BIFM Qualifications Specification

BIFM Level 6 Award in Facilities Management

BIFM Level 6 Certificate in Facilities Management

BIFM Level 6 Extended Diploma in Facilities Management

Contents

Introduction to BIFM

The British Institute of Facilities Management ("BIFM") is the professional body for facilities management (FM) in the UK. Founded in 1993, the Institute represents and promotes the interest of members and the wider FM community.

BIFM delivers a range of services and benefits, including information, qualifications, continuing professional development, training and networking for over 12,000 individual and corporate members. Our strategy is to increase participation and collaboration, promote professional standards, support career development and build an effective relationship with stakeholders including Government.

Facilities management professionals are responsible for services that support business. Their roles can cover management of a wide range of areas including: health and safety, risk management, business continuity, procurement, sustainability, space planning, energy, property and asset management. They are typically responsible for activities such as catering, cleaning, building maintenance, environmental services, security and reception.

References to third party material made in this specification are made in good faith. BIFM does not endorse, approve or accept responsibility for the content of materials, which may be subject to change, or any opinions expressed therein. (Material may include textbooks, journals, magazines and other publications and websites.)

The Regulated Qualifications Framework

The BIFM qualifications in Facilities Management are at Levels 4 to 7 in the Regulated Qualifications Framework (RQF) and have been developed to provide professional work-related qualifications in the facilities management industry.

The BIFM qualifications have been aligned, where appropriate, with the BIFM FM Professional Standards and National Occupation Standards and as such provide much of the underpinning knowledge, understanding and application for the sector. The qualifications have received the support of Asset Skills, the Sector Skills Council for the facilities management sector.

The RQF is a national framework which awards credit for units and qualifications and offers an increased flexible approach to the attainment of qualifications for learners and the opportunity for employers to tailor the qualification to their specific skill and knowledge requirement needs to ensure an empowered and appropriated skilled workforce.

In the QCF there are 8 levels which represent the challenge of the qualification, and at each level, there are three sizes of qualification:

> Award (1 – 12 credits)
> Certificate (13 – 36 credits)
> Diploma (37+ credits)

BIFM Level 6 Qualifications in Facilities Management
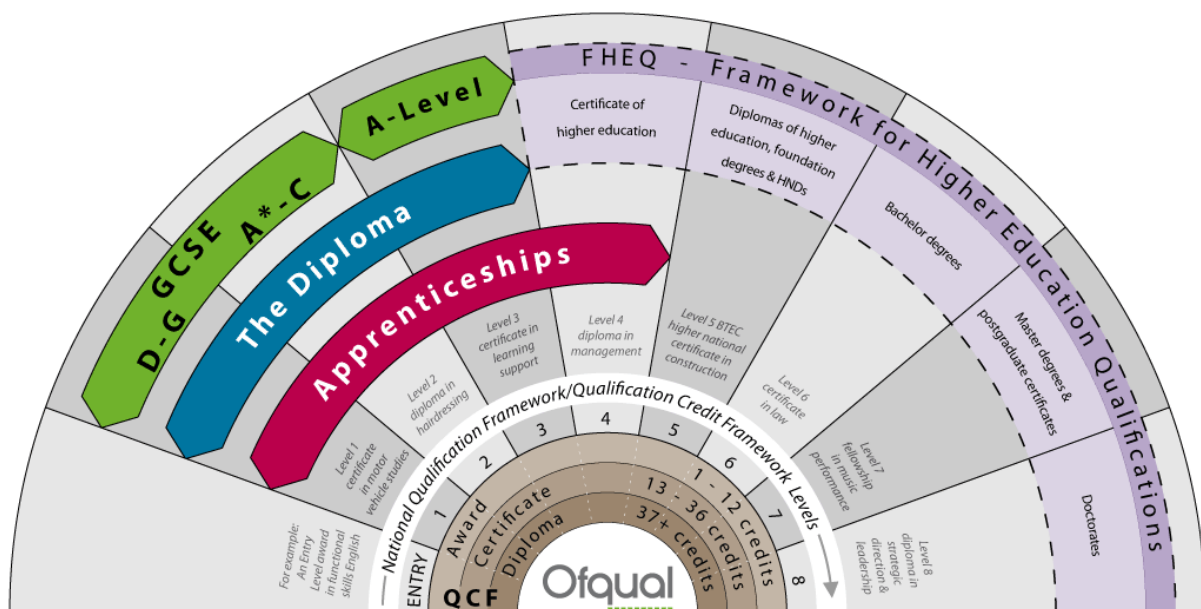
Every unit and qualification has a specific credit value which will be awarded to a learner upon achievement.

The credit value is based on:

> One credit equates to 10 hours of learning time
> Learning time – defined as the time a learner takes to complete the learning outcomes of a unit to the standard as specified by the assessment criteria and includes the time taken to undertake learning and completion of the assessment.

The credit value of a unit remains constant regardless of the assessment method used by a centre.

Structure of the Qualifications (Rules of Combination)

Each qualification includes unit(s) which employers deemed as essential knowledge and understanding that facilities managers need and these are deemed as the "Mandatory" units. This allows either the learner or the employer to then choose from a range of "optional" units to build up the additional credits in order to achieve the qualification.

Qualification titles covered by this specification

BIFM Level 6 Award in Facilities Management   501/2330/0

BIFM Level 6 Certificate in Facilities Management   501/2268/X

BIFM Level 6 Extended Diploma in Facilities Management   500/8308/9

The above shows the qualification title and the reference number that will appear on the learner's certificate. A learner needs to be made aware of this when he or she is recruited by the centre and registered with BIFM. It is crucial the centre undertakes an assessment of the learner before registration to ensure the level and size of qualification is appropriate to the learner's expectations and ability. Providing this happens, a centre will be able to describe the programme of study and develop an assessment plan for the learner leading to the award of the qualification.

