e. STRATEGIC THINKING: Formulates effective strategies consistent with the business and competitive strategy of the organization in a global economy; examines policy issues and strategic planning with a long term perspective; determines objectives and sets priorities; and anticipates potential threats or opportunities. f. VISION: Takes a long-term view and acts as a catalyst for organizational change; builds a shared vision with others; and influences others to translate vision into action.

VI. SUPERVISION, MANAGEMENT AND LEADERSHIP		
Core Qualification	**Conditions**	**Components**
VI.B Leading people	Facility managers must have the ability to design and implement strategies that maximize employees' potential and foster high ethical standards in meeting the National Park Service's (NPS) vision, mission, and goals. The Facility Manager must be able to perform this task so that the following criteria are met:	a. CONFLICT MANAGEMENT: Identifies and takes steps to prevent potential situations that could result in unpleasant confrontations; and manages and resolves conflicts and disagreements in a positive and constructive manner to minimize negative impact. b. LEVERAGING DIVERSITY: Initiates and manages cultural change within the organization to impact organizational effectiveness; values cultural diversity and other individual differences in the workforce; ensures that the organization builds on these differences; and that employees are treated in a fair and equitable manner. c. DEVELOPING OTHERS: Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods. d. TEAM BUILDING: Inspires, motivates, and guides others toward goal accomplishments; consistently develops and sustains cooperative working relationships; encourages and facilitates cooperation within the organization and with customer groups; fosters commitment, team spirit, pride, and trust; and develops leadership in others through coaching, mentoring, rewarding and guiding employees.

VI. SUPERVISION, MANAGEMENT AND LEADERSHIP		
Core Qualification	**Conditions**	**Components**
VI.C Results driven	Facility managers must have the ability to make timely and effective decisions and produce results through strategic planning and the implementation and evaluation of programs and policies, stressing accountability and continuous improvement. The Facility Manager must be able to perform this task so that the following criteria are met:	a. ACCOUNTABILITY: Ensures that effective controls are developed and maintained to ensure the integrity of the organization; holds self and others accountable for rules and responsibilities; can be relied upon to ensure that projects within areas of specific responsibility are completed in a timely manner and within budget; monitors and evaluates plans; and focuses on results and measuring attainment of outcomes. b. CUSTOMER SERVICE: Balances the interests of a variety of clients; readily readjusts priorities to respond to pressing and changing client demands; anticipates and meets the need of clients; achieves quality end-products; and is committed to continuous improvement of services. c. DECISIVENESS: Exercises good judgment by making sound and well-informed decisions; perceives the impact and implications of decisions; makes effective and timely decisions, even when data are limited or solutions produce unpleasant consequences; and is proactive and achievement oriented. d. ENTREPRENEURSHIP: Identifies opportunities to develop and market new products and services within or outside of the organization; is willing to take risks; and initiates actions that involve a deliberate risk to achieve a recognized benefit or advantage. e. PROBLEM SOLVING: Identifies and analyzes problems; distinguishes between relevant and irrelevant information to make logical decisions; and provides solutions to individual and organizational problems. f. TECHNICAL CREDIBILITY: Understands and appropriately applies procedures, requirements, regulations, and policies related to specialized expertise; is able to make sound hiring and capital resource decisions and to address training and development needs; and understands linkages between administrative competencies and mission needs.

