

MNT6109

Workforce Development Process: A Roadmap to your Future Participant Guide



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Welcome

Welcome to the interactive TEL (Technology Enhanced Learning) training event. We are excited that you will be joining us today for **Facility Management Workforce Development Process: A Guide to Your Future**, and look forward to enhancing your knowledge regarding Facility Management.

How to Interact with the Instructor

If you were physically in a classroom with an instructor, you would raise your hand to let him/her know that you had a question or comment. Then you would wait for the instructor to recognize you to ask your question. We are all familiar with this “protocol.” TEL Interactive courses have a slightly different “protocol.” At your TEL station, you will find several push-to-talk microphones. Depending on the number of students at your location, you may have one directly in front of you or you may be sharing one with another student.

When you have a question or comment for the instructor, (1) press and hold down the push-to-talk button located on this microphone, maintaining a distance of 12-18 inches, and (2) say “Excuse me [Instructor’s first name], this is [your first name] at [your location]. I have a question (or I have a comment).” (3) Then release the push-to-talk button. This step is important. *Until you release the push-to-talk button, you will not be able to hear the instructor. Your TV monitor is muted while you press your push-to-talk button.*

The instructor will acknowledge you and ask you to state your question or comment. Press your push-to-talk button to speak, and depress the push-to-talk button when you are finished speaking.

***Note:** when pressing the push-to-talk button to speak, another student participating may press his/her push-to-talk button at the same time. You will not audibly be aware of this because, as stated above, your TV monitor will be muted while you are pressing your push-to-talk button. If this occurs, you will see the instructor give a “time-out” signal by making a crossed “T” with his/her hands. If you see the instructor give this signal, release your push-to-talk button and listen for further instructions from the instructor. The instructor will address both students at a separate time- one after the other.

Broadcast Information

Learning Objectives

At the conclusion of this session, participants should be able to:

1. Understand the need for professional development in NPS' facility management ranks.
2. Identify multiple opportunities for learning how to develop professional skills.
3. Access NPS' Facility Management Competencies with their tasks, conditions, and criteria for performance.
4. Recognize the NPS' Workforce Development Process.
5. Use these tools to develop an individual development plan.

Target Audience

Staff who carry -- or aspire to carry -- FM responsibilities in a park area (including chiefs of maintenance, administrative officers, chiefs of operation, and wage grade employees charged with the responsibility) and their supervisors.

Program Time

2 Hours

Why Take this Course?

The workforce development guide outlines a self-initiated improvement program in which individuals have control over their own professional development. The purpose of the Workforce Development Guide is to accomplish the following:

1. To advance the profession of facility management through education and training, focusing on continual, self initiated learning that is coupled with NPS facility manager competencies
2. To help users identify and access training resources that will assist them in meeting their professional development goals
3. To develop an individual development plan (IDP) that will identify the level of professional growth required or desired
4. To guide individuals interested in pursuing a career in facility management toward training opportunities needed to transition into the profession

Pre-Work

Download and Print: (1) Participant Guide (2) Workforce Development Guide

Room Set-Up

TEL Broadcast



TEL Site Point of Contact (TELPOC) Responsibilities

The TEL Station Site Point-of-Contact (POC) has the following responsibilities before and after the TEL broadcast:

- (1) Reserve the training room in which the TEL station is located
- (2) Notify employees that the park will be participating in this TEL event
- (3) Make sure the Participant Guide is available to all employees attending
- (4) Set up the TEL station on the day of the training
- (5) Have students sign the Student Roster Form
- (6) Finalize the roster in My Learning Manager

Accessing the Competencies and the Workforce Development Guide through the PFMD Website

To access the PFMD website, type “PFMD” into the search engine field at the top right-hand side of the page in InsideNPS. Select the link to the WASO – PFMD site. The PFMD site can also be accessed at: <http://inside.nps.gov/waso/waso.cfm?prg=41&lv=2>

The screenshot shows the InsideNPS website interface. At the top, there is a navigation bar with links for HOME, COMMUNITY, PARKS, REGIONS, WASO, INTRP/ED, PROTECTION, TECH/TOOLS, BUSINESS, and SUPERINTENDENTS. Below this is a search bar and a secondary navigation bar with links like site map, forums, etc. The main content area is titled 'Park Facility Management Division' and includes a description of the division, a mission statement, and a list of responsibilities. A callout box with the number '1' highlights the 'Facility Manager Development' link in the left-hand navigation bar.