Structure of the qualifications

BIFM Level 6 Award in Facilities Management

The BIFM Level 6 Award in Facilities Management is a 100-hour qualification (10 credits) 35 total qualification time and consists of one mandatory unit (10 credits) to achieve a minimum of 10 credits in total.

Ref	Unit Title	Credits	Unit No.
Mandatory Units			
FM6.01	Strategic facilities management	10	T/601/1851

Duration	Completion within two years of registration
Assessment	Assessment could include: > a requirement for the application of knowledge to a Facilities Management work-based scenario whenever possible > incorporation of a variety of written, practical and oral testing of the Learning Outcomes
Entry requirements	BIFM does not state any formal entry requirements, but learners will normally be practising senior management or will be progressing from the BIFM Level 4 Qualifications in Facilities Management or the BIFM Level 5 Qualifications in Facilities Management

BIFM Level 6 Certificate in Facilities Management

The BIFM Level 6 Certificate in Facilities Management is a 300-hour qualification (30 credits) 115 total qualification time and consists of one mandatory unit (10 credits) plus additional optional units in order to achieve a minimum of 30 credits in total.

Ref	Unit Title	Credits	Unit No.
Mandatory Units			
FM6.01	Strategic facilities management	10	T/601/1851
Optional Units			
FM6.02	Facilities management governance and risk	8	A/601/1852
FM6.03	Quality management and customer service in facilities management	6	F/601/1853
FM6.04	Financial management in facilities management	6	J/601/1854
FM6.05	Strategic facilities management support services operations	4	L/601/1855
FM6.06	Compliance with organisational health and safety and the impact on facilities management	6	R/601/1856
FM6.07	Strategic leadership and management in facilities management	8	M/601/1900
FM6.08	Human resource management in facilities management	6	A/601/1902
FM6.09	Developing strategic relationships in facilities management	6	F/601/1903
FM6.10	Strategic management of information and knowledge in facilities management	4	J/601/1904
FM6.11	Corporate responsibility and sustainable facilities management	6	L/601/1905
FM6.12	Procurement strategy for facilities management	6	Y/601/1907
FM6.13	Property management and maintenance strategy for facilities management	8	D/601/1908
FM6.14	Introducing and leading change in an organisation and managing the impact on facilities management	6	H/601/1909

Duration	Completion within two years of registration
Assessment	Assessment could include: > a requirement for the application of knowledge to a Facilities Management work-based scenario whenever possible > incorporation of a variety of written, practical and oral testing of the Learning Outcomes
Entry requirements	BIFM does not state any formal entry requirements, but learners will normally be practising senior management or will be progressing from the BIFM Level 4 Qualifications in Facilities Management or the BIFM Level 5 Qualifications in Facilities Management

BIFM Level 6 Extended Diploma in Facilities Management

The BIFM Level 6 Extended Diploma in Facilities Management is a 600-hour qualification (60 credits) 250 total qualification time and consists of four mandatory units (30 credits) plus additional optional units in order to achieve a minimum of 60 credits in total.

Ref	Unit Title	Credits	
	Mandatory Units		
FM6.01	Strategic facilities management	10	T/601/1851
FM6.02	Facilities management governance and risk	8	A/601/1852
FM6.03	Quality management and customer service in facilities management	6	F/601/1853
FM6.04	Financial management in facilities management	6	J/601/1854
	Optional Units		
FM6.05	Strategic facilities management support services operations	4	L/601/1855
FM6.06	Compliance with organisational health and safety and the impact on facilities management	6	R/601/1856
FM6.07	Strategic leadership and management in facilities management	8	M/601/1900
FM6.08	Human resource management in facilities management	6	A/601/1902
FM6.09	Developing strategic relationships in facilities management	6	F/601/1903
FM6.10	Strategic management of information and knowledge in facilities management	4	J/601/1904
FM6.11	Corporate responsibility and sustainable facilities management	6	L/601/1905
FM6.12	Procurement strategy for facilities management	6	Y/601/1907
FM6.13	Property management and maintenance strategy for facilities management	8	D/601/1908
FM6.14	Introducing and leading change in an organisation and managing the impact on facilities management	6	H/601/1909

Duration	Completion within two years of registration
Assessment	Assessment could include: > a requirement for the application of knowledge to a Facilities Management work-based scenario whenever possible > incorporation of a variety of written, practical and oral testing of the Learning Outcomes
Entry requirements	BIFM does not state any formal entry requirements, but learners will normally be practising senior management or will be progressing from the BIFM Level 4 Qualifications in Facilities Management or the BIFM Level 5 Qualifications in Facilities Management

It should be noted that the resources referred to in this document are not endorsed by BIFM; they are included purely as potential reference materials for centres to access.

Level 6 Ofqual Descriptor

Achievement of Level 6 qualifications reflects the ability to refine and use relevant understanding, methods and skills to address complex problems that have limited definition. It includes taking responsibility for planning and developing courses of action that are able to underpin substantial change or development, as well as exercising broad autonomy and judgement. It also reflects an understanding of different perspectives, approaches or schools of thought and the theories that underpin them.

Key features

The BIFM professional qualifications are vocational programmes of study. They are linked, where appropriate, to the BIFM FM Professional Standards and the National Occupational Standards and are clearly work-related. The qualifications provide short vocational programmes of study that meet the needs of individual learners. There is a strong emphasis on the development of practical skills and acquisition of sector specific knowledge and understanding.

The BIFM qualifications are particularly suitable for more mature learners who wish to follow a programme of study directly related to their work experience or to an aspect of employment that they wish to move into. On successful completion of these qualifications, recognition by employers enables learners to progress into or within employment and/or continue their study in the vocational area.