VI. SUPERVISION, MANAGEMENT AND LEADERSHIP		
Core Qualification	**Conditions**	**Components**
VI.D Business acumen	The ability to acquire and administer human, financial, material, and information resources in a manner which instills public trust and accomplishes the organization's mission is necessary, along with the ability to use new technology to enhance decision making. The Facility Manager must be able to perform this task so that the following criteria are met:	a. FINANCIAL MANAGEMENT: Demonstrates a broad understanding of principles of financial management and marketing expertise necessary to ensure appropriate funding levels; prepares, justifies, and/or administers the budget for the program area; uses cost-benefit thinking to set priorities; monitors expenditures in support of programs and policies; identifies cost-effective approaches; and manages procurement and contracting. b. HUMAN CAPITAL MANAGEMENT: Assesses current and future staffing needs based on organizational goals and budget realities; uses merit principles to ensure that staff is appropriately selected, developed, utilized, appraised and rewarded; and takes corrective action. c. TECHNOLOGY MANAGEMENT: Uses efficient and cost-effective approaches to integrate technology into the workplace and improve program effectiveness; develops strategies using new technology to enhance decision making; and understands the impact of technological changes on the organization.
VI.E Building coalitions and communication.	Facility managers must have the ability to explain, advocate, and express facts and ideas in a convincing manner, as well as negotiate with individuals and groups internally and externally. The position also involves the ability to develop an expansive professional network with other organizations and to identify the internal and external politics that impact the work of the organization. The Facility Manager must be able to perform this task so that the following criteria are met:	a. INFLUENCING/NEGOTIATING: Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals; and facilitates "win-win" situations. b. PARTNERING: Develops networks and builds alliances; engages in cross-functional activities; collaborates across boundaries; finds common ground with a widening range of stakeholders; and utilizes contacts to build and strengthen internal support bases. c. POLITICAL SAVVY: Identifies the internal and external politics that impact the work of the organization; approaches each problem situation with a clear perception of organizational and political reality; and recognizes the impact of alternative courses of action.

Appendices

APPENDIX A: DATA COLLECTION PROTOCOL

The following methodology was used in the 2007 revision of the Facility Manager competencies.

To conduct Round One of the modified Delphi study, seventeen experts were provided with a copy of the draft competency document for review. A conference call was held to describe the study requirements and allow for questions. The participants were given three weeks to review the draft document and make recommendations, such as modifications of language, additions, and deletions, either on a hardcopy of the document or an electronic copy. If the modifications were made on the hardcopy of the document, it was sent back to the participant for future review.

The Round Two survey was developed to include all initial review comments and recommendations and asked participants to choose whether or not certain proposed changes should be made to the competencies. The survey was placed online, and participants were provided with survey information and instructions via email. Participants were given two weeks to complete the Round Two survey. Once a majority of the participants completed the Round Two survey, each question was analyzed, and the percent of participants responding, “Yes,” to the change proposed by the survey question was recorded.

The Round Three survey was developed based on the answers to the Round Two survey. Any modification proposed in Round Two to which more than 50% of the participants endorsed with a “Yes” was included in the Round Three survey. Questions that suggested changes to the competencies that were accepted by fewer than 50% of the participants were discarded. The Round Three survey was developed and posted online for participants’ responses. Participants were again given two weeks to complete this final survey.

Proposed modifications listed in the Round Three survey were accepted as panel-validated and final if more than 67% of the respondents indicated a “Yes” response to the question. Modifications to the competencies were made, and the final competency document was sent via email link to an URL for final consensus approval.

APPENDIX B: GLOSSARY TERMS

Ability—Physical or mental power to perform.

Americans with Disabilities Act (ADA)—A law that guarantees equal opportunities to Americans with disabilities in terms of equal employment, transportation, public accommodations and services, government services, and telecommunications. It gives civil rights protections, such as those given based on race, sex, national origin, age, color, and religion, to those with disabilities. In minimizing such barriers, the goals are twofold: those with disabilities will be able to lead productive lives within society, and society as a whole will benefit from the experience and talents of those individuals (U.S. Equal Employment Opportunity Commission, Americans with Disabilities Act Questions and Answers, http://www.usdoj.gov/crt/ada/q%26aeng02.htm, accessed 07/11/05).