Step 1: Select **Facility Manager Development** from the navigation bar on the left-hand side of the screen. The web address for the Facility Manager Development page is: <http://inside.nps.gov/waso/custommenu.cfm?lv=2&prg=41&id=4098>

InsideNPS
Information Gateway for NPS Employees

National Park Service
U.S. Department of the Interior

HOME COMMUNITY PARKS REGIONS WASO INTRP/ED PROTECTION TECH/TOOLS BUSINESS SUPERINTENDENTS

WASO Search Go

site map | forums | lotus notes | InsideHELP | quicklinks | phonebook | systems

[InsideNPS](#) > [WASO](#) > [Park Planning, Facilities, and Lands](#) >

Park Facility Management Division

Home **Facility Manager Development**

Offices and Functions FACILITY MANAGER COMPETENCIES

Contacts

News This table represents the full range of knowledge and performance levels that are necessary to a facility manager's job. There are six parent competencies with 24 associated key competency areas for NPS facility managers:

Training

Events Calendar

Job Announcements

DOI Asset Management Plan

Draft DO-80-1004-80

Facility Man for the 21st C

Facility Manager Development

GS-1640 PDs

Related Links

Servicewide Chiefs of Maintenance Directory

I. Asset Management	II. Operations and Maintenance	III. Project Management	IV. Resource Stewardship	V. Business Management	VI. Supervision 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	C. Construction and	C. Environmental Leadership	C. Assessment and Innovation	C. Results Driven

Step 2: From the Facility Manager Development page, you will see the facility manager competencies matrix.

See pages 11-146 of the "Facility Manager Job Competencies Report" for a complete description of each competency and the related tasks, conditions, and criteria for performance.

FACILITY MANAGEMENT WORKFORCE DEVELOPMENT GUIDE

This guide outlines a self-initiated improvement program in which individuals have control of their professional development. It includes a self-assessment, individual development plan, and training and education resources.

Links (Leaving InsideNPS)
[For information about FMP training courses](#)

Documents

[Facility Manager Job Competencies Report - August 2005](#) (pdf)
Description: (file size 1.78 MB) Provides an introduction to competency-based training, an overview of the facility manager competencies, and a detailed explanation of the associated tasks, conditions, and criteria for each competency.

[Facility Management Workforce Development Guide - February 2006](#) (pdf)
Description: (file size 313 KB)

Last Update: February 09, 2006

NPS.GOV | DOI.GOV

Step 3: Scroll down to download the *Facility Manager Job Competencies Report* and the *Facility Management Workforce Development Guide*.

Accessing the Competencies through the Learning Place

To access the Learning Place, enter <http://www.nps.gov/training/> into the web address bar. You can also use the search engine field at the top right-hand side of the page; type “Learning Place” into the search engine field and scroll down through the search list generated to find a link to the Learning Place.



Step 1: Select the **Competencies** tab.

National Park Service
U.S. Department of the Interior

The Learning Place

Home Careers Development **Competencies** Courses Centers Staff

Competencies

About Competencies

A competency is a measurable pattern of knowledge, skills, abilities, behaviors, and other characteristics that an individual needs to perform work roles or occupational functions successfully. The National Park Service Training & Development Program delivers curricula based upon core competencies identified by the various NPS Career Fields and Special Programs.

Essential Competencies for NPS Career Fields

Select one of the following NPS Career Fields or Special Programs to view its competency matrix(ces) and core competencies.

- [Administration and Business Practices \(ADM\)](#)
- [Concessions \(CON\)](#)
- [Cultural Resources Stewardship \(CRS\)](#)
- [Education \(EDU\)](#)
- [Fire and Aviation Management \(F&A\)](#)
- [Historic Preservation Skills and Crafts \(HPS\)](#)
- [Information Management \(INF\)](#)
- [International Affairs \(OIA\)](#)
- [Interpretation \(INT\)](#)
- [Land Acquisition \(LAQ\)](#)
- [Legislative Affairs \(LGS\)](#)
- [Maintenance \(MNT\)](#)
- [Natural Resources Stewardship \(NRS\)](#)
- [Special Programs \(SP\)](#)

Step 2: Select the **Maintenance** career field from the NPS Career Fields list.