Learners are also able to build a portfolio of qualifications across a range of subject areas. Professional qualifications also support continuous professional development, as well as progression to larger qualifications and qualifications at higher levels.

The BIFM qualifications are designed to meet a range of different needs. The range of qualifications offers:

> maximum flexibility with shorter programmes available across Levels 4 to 7
> the opportunity to certificate smaller blocks of learning, designed to motivate learners and encourage widening participation in education and training
> courses that relate to the particular training and employment patterns in facilities management
> courses that may offer preparation for specific jobs when in employment
> the opportunity to use a variety of delivery methods
> opportunities for learners to develop skills that support career and professional development
> programmes that can enable progression either to higher levels of study or to other courses at the same level of study.

Teaching, learning and assessment

The process of assessment should be part of effective planning of teaching and learning by providing opportunities for both the learner and the assessor to obtain information about progress towards learning goals. The assessor and the learner must be actively engaged in promoting a common understanding of the assessment criteria (i.e. what it is they are trying to achieve) for further learning to take place. Therefore, learners need constructive feedback and guidance about how to improve, capitalising on strengths with clear and constructive comments about weaknesses and how these might be addressed.

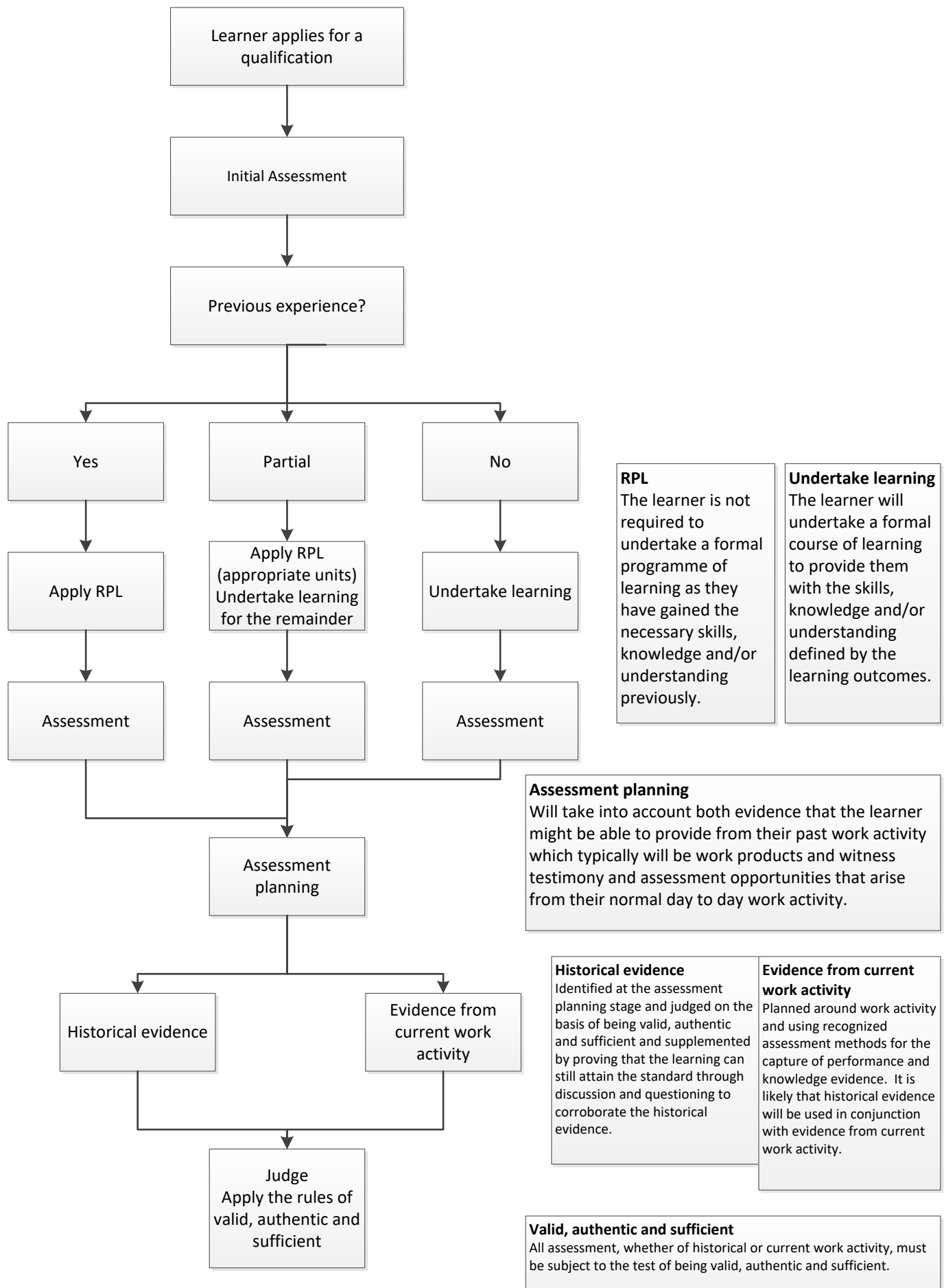The purpose of assessment is to ensure that effective learning of the content of each unit has taken place.

Assessment is normally undertaken by creating assignment briefs using the criteria — but contextualised to be relevant for learners. Assignment briefs are devised by centres and should ensure coverage of all criteria in the unit, as set out in the unit assessment criteria mapping grid (see Assessment Guidance manual). Criteria should be clearly indicated on each assignment to provide a focus for learners (for transparency and to help ensure that feedback is specific to the criteria) and to assist with internal standardisation processes. Tasks/activities should enable learners to produce evidence that directly relates to the specified criteria.

One of the requirements is that the BIFM assessment process complies with the following principles of assessment: validity, reliability, comparability, manageability, and the minimisation of bias. Each of these principles is defined and explained in the BIFM Assessment Guidance manual (including the definitions provided by Ofqual).