Americans with Disabilities Act Accessibility Guidelines for Buildings and Facilities (ADAAG)—A document that contains scoping and technical requirements for accessibility to buildings and facilities by individuals with disabilities under the Americans with Disabilities Act (ADA) of 1990. These scoping and technical requirements are to be applied during the design, construction, and alteration of buildings and facilities covered by titles II and III of the ADA to the extent required by regulations issued by Federal agencies, including the Department of Justice and the Department of Transportation, under the ADA (ADA Accessibility Guidelines for Buildings and Facilities (ADAAG), http://www.access-board.gov/adaag/html/adaag.htm#purpose, accessed 07/14/05).

Asset Management Process (AMP)—A systematic process of maintaining, upgrading, and operating physical assets cost-effectively. It combines engineering principles with sound business practices and economic theory, and it provides tools to facilitate a more organized logical approach to decision-making, providing a framework for handling both short– and long-term planning (*Asset Management: Advancing the State of the Art Into the 21st Century Through Public-Private Dialogue,* Society of State Highway and Transportation Officials, 1996), DO-80.

Asset Priority Index (API)—An asset evaluation process that quantifies the value of an asset in relation to the mission of the park. The API utilizes a numeric rating system whereby assets are ranked (Facility Management Program 04/02), DO-80.

Behavior—To act, react, or function in a particular manner.

Benchmark—A description or example of competency proficiency at defined levels.

Career Field—A category that groups similar or like jobs together.

Catalog Item—A course (classroom or self-paced) or other distinct unit of training (such as a work detail) that has or might be offered to employees of the NPS and is listed in *My Learning Manager*.

Course of Study—A series of NPS Servicewide Training & Development opportunities in which participants learn desired competencies. Occupational courses of study refer to opportunities within an occupational grouping. Thematic courses of study refer to opportunities that follow a similar concept. They can be offered within and across occupations and across career fields.

Crosswalk—A comparison study between two or more sources of competencies (i.e., OPM and NPS competencies) with the objective of adopting validated competencies whenever possible.

Curriculum—An occupational or thematic course of study in which participants learn desired competencies.

Environmental Management System (EMS)—Provides users with a tool to achieve environmental stewardship and leadership standards. An EMS is to include "measurable environmental goals, objectives, and targets that are the subject of review and that are updated annually." (DO-13A: Environmental Management Systems, http://www.nps.gov/policy/DOrders/DO-13A.html, accessed 07/11/05)

Event—An instance of a learning opportunity or catalog item (i.e., course) that occurs at a particular time and place.

Facility Condition Index (FCI)—A measure of a facility's relative condition at a particular point in time as compared to other similar facilities. The FCI rating is a ratio of the cost of repair of the assets' deficiencies (deferred maintenance, recurring maintenance that has been deferred, component renewal that has been deferred, and immediate personal hazard life safety repairs) divided by the current replacement value for the asset.

$$\text{FCI} = \text{FM sub-work types: } \frac{\text{DM + RM-DM + CR-DM + IPH}}{\text{CRV}}$$

The following ratings are baseline indicators that will be reviewed and adjusted by asset category as data is evaluated:

Good = 0 – .10 - Assets in good condition are typically maintained with ONPS funds. Preventive Maintenance (cyclic) funds are used to maintain systems or features with a recurrence of more than one year to twenty-five years.

Fair = .11 – .14 - Assets in fair condition typically require Preventive Maintenance funds or other special emphasis funds to bring systems or features back to good condition. Repair Rehab funds may be used for more expensive/complex deferred maintenance items.

Poor = .15 -.49 - Assets in poor condition typically require Repair Rehab funds to bring them up to good condition. Line-Item funds may be used to reduce the more expensive/complex deferred maintenance items.
Serious = .50 – Assets in serious condition: Heritage assets - Strongly consider stabilization / restoration. Non-heritage assets strongly consider replacement (Facility Management Program 04/02), DO-80, draft 2004.