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The Learning Place

Home Careers Development Competencies Courses Centers Staff

[Competencies](#) > Maintenance (MNT) > Matrices and Competencies [Previous Page](#)

Matrices

View a comprehensive competency matrix(ces) for this Career Field or Special Program. Each matrix is a one-page snapshot of all the competencies associated with this Career Field/Special Program or Competency Group. All matrices are in PDF format and require a PDF reader.

- [Animal Husbandry](#)
- [Auto Mechanics](#)
- [Carpentry](#)
- [Cooking](#)
- [Custodial](#)
- [Deckhand](#)
- [Electrician](#)
- [Electronics Mechanic](#)
- [Engineering Equipment Operating](#)
- [Facility Management](#)
- [Gardening](#)
- [General Equipment Mechanics](#)
- [HVAC Mechanic](#)
- [Heating & Boiler Plant Equipment Mechanics](#)
- [Heavy Equipment Mechanics](#)
- [Heavy Mobile Equipment Mechanics](#)
- [High Voltage Electrician](#)
- [Laboring](#)
- [Maintenance Mechanics](#)
- [Masonry](#)
- [Materials Handling](#)
- [Painting](#)
- [Pipefitting](#)
- [Plumbing](#)

Step 3: A list of the **Matrices** for each maintenance field will display.

Documents

[Guide to Facility Management Competencies \(2 Mb\)](#)

Competencies

Competencies listed below are subject-matter experts identified for this Career Field or Special Program. They are from various professional and trade organizations, and NPS competency workshops. This list only includes competencies specifically identified for this Career Field or Special Program-Career Field and Special Program matrices and training offerings may include general and technical competencies from other Career Fields and the Office of Personnel Management.

MNT-FM100 Asset Management

Asset Management is a parent competency which contains the following child competencies.

- a. Planning and Procedures
- b. Property and Structure Ownership Management
- c. Life Cycle Management and
- d. Inventory and Condition Assessment

MNT-FM101 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.

Scroll through the FM Competencies

Step 4: Scroll down to view a list of the facility manager competencies.

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MNT-FM103 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.

Step 5: Click on the child competency about which you are interested in learning more. In this example, click on the competency, **MNT-FM103 Life Cycle Management**.

The screenshot shows the National Park Service U.S. Department of the Interior website. The header includes the logo and text: "National Park Service U.S. Department of the Interior". Below the header is a navigation bar with tabs for "Home", "Careers", "Development", "Competencies", "Courses", "Centers", and "Staff". The main content area is titled "The Learning Place" and shows a breadcrumb trail: "Competencies > MNT-FM103 Life Cycle Management". A "Previous Page" link is visible. The main heading is "Competency: MNT-FM103 Life Cycle Management". Below this is a "Description" section with the following text: "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." Below the description is a "Links" section with the text: "Links: [Jobs](#) [Training](#) [Tasks](#)". A callout box with the number "6" points to the "Tasks" link. At the bottom right, there are links for "Top of Page", "Previous Page", and "Home".

Step 6: A description of the competency will display. As you are completing your self-assessment and developing your Individual Development Plan (IDP), you may want to view this description and learn more about the tasks that make up each competency. To access the competency tasks for Life Cycle Management, click on the **Tasks** link.

The screenshot shows the 'The Learning Place' website interface. At the top, there is a navigation bar with links for Home, Careers, Development, Competencies, Courses, Centers, and Staff. Below this, a breadcrumb trail reads 'Competencies > MNT-FM103 Life Cycle Management > Tasks'. A 'Previous Page' link is also visible. The main content area is a table with five columns: Competency, Description, Entry-Level Tasks, Intermediate-Level Tasks, and Full Performance-Level Tasks. The 'Competency' column lists 'MNT-FM103 Life Cycle Management'. The 'Description' column contains a paragraph about facility managers' roles. The 'Intermediate-Level Tasks' column has a callout box with the number '7' pointing to a task: 'Estimate full life cycle costs in project planning and management.' The 'Full Performance-Level Tasks' column lists several other tasks, including recommending building systems, managing vehicle fleets, overseeing asset features, and managing maintenance. At the bottom right, there are links for 'Top of Page', 'Previous Page', and 'Home'.