Recognition of Prior Learning (RPL)

BIFM encourages centres to recognise a learner's previous achievements and experience through RPL. A learner may have evidence generated from previous study, from his or her previous or current employment or whilst undertaking voluntary work relating to one or more of the units in the qualification. Assessors should assess this evidence against the qualification standards in the specifications in the normal way. As with all evidence, assessors should be satisfied about the authenticity and currency of the material when considering whether or not the outcomes of the unit have been met.

See chart on following page for guidance on RPL. *(Source: TAQA)*

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                    ┌──────────────────────┐
                    │  Learner applies for a│
                    │     qualification     │
                    └──────────┬───────────┘
                               │
                    ┌──────────▼───────────┐
                    │   Initial Assessment  │
                    └──────────┬───────────┘
                               │
                    ┌──────────▼───────────┐
                    │  Previous experience? │
                    └──────────────────────┘
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Previous experience?

- **Yes** → Apply RPL → Assessment
- **Partial** → Apply RPL (appropriate units) Undertake learning for the remainder → Assessment
- **No** → Undertake learning → Assessment

Assessment planning

- Historical evidence
- Evidence from current work activity

Judge
Apply the rules of valid, authentic and sufficient

RPL
The learner is not required to undertake a formal programme of learning as they have gained the necessary skills, knowledge and/or understanding previously.

Undertake learning
The learner will undertake a formal course of learning to provide them with the skills, knowledge and/or understanding defined by the learning outcomes.

Assessment planning
Will take into account both evidence that the learner might be able to provide from their past work activity which typically will be work products and witness testimony and assessment opportunities that arise from their normal day to day work activity.

Historical evidence
Identified at the assessment planning stage and judged on the basis of being valid, authentic and sufficient and supplemented by proving that the learning can still attain the standard through discussion and questioning to corroborate the historical evidence.

Evidence from current work activity
Planned around work activity and using recognized assessment methods for the capture of performance and knowledge evidence. It is likely that historical evidence will be used in conjunction with evidence from current work activity.

Valid, authentic and sufficient
All assessment, whether of historical or current work activity, must be subject to the test of being valid, authentic and sufficient.

BIFM Level 6 Qualifications in Facilities Management

Unit FM6.01 Strategic facilities management

(At level 6, the evidence provided by learners to confirm that they meet the assessment criteria must relate to organisations where they have worked or where they are working. Where appropriate, the evidence should show that the learners have been able to take into account relevant theories and methods addressed by the BIFM qualifications at levels 5 and 4.)

Aim of unit:

This unit enables learners to understand the influences and drivers on facilities management, how to market and promote facilities management both within and outside own organisation, the importance of innovation in facilities management and how to apply development in facilities management within an organisation.

Title:	Strategic facilities management
Level:	6
Credit value:	10

Learning outcomes *A learner when awarded credit for this unit will:*	Assessment criteria *Assessment of this learning outcome will require a learner to demonstrate that they can:*
1. Understand the influences and drivers that can affect the strategy and direction of facilities management	1.1 Analyse current trends and directions in facilities management and the key drivers for the industry. 1.2 Analyse the implications of wider political agendas and the ways in which the Global, European and UK economic contexts can impact on the direction of facilities management. 1.3 Evaluate the impact of business and marketing pressures on facilities management strategy and direction. 1.4 Critically evaluate and modify facilities management strategy to reflect changing internal and external drivers.
2. Understand how to market and promote facilities management within an organisation, to clients and end-users	2.1 Develop and/or review strategies for raising the profile of facilities management in a positive way both within and outside an organisation. 2.2 Identify and evaluate new opportunities

	for business development.
	2.3 Identify and evaluate new business markets and opportunities for extending facilities management within an organisation.
3. Understand the importance of embedding innovation in facilities management	3.1 Critically review the strategic and operational aspects of service innovation and its relevance to own or client organisation.
	3.2 Evaluate the effectiveness of embedding innovation within facilities management services and its impact on services provided.
	3.3 Using a business case framework, develop a model of service innovation which can demonstrate the added value and contribution of facilities management to an organisation.
4. Be able to apply innovative tools and techniques in the facilities management industry	4.1 Critically review the latest innovations, tools and techniques developed nationally and internationally which can be used in facilities management
	4.2 Select and experiment with one new development, tool or technique.
	4.3 Analyse the success or failure of the experiment.
5. Be able to establish creative problem-solving culture within an organisation	5.1 Develop strategies for instilling and embedding greater degrees of creativity in problem-solving within an organisation
	5.2 Establish a culture of adopting good practice in facilities management within an organisation.

Unit expiry date	31st December 2020	
Unit Reference Number	T/601/1851	
FM Professional Standards reference	FM functional area:	FM functional area component:
	The Role of Facilities Management	Sector Knowledge

	Strategy and Policy Development	Facilities Management Strategy
	Business Support Services Management	Service Innovation

Resources:

Exploring Techniques of Analysis and Evaluation in Strategic Management (Exploring Strategic Management) by Veronique Ambrosini, Prof Gerry Johnson, and Prof Kevan Scholes
Business Strategy: An Introduction by David Campbell, George Stonehouse, and Bill Houston
Total Facilities Management by Brian Atkin and Adrian Brooks
Facilities Management Journal - www.mpp.co.uk
Facilities Management Excellence - www.fmxmagazine.co.uk
FM World - www.fm-world.co.uk
www.bifm.org.uk
FMUK - www.fmuk-online.co.uk
Facilities - http://www.emeraldinsight.com/products/journals/journals.htm?id=f
Facilities Management - http://www.lnbconnect.co.uk/Compliance/Facilities-Management.html

Unit FM6.02 Facilities management governance and risk

(At level 6, the evidence provided by learners to confirm that they meet the assessment criteria must relate to organisations where they have worked or where they are working. Where appropriate, the evidence should show that the learners have been able to take into account relevant theories and methods addressed by the BIFM qualifications at levels 5 and 4.)