Facility Management Software System (FMSS)—This software meets all the NPS criteria for a relational database to manage assets at the individual park level. FMSS (Maximo™) is an asset-based work identification, work management, and work analysis program. This "cradle to grave" asset and work management system allows a park, region, or WASO to track all aspects of work related to a specific asset; such as planning and design, construction, operations/maintenance, and rehabilitation or removal (AMP/FMSS Student Manual 03/05), DO-80, draft 2004.

Geographic Information System (GIS)—A computer technology that allows users to view, manipulate, and analyze geographic data. The technology can provide a geographic database, a map view, and a model view of an area based on geographic data. It serves as one piece of the NPS' overall information system framework. GIS links locations with data and filters that data to give you a better understanding of how it all interrelates. You choose what information to combine based on your needs (GIS.com, http://www.gis.com/whatisgis/index.html, accessed 07/11/05).

Government Performance Results Act (GPRA)—Requires the NPS to set goals (strategic and annual performance plans) and report results (annual performance reports). The NPS Strategic Plan contains four GPRA goal categories: park resources, park visitors, external partnership programs, and organizational effectiveness (National Park Service, http://www.whitehouse.gov/omb/mgmt-gpra/gplaw2m.html, accessed 05/28/08).

Injury and Illness Prevention Plan (IIPP)—An Injury and Illness Prevention Plan is a comprehensive tool that aims to minimize on-the-job injury and illness risks while also increasing worker productivity and quality. The program must be in writing and includes the following elements:

- One or more people are identified as having both authority and responsibility for implementing the program.
- A system is in place to ensure employee compliance with safe and healthy work practices.
- A system is established for communicating with employees on safety and health matters.
- A system is in place to identify and evaluate workplace hazards.
- Investigations must be made of injuries and illnesses.
- A method and procedure has been established for correcting unsafe conditions and practices.
- A training program is in place (Injury and Illness Prevention Plan, (http://www.gcccd.net/rmb/riskmgt/prevention/plan.asp, accessed 07/13/05).

Job Task—A group of duties or functions that are performed in the job.

Knowledge—Understanding acquired through education and/or experience.

Leadership in Energy and Environmental Design (LEED) —A proprietary program that evaluates environmental performance from a "whole building" perspective over a building's life cycle, providing a definitive standard for what constitutes a "green building." LEED™ is based on accepted energy and environmental principles and strikes a balance between known effective practices and emerging concepts. LEED™ is a self-certifying system designed for rating new and existing buildings (Denver Service Center, Definitions, http://workflow.den.nps.gov/staging/9_Glossary/glossary_l.htm, accessed 07/11/05).

Learning Activity—An experience designed to develop learning toward a specific session objective.

Learning Category—An NPS Career Field (i.e., Administration) or other NPS Servicewide Training & Development Program (i.e., NPS Intake Program).

Learning Opportunity—A learning activity, unit, module, or session that addresses desired competencies (examples: e-learning, class, workshop, seminar, mentoring, self-directed learning).

List of Classified Structures (LCS) —An NPS list of nationally recognized important/historic structures/assets (AMP/FMSS Student Manual 03/05).

Module—A learning activity which “stands alone.” Modules can form parts of learning opportunities or they can be learning opportunities themselves.

Most Efficient Organization (MEO)—The Most Efficient Organization (MEO), which reflects the Government's most efficient organization that meets the requirements of the Performance Work Statement (PWS) and identifies the organizational structures, staffing, and operating procedures upon which the Government's offer is based (Share A-76, Government Management Plan, http://emissary.acq.osd.mil/inst/share.nsf/CONTDEFLOOK/About+A-76-Process+Model-Previous+Circular+Govern, accessed 07/11/05).

National Environmental Policy Act (NEPA)—Established the country's environmental policies, including the goal of minimizing negative impacts on the physical environment due to human actions for present and future generations while continuing to provide for human populations. It provided the tools to carry out these goals by mandating that every federal agency prepare an

in-depth study of the impacts of major federal actions having a significant effect on the environment and alternatives to those actions and requiring that each agency make that information an integral part of its decisions. NEPA also requires that agencies make a diligent effort to involve the interested and affected public before they make decisions affecting the environment. This regulation applies to all federal agencies (NPS Director's Order 12, NEPA and the Council on Environmental Quality, http://www1.nature.nps.gov/protectingrestoring/DO12Site/01_intro/011_intro.htm), DO-12.