Competency	Description	Entry-Level Tasks	Intermediate-Level Tasks	Full Performance-Level Tasks
MNT-FM103 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.		<p>7</p> <p>Estimate full life cycle costs in project planning and management.</p>	<p>Recommend building systems.</p> <p>Inventory, manage, and maintain the park unit's fleet of vehicles.</p> <p>Oversee the acquisition, installation, and operation of asset features.</p> <p>Monitor and evaluate how well asset features perform.</p> <p>Manage corrective, preventive, predictive, and cyclic maintenance.</p>

Step 7: A table displaying the competency, description, and associated tasks will display. To view a specific task's Conditions and Criteria, click on one of the **Full Performance Level Tasks**.



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The Learning Place

Home Careers Development Competencies Courses Centers Staff

[Competencies > MNT-FM103 Life Cycle Management >](#) [Previous Page](#)

Task: Estimate full life cycle costs in project planning and management.

Conditions	Criteria	Possible Developmental Activities
<p>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:</p>	<ul style="list-style-type: none"> 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 requirements for reporting asset conditions and ownership are understood and followed. 	

Step 8: Once you click on a specific task, a table displays the Conditions and Criteria associated with that task.

Appendix A. Self-Assessment

Assess your skills in the facility manager competency areas and place a check mark in the box below your skill level. Use this information to select learning goals and opportunities in your individual development plan.

I. Asset Management

	No Skill	Conceptual	Experienced	Expert	Guru
A. Planning and Procedures					
B. Property and Structure Ownership					
C. Life Cycle Management					
D. Inventory and Condition Assessment					

II. Operations and Maintenance

	No Skill	Conceptual	Experienced	Expert	Guru
A. Service Scheduling, Performance, and Tracking					
B. Facility Management Software					
C. Health, Safety, and Environmental Factors					
D. Emergency Preparedness					

III. Project Management

	No Skill	Conceptual	Experienced	Expert	Guru
A. Project Management					
B. Programming and Design					
C. Construction and Relocations					

IV. Resource Stewardship

	No Skill	Conceptual	Experienced	Expert	Guru
A. Cultural Resources					
B. Natural Resources					
C. Environmental Stewardship					

V. Business Management

	No Skill	Conceptual	Experienced	Expert	Guru
A. Plan and Organize the Facility Function					
B. Budget and Finance					
C. Assessment and Innovation					
D. Human Resource Management					
E. Technology					

VI. Supervision and Leadership

	No Skill	Conceptual	Experienced	Expert	Guru
A. Leading Change					
B. Leading People					
C. Results Driven					
D. Business Acumen					
E. Building Coalitions and Communications					

Appendix B. Individual Development Plan

EMPLOYEE NAME:	
PRESENT TITLE, SERIES, GRADE:	

COMPETENCY GOAL	ACTIVITY	TARGET COMPLETION DATE	NUMBER OF HOURS OF T&D	COMMENTS	COMPLETED DATE	COST

EMPLOYEE'S SIGNATURE

DATE

SUPERVISOR'S SIGNATURE

DATE

SECOND LEVEL SUPERVISOR

DATE

TRAINING OFFICER

DATE

Appendix C. Asset Life-Cycle Management Example

I. Competency: Asset Management

A. Life Cycle Management

Definition: 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.

Competency Tasks:

1. Estimate full life cycle costs in project planning and management.
2. Recommend building systems.
3. Inventory, manage, and maintain the park unit's fleet of vehicles.
4. Oversee the acquisition, installation, and operation of asset features.
5. Monitor and evaluate how well asset features perform.
6. Manage corrective, preventive, predictive, and cyclic maintenance.

Task	Conditions	Criteria
<p>Task 1: Estimate full life cycle costs in project planning and management.</p>	<p>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:</p>	<ol style="list-style-type: none"> 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 requirements for reporting asset conditions and ownership are understood and followed. l. FASAB requirements for reporting asset conditions and ownership are understood and followed.

Appendix D: Learner Resources

Website Links

- WASO Park Facility Management Division (PFMD)
<http://inside.nps.gov/waso/waso.cfm?prg=41&lv=2>
- The Learning Place
<http://www.nps.gov/training/>
- NPS Facility Manager Competencies
http://classicinside.nps.gov/documents/FM_Comps_COMPLETE_060130.pdf

Where can I go for help?

- Self-Assessment
- Individual Development Plan (IDP)
- Mentor
- NPS Facility Management Learning Contract
- Local Training Manager
- Fundamentals III, Module I – Career Planning

For more assistance, contact:

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Capture your notes here