Aim of unit:

This unit enables learners to understand the purpose of corporate governance and an organisation's ethical responsibilities. It helps them to understand the principles of effective governance, its relationship to risk management and the importance of risk management in the context of the strategy in the business as a whole.

It helps learners to review the effectiveness of risk management strategies, apply risk transfer within the facilities management function and contribute to a robust business continuity plan for an organisation as a whole.

Title:	Facilities management governance and risk
Level:	6
Credit value:	8

Learning outcomes *A learner when awarded credit for this unit will:*	Assessment criteria *Assessment of this learning outcome will require a learner to demonstrate that they can:*
1. Understand the purpose of corporate governance and an organisation's ethical and social responsibilities	1.1 Analyse the scope and purpose of corporate governance and the roles and responsibilities of those involved. 1.2 Analyse an organisation's ethical, financial and social responsibilities and the extent to which an organisation's policies, procedures and decisions reflect these responsibilities. 1.3 Analyse the implications of non-compliance with legal and regulatory requirements relating to an organisation's ethical, financial and social responsibilities.
2. Understand the principles of effective governance and its relationship to risk management	2.1 Analyse the main concepts and criteria of corporate governance and how they apply to an organisation. 2.2 Evaluate the extent to which an

	organisation's corporate governance addresses the principles of responsibility, accountability, transparency and fairness.
	2.3 Evaluate the systems for providing information to and alerting governance bodies about possible risks and the costs of mismanaged relations.
	2.4 Monitor and review relationships with governance bodies and key stakeholders.
3. Be able to understand the importance of risk management in the context of an organisation's strategy	3.1 Evaluate the relationship between the risk within the facilities management function and its potential impact on an organisation, for example, loss of business or reputation.
	3.2 Evaluate the extent to which risks are perceived or anticipated within an organisation.
	3.3 Critically review the processes and procedures through which risks are identified and managed.
4. Be able to review the effectiveness of risk management strategies	4.1 Analyse and compare risk reduction strategies and critically evaluate how these have contributed to the reduction of risk.
	4.2 Devise strategies and plan to ensure an organisation remains compliant *(with relevant legislation, regulation and best practice).*
5. Be able to apply risk transfer within facilities management function	5.1 Compare and evaluate principles of risk transfer and make appropriate recommendations for risk transfer.
	5.2 Critically evaluate the extent to which the risks transferred are successful in relation to facilities management.
6. Be able to contribute to a robust business continuity plan for an organisation	6.1 Determine the scope and extent of business continuity planning requirements in an organisation and the role of facilities management within the plan.
	6.2 Develop business continuity plans covering all aspects of the disaster recovery and emergency response.

FM Professional Standards reference	FM functional area:	FM functional area component:

	Strategy and Policy Development	Corporate Social Responsibility
	Business Continuity and Compliance	Risk Management
		Compliance
	Property Portfolio Management	Managing Accessibility and Inclusion

Resources:

Theories of Corporate Governance by Thomas Clarke
Corporate Governance: An Institutionalist Approach by Robert Cobbaut and Jacques Lenoble
Geohazard Risk Management for Linear Facilities (Springer Praxis Books / Environmental Sciences) by Michael Porter, Matthias Jakob, and Wayne Savigny
Fundamentals of Risk Management: Understanding, Evaluating and Implementing Effective Risk Management by Paul Hopkin
The Essentials of Risk Management: The Definitive Guide for the Non-risk Professional by Michel Crouhy, Dan Galai, and Robert Mark
Corporate Risk Management by Tony Merna and Dr. Faisal F. Al-Thani
Risk Management: 10 Principles by Jacqueline Jeynes
Practical Business Continuity Management: Top Tips for Effective, Real-World Business Continuity Management by Andy Osborne
The Route Map to Business Continuity Management: Meeting the requirements of BS 25999 by John Sharp
The Disaster Recovery Handbook - A Step-by-Step Plan to Ensure Business Continuity and Protect Vital Operations, Facilities, and Assets by Wallace
The Definitive Handbook of Business Continuity Management by Andrew Hiles and Peter Barnes
The Disaster Recovery Handbook: A Step-by-Step Plan to Ensure Business Continuity and Protect Vital Operations, Facilities, and Asse by Michael Wallace and Lawrence Webber
Business Continuity Management: Building an Effective Incident Management Plan by Michael Blyth
Business Continuity Management: A Crisis Management Approach by Dominic Elliott, Ethné Swartz, and Brahim Herbane
Disaster and Recovery Planning: A Guide for Facility Managers, Fifth Edition by Joseph F. Gustin
Risk and Financial Management in Construction by Simon A. Burtonshaw-Gunn
The Institute of Risk Management - www.theirm.org
FM World - www.fm-world.co.uk
www.bifm.org.uk
Facilities Management Journal - www.mpp.co.uk
Facilities Management Excellence - www.fmxmagazine.co.uk
FMUK - www.fmuk-online.co.uk
Facilities - http://www.emeraldinsight.com/products/journals/journals.htm?id=f
Facilities Management - http://www.lnbconnect.co.uk/Compliance/Facilities-Management.html

Unit FM6.03 Quality management and customer service strategy in facilities management

(At level 6, the evidence provided by learners to confirm that they meet the assessment criteria must relate to organisations where they have worked or where they are working. Where appropriate, the evidence should show that the learners have been able to take into account relevant theories and methods addressed by the BIFM qualifications at levels 5 and 4.)

Aim of unit:

This unit enables learners to understand the principles and theories of quality management and the design of quality systems to meet the requirements of the business. It enables them to know how to develop and manage service level agreements and develop and implement strategies for improving customer service and relationships.