National Historic Preservation Act (NHPA)—The most comprehensive national policy on historic preservation was established by Congress with the passage of the NHPA in 1966. In this act, historic preservation was defined to include "the protection, rehabilitation, restoration and reconstruction of districts, sites, buildings, structures, and objects significant in American history, architecture, archaeology, or culture" (DOE Environmental Policy, Historic Preservation Requirements, http://www.eh.doe.gov/oepa/laws/hpr.html, accessed 07/11/05).

Occupational Safety and Health Administration (OSHA)—The regulatory arm of the US Department of Labor, which promulgates safety and health standards, facilitates training programs, and enforces regulations on work sites. OSHA has developed permissible exposure limits for over 600 contaminants present in the industrial workplace (U.S. Department of Labor: Occupational Safety & Health Administration, http://www.osha.gov, accessed 07/11/05).

Office of Workers Compensation Program (OWCP) —Administers four major disability compensation programs which provide wage replacement benefits, medical treatment, vocational rehabilitation, and other benefits to certain workers or their dependents who experience work-related injury or occupational disease (U.S. Department of Labor, Employee Standards Administration – About OWCP, http://www.dol.gov/esa/aboutesa/owcpabot.htm, accessed 07/11/05).

Operations Formula System (OFS) —A web-based system used to formulate all programs of the NPS budget, with the exceptions of land acquisition, construction planning, and line-item construction. OFS allows field managers and central office personnel to develop, maintain, and access a current and complete inventory of the program needs, while at the same time providing a basis for the annual budget formulation process (DO-80, draft 2004).

Planning, Environment, and Public Comment (PEPC) —An online collaborative tool dedicated to facilitating the NEPA process in conservation planning, environmental impact analysis and informed decision-making. PEPC supports the NPS's project planning, compliance tracking, comment analysis, and response, as well as public communication efforts (NPS Planning, Environment and Public Comment, http://parkplanning.nps.gov/, accessed 07/11/05).

Preventive Maintenance (PM) —Regularly scheduled periodic maintenance activities (within a year) on selected equipment, typically includes inspection, lubrication, and minor adjustment (AME, 2003), DO-80, draft 2004.

Program—A collection of competency-based curricula in which participants learn desired competencies through the NPS Servicewide Training and Development Program.

Project Management Information System (PMIS) —The web-based program developed by the NPS to track program needs and deferred maintenance throughout the service (AMP/FMSS, 2005).

Session—One activity within a learning opportunity which addresses a particular concept. A session can also denote a time frame.

Skill—Expertise, an art, a trade, or a technique.

Task—A set of actions performed to accomplish a specific duty of an employee holding a particular position and which has a direct effect on an organization's ability to achieve its goals.

Technical Information Center (TIC) —A comprehensive information system that is the central repository for managing all NPS-generated planning, design, and construction drawings, and related technical report documents (Technical Information Center, http://www.nps.gov/dsc/a_who/a_8_TIC%20info.htm, accessed 05/28/08).

Training Unit— An NPS Servicewide Training & Development measurement equaling one person who participates in one hour of training or development.