Title:	Quality management and customer service strategy in facilities management
Level:	6
Credit value:	6

Learning outcomes *A learner when awarded credit for this unit will:*	Assessment criteria *Assessment of this learning outcome will require a learner to demonstrate that they can:*
1. Be able to evaluate the principles and theories of quality management	1.1 Analyse the theories of quality management in relation to an organisation's quality strategy, quality assurance and control *(including theories such as TQM, lean, Deming, six sigma, and Investors In People)* 1.2 Critically review the tools and techniques of quality management that contribute to individual, team and organisational performance.
2. Be able to evaluate the effectiveness of quality systems and how procedures meet the requirements of an organisation	2.1 Analyse business requirements and design systems and procedures which provide products and services to a consistently excellent quality. 2.2 Critically evaluate the way in which quality standards and accreditation schemes impact on the facilities

	management function.
3. Be able to develop and implement strategies for improving customer service	3.1 Review current strategies, systems and processes for improving customer services.
	3.2 Review good practice in customer service.
	3.3 Identify options for improving the customer service policy in line with an organisation's business plan and strategy.
	3.4 Consult with and take account of the views of staff and stakeholders to reach agreement with relevant people on option to be implemented.
4. Be able to develop and implement strategies for improving customer relationships	4.1 Evaluate the ways in which internal and external customer relationships are managed, monitored and improved.
	4.2 Critically review the systems for developing and managing long term customer relationships to ensure that they are effective in retaining existing customers and attracting new ones.
	4.3 Critically review the culture and practice within the facilities management function for dealing with customers, clients and end users, evaluating their needs and resolving complex issues or problems

Unit expiry date	31st December 2020	
Unit reference number	F/601/1853	
FM Professional Standards reference	FM functional area:	FM functional area component:
	Quality Management and Customer Service	Customer Service
		Quality Management

Resources:

Customer Service Excellence: Trends and Strategies by Rao S. Nageswara

Customer Care Excellence: Create an Effective Customer Service Strategy (Professional Paperbacks) by Sarah Cook

Customer Management Excellence: Successful Strategies by Mike Faulkner

The Nordstrom Way to Customer Service Excellence: A Handbook for Implementing Great Service in Your Organization by Robert Spector and Patrick D. McCarthy

Customer Care Excellence: How to Create an Effective Customer Focus (Customer Care Excellence: How to Create an Effective Customer Care) by Sarah Cook

Unleashing Excellence: The Complete Guide to Ultimate Customer Service by Dennis Snow and Teri Yanovitch

Happy About Customer Service?: Creating a Culture of Customer Service Excellence by Ken Welsh

Best Practice Guide for Customer Service Managers: An Activity-based Workbook for Leaders of Teams That Strive for Service Excellence (Customer Service Best Practice Guides) by Trevor G. Arden, Stephanie E. Edwards, and Anne-Marie Sonneveld

Customer Service: Aiming for Excellence by Timothy P. Bonomo

Business Success Through Service Excellence by Moira Clark and Susan Baker

FM World - www.fm-world.co.uk

www.bifm.org.uk

http://www.instituteofcustomerservice.com/

Facilities Management Journal - www.mpp.co.uk

Facilities Management Excellence www.fmxmagazine.co.uk

Quality Management Essentials by David Hoyle

ISO 9000 Quality Systems Handbook - updated for the ISO 9001:2008 standard: Using the standards as a framework for business improvement by David Hoyle

Managing Quality by Barrie G. Dale, Ton van der Wiele, and Jos van Iwaarden

The Lean Six Sigma Pocket Toolbook: A Quick Reference Guide to 70 Tools for Improving Quality and Speed by Michael L. George, John Maxey, David T. Rowlands, and Malcolm Upton

Total Quality Management: The route to improving performance by John S. Oakland

Quality Management for Organizational Excellence: Introduction to Total Quality: International Edition by Dr. David L. Goetsch and Stanley Davis

Quality Management: Creating and Sustaining Organizational Effectiveness by Donna C. Summers

Quality Management in Construction (The Leading Construction Series) by Brian Thorpe

Foundations of Service Level Management (Sams Professional) by Rick Sturm and Wayne Morris

Service Level Agreement 100 Success Secrets: SLA, Service Level Agreements, Service Level Management and Much More by Gerard Blokdijk

The Service Level Agreement SLA Guide - SLA Book, Templates for Service Level Management and Service Level Agreement Forms. Fast and Easy Way to Write Your SLA by Gerard Blokdijk and Ivanka Menken

http://www.ogc.gov.uk/documentation_and_templates_quality_management_strategy.asp

http://www.businesslink.gov.uk/bdotg/action/detail?itemId=1074432115&type= RESOURCES
http://www.thecqi.org/
www.bifm.org.uk
FM World - www.fm-world.co.uk
Facilities Management Journal - www.mpp.co.uk
Facilities Management Excellence - www.fmxmagazine.co.uk
FMUK - www.fmuk-online.co.uk
Facilities http://www.emeraldinsight.com/products/journals/journals.htm?id=f
Facilities Management http://www.lnbconnect.co.uk/Compliance/Facilities-Management.html

Unit FM6.04 Financial management in facilities management

(At level 6, the evidence provided by learners to confirm that they meet the assessment criteria must relate to organisations where they have worked or where they are working. Where appropriate, the evidence should show that the learners have been able to take into account relevant theories and methods addressed by the BIFM qualifications at levels 5 and 4.)

Aim of unit:

This unit enables learners to understand how income is generated within facilities management, the legal obligations for financial management, able to evaluate financial performance and life cycle costing methodologies.

Title:	Financial management in facilities management
Level:	6
Credit value:	6

Learning outcomes *A learner when awarded credit for this unit will:*	Assessment criteria *Assessment of this learning outcome will require a learner to demonstrate that they can:*
1. Understand how finance or income is generated for facilities management function	1.1 Analyse the range and types of providers of finance or income streams, including internal revenue streams, that are or could be used to finance the facilities management function. 1.2 Develop financial cases taking account of an organisation's attitude to risk, financial appraisals and the internal cost of finance. 1.3 Evaluate financial information and the objectives and associated plans for facilities management in relation to priorities, potential problems and risks.
2. Be able to interpret the legal obligations and requirements in relation to financial accountability in facilities management	2.1 Evaluate the implications of legislative requirements and own responsibilities for financial management and accountability. 2.2 Analyse the implications of various forms of corporate, property and VAT taxes within the system of financial management and accountability. 2.3 Evaluate own role and contribution to the processes of financial management

	within an organisation within the context of financial auditing and accountability.
3. Be able to develop and review budgets relevant to facilities management	3.1 Critically review the processes for monitoring and controlling the facilities management function's overall capital and revenue (operational) budgets.
	3.2 Consult on and develop a realistic master budget for the facilities management function, consulting with relevant people in an organisation to support its approval within the overall financial planning process.
	3.3 Consult with and, where appropriate, negotiate and agree delegated budgets with relevant staff.
4. Be able to evaluate the financial performance of the facilities management function	4.1 Establish systems to monitor and evaluate performance against the master and delegated budgets, putting in place contingency plans if necessary.
	4.2 Develop strategies to ensure that prompt corrective action is taken where there are significant variances between the budgets and actual expenditure.
	4.3 Make recommendations about an organisation's financial performance and strategy in the light of this experience.
	4.4 Evaluate financial proposals for expenditure submitted by others.
5. Be able to apply the concept of life cycle costing methodologies	5.1 Analyse the cost of ownership of an asset for a pre-determined period of time and for its whole life.
	5.2 Evaluate the use of life-cycle costing in decision-making processes.

Unit expiry date	31st December 2020	
Unit reference number	J/601/1854	
FM Professional Standards reference	FM functional area:	FM functional area component:
	Business Continuity and Compliance	Compliance

	Finance and IT	Financial Management

Resources:

Corporate Financial Management by Glen Arnold
Business Finance: A Value Based Approach by Mr Bill Neale and Trefor McElroy
Essentials of Financial Risk Management (Essentials Series) by Karen A. Horcher
Management Accounting for Business by Colin Drury
Guide to Financial Management by John Tennent
Mastering Financial Management: A Step-by-Step Guide to Strategies, Applications and Skills (Financial Times Series) by Mr Clive Marsh
Financial Management: Theory and Practice by Eugene F. Brigham and Michael C. Ehrhardt
Key Management Ratios (Financial Times Series) by Ciaran Walsh
Fundamentals of Financial Management by J. Van Horne and Prof John M Wachowicz JR
Financial and Management Accounting: An Introduction by Prof Pauline Weetman
Business Development Series: Practical Financial Management: A Guide to Budgets, Balance Sheets and Business Finance: 2 by Colin Barrow
Fundamentals of Financial Management (Concise Edition) by Eugene F. Brigham and Joel F. Houston
Risk and Financial Management in Construction by Simon A. Burtonshaw-Gunn
Fundamentals of Financial Management, Concise Edition by Eugene Brigham and Joel Houston
Financial & Management Accounting by Pauline Weetman
Financial Management: Principles and Applications by Sheridan Titman, John D. Martin, and Arthur J. Keown
Guide to Setting Budgets and Managing Cashflows, A by Jennifer Rhodes
www.icaew.co.uk
www.acca.org.uk

Unit FM6.05 Strategic facilities management support services operations

(At level 6, the evidence provided by learners to confirm that they meet the assessment criteria must relate to organisations where they have worked or where they are working. Where appropriate, the evidence should show that the learners have been able to take into account relevant theories and methods addressed by the BIFM qualifications at levels 5 and 4.)

Aim of unit:

This unit enables learners to develop strategies for the delivery of support services within facilities management and identify opportunities for new or alternative services.

It also helps learners to ensure compliance with relevant health and safety and other legislation as well as setting and managing budgets related to the provision of support services

Title:	Strategic management facilities management support services operations
Level:	6
Credit value:	4

Learning outcomes *A learner when awarded credit for this unit will:*	Assessment criteria *Assessment of this learning outcome will require a learner to demonstrate that they can:*
1. Be able to develop strategies for the delivery of support service	1.1 Review current facilities management support services strategy and its alignment with the core business strategy of client or organisation. 1.2 Analyse and evaluate options and the impact of differing facilities management support services strategies. 1.3 Use information from the review and analysis to evaluate the issues and develop the support services strategy in an organisation.
2. Be able to identify opportunities for new or alternative support services	2.1 Analyse stakeholder feedback. 2.2 Develop new and/or alternative facilities management support services in line with the business

	objectives and resource constraints.
3. Be able to evaluate the processes and systems to ensure compliance with legislative requirements	3.1 Analyse and critically evaluate the effectiveness of the processes and systems to ensure compliance with legislative requirements in all aspects of facilities management support services operations.
4. Be able to review and evaluate support services operations	4.1 Evaluate the efficiency, effectiveness and value for money of facilities management support services operations. 4.2 Evaluate the management of facilities management support services budgets. 4.3 Review the budget variation over time and evaluate the options used for reconciliation and their impact on the provision of the support services.
31st December 2020	31st December 2020
Unit reference number	L/601/1855

FM Professional Standards reference	FM functional area:	FM functional area component:
	Business Continuity and Compliance	Compliance
	Business Support Services Management	Managing Service Delivery

Resources:

Managing Business Support Services: Strategies for Outsourcing and Facilities Management by Jonathan Reuvid and John Hinks