Uniform Federal Accessibility Standards (UFAS) —This document presents uniform standards for the design, construction and alteration of buildings so that physically handicapped persons will have ready access to and use of them in accordance with the Architectural Barriers Act, 42 U.S.C. 4151-4157. The document embodies an agreement to minimize the differences between the standards previously used by four agencies (the General Services Administration, the departments of Housing and Urban Development and Defense, and the United States Postal Service) that are authorized to issue standards under the Architectural Barriers Act, and between those standards and the access standards recommended for facilities that are not federally funded or constructed. The four standard-setting agencies establish and enforce standards for design, construction, and alteration of particular types of buildings and facilities. The General Services Administration (GSA) prescribes standards for all buildings subject to the Architectural Barriers Act that are not covered by standards issued by the other three standard-

setting agencies; the Department of Defense (DoD) prescribes standards for DoD installations; the Department of Housing and Urban Development (HUD) prescribes standards for residential structures covered by the Architectural Barriers Act except those funded or constructed by DoD; and the U.S. Postal Service (USPS) prescribes standards for postal facilities. Each of the four agencies issues standards in accordance with its statutory authority (Uniform Federal Accessibility Standards (UFAS), http://www.access-board.gov/ufas/ufas-html/ufas.htm, accessed 05/23/08).

Validation—A scientific determination that job competencies actually describe what an employee does and can be defended in a court of law if challenged.

APPENDIX C: GLOSSARY OF ACRONYMS

ADA – Americans with Disabilities Act
ADAAG – ADA Accessibility Guidelines for Buildings and Facilities
AMP – Asset Management Process
API – Asset Priority Index
DOI – Department of the Interior
DOT – Department of Transportation
EMS – Environmental Management System
FASAB – Federal Accounting Standards Advisory Board
FCI – Facility Condition Index
FMSS – Facility Management Software System
GIS – Geographic Information System
GMP – General Management Plan
GPRA – Government Performance Results Act
GSA – General Service Administration
SWAP – Integrated Solid Waste Alternative Plans
IIPP – Injury and Illness Prevention Plan
IT – Information Technology
LCS – List of Classified Structures
LEED – Leadership in Energy and Environmental Design
MEO – Most Efficient Organization
NEPA – National Environmental Policy Act
NHPA – National Historic Preservation Act
NIC – Not in Contract
NPS – National Park Service
OFCI – Owner Furnished, Contractor Installed
OFOI – Owner Furnished, Owner Installed
OFS – Operations Formula System
OPM – Office of Personnel Management
OSHA – Occupational Safety and Health Administration
OWCP – Office of Workers Compensation Program

PEPC – Planning, Environment, and Public Comment
PM – Preventive Maintenance
PMIS – Project Management Information System
QA/QC – Quality Assurance Quality Control
TIC – Technical Information Center
UFAS – Uniform Federal Accessibility Standards
WASO – Washington Service Office

APPENDIX D: WEB SITE INDEX

Americans with Disabilities Act (ADA) – http://ada.gov
Americans with Disabilities Act Accessibility Guidelines for Buildings and Facilities (ADAAG) – http://www.access-board.gov/adaag/html/adaag.htm
Asset Management Process (AMP) – http://www.nps.gov/policy/DOrders/DOrder80.htm
Asset Priority Index (API) – http://www.nps.gov/policy/DOrders/DOrder80.htm
Environmental Management System (EMS) – http://www.nps.gov/policy/DOrders/DO-13A.html
Facility Condition Index (FCI) – http://www.nps.gov/policy/DOrders/DOrder80.htm
Facility Management Software System (FMSS) – http://www.nps.gov/policy/DOrders/DOrder80.htm
Government Performance Results Act (GPRA) – http://www.whitehouse.gov/omb/mgmt-gpra/gplaw2m.html
National Environmental Policy Act (NEPA) – http://www.epa.gov/compliance/nepa/
National Historic Preservation Act (NHPA) – http://www.achp.gov/nhpa.html
National Park Service (NPS) – http://www.nps.gov
Occupational Safety and Health Administration (OSHA) – http://www.osha.gov
Office of Personnel Management (OMP) – http://www.opm.gov
Office of Workers Compensation Program (OWCP) – http://www.dol.gov/esa/owcp_org.htm
Uniform Federal Accessibility Standards (UFAS) – http://www.access-board.gov/ufas/ufas-html/ufas.htm