Managing Budgets (Essential Managers) by Dorling Kindersley

Smarter Outsourcing: An Executive Guide to Managing Successful Relationships by Mr Jean-Louis Bravard and Mr Robert Morgan

The Outsourcing Revolution: Why it Makes Sense and How to Do it Right by Michael F. Corbett

The Human Side of Outsourcing by Stephanie J. Morgan

The Service Level Agreement SLA Guide - SLA Book, Templates for Service Level Management and Service Level Agreement Forms. Fast and Easy Way to Write Your SLA by Gerard Blokdijk and Ivanka Menken

Service Level Agreement 100 Success Secrets: SLA, Service Level Agreements, Service Level Management and Much More by Gerard Blokdijk

Facilities Management Handbook by Frank Booty

Total Facilities Management by Brian Atkin and Adrian Brooks

The Facility Management Handbook by David G. Cotts, Kathy Roper, and Richard Payant

FM World - www.fm-world.co.uk

www.bifm.org.uk

Professional Outsourcing - www.purplecowmedia.net

Facilities Management Journal - www.mpp.co.uk

Facilities Management Excellence - www.fmxmagazine.co.uk

Facilities - http://www.emeraldinsight.com/products/journals/journals.htm?id=f

Unit FM6.06 Compliance with organisational health and safety and the impact on facilities management

(At level 6, the evidence provided by learners to confirm that they meet the assessment criteria must relate to organisations where they have worked or where they are working. Where appropriate, the evidence should show that the learners have been able to take into account relevant theories and methods addressed by the BIFM qualifications at levels 5 and 4.)

Aim of unit:

This unit enables learners to develop and manage health and safety policy, develop and review health and safety policies and promote a proactive health and safety culture in compliance with legislative requirements.

Title:	Compliance with organisational health and safety and the impact on facilities management
Level:	6
Credit value:	6

Learning outcomes *A learner when awarded credit for this unit will:*	Assessment criteria *Assessment of this learning outcome will require a learner to demonstrate that they can:*
1. Be able to develop and manage an organisation's health and safety policy	1.1 Explain organisational responsibilities, drivers and liabilities in relation to health and safety and the impact on facilities management.
	1.2 Evaluate the health and safety risks within an organisation.
	1.3 Identify the relevant legislation, regulations, guidelines and codes of practice.
	1.4 Identify sources of specialist expertise and evaluate their role in supporting an organisation's health and safety policy.
	1.5 Analyse and evaluate the relationship between health and safety policy and an organisation's overall business strategy.
	1.6 Identify the critical criteria for an effective written health and safety policy statement, policy and

	procedures.
	1.7 Evaluate the potential costs to an organisation of non-compliance with health and safety legislation in the workplace.
2. Be able to communicate and promote the organisational culture of health and safety	2.1 Analyse and evaluate appropriate ways of communicating the health and safety policy and procedures to all relevant parties.
	2.2 Provide leadership in the management of risk by the effective use of downward communication systems and management structures.
	2.3 Explain how and when to consult with people who work for an organisation or their representatives on health and safety issues.
	2.4 Develop a strategy for ensuring an organisational culture which puts health and safety first.
	2.5 Explain how to define and integrate health and safety management into all business decisions within an organisation including corporate governance.
3. Be able to monitor and review health and safety policies and procedures	3.1 Establish a system for monitoring, measuring and reporting an organisation's overall health and safety performance.
	3.2 Critically review company policies and strategies in line with legislative and other health and safety developments.
	3.3 Identify and utilise senior management to support the delivery of an effective organisational approach to health and safety.
	3.4 Review and analyse reported incidents and significant near-misses and initiate corrective action.
	3.5 Develop a continuous improvement programme to evaluate the performance of an organisation's health and safety policy.

	3.6 Prepare formal written management report addressing organisational compliance with relevant legislation.	
Unit expiry date	31st December 2020	
Unit reference number	R/601/1856	
FM Professional Standards reference	FM functional area:	FM functional area component:
	Business Continuity and Compliance	Compliance
	Property Portfolio Management	Managing Accessibility and Inclusion

Resources:

NEBOSH (The National Examination Board in Occupational Safety and Health) www.nebosh.org.uk

IOSH (Institution of Occupational Safety and Health) www.iosh.co.uk

Health & Safety Executive www.hse.gov.uk

Introduction to Health and Safety at Work by Phil Hughes MBE MSc FIOSH RSP and Ed Ferrett PhD BSc (Hons Eng) CEng MIMechE MIEE MIOSH

Health and Safety at Work Essentials: The One-stop Guide for Anyone Responsible for Health and Safety Issues in the Workplace by Mary Duncan, Finbar Cahill, and Penny Heighway

Principles of Health and Safety at Work by Allan St. John Holt and Jim Allen

Safety at Work by John Ridley BSc CEng MIMechE FIOSH DMS and John Channing MSc(Safety) MSc(Chemistry) FIOSH RSP

Tolley's Health and Safety at Work Handbook 2010 by Tolleys

Tolley's Health and Safety at Work Handbook 2011

Health and Safety at Work: An Essential Guide for Managers by Jeremy Stranks

Introduction to Fire Safety Management: The handbook for students on NEBOSH and other fire safety courses by Andrew Furness CFIOSH GIFireE Dip2OSH MIIRSM MRSH and Martin Muckett MA MBA CMIOSH MIFireE Dip2OSH

Health and Safety Enforcement: Law and Practice by Richard Matthews QC and James Ageros

Tolley's Practical Risk Assessment Handbook by Mike Bateman BSc MIOSH RSP

5 Steps - Risk Assessment in your Workplace (DVD)

How to Complete a Risk Assessment in 5 Days or Less by Thomas R. Peltier

FM World - www.fm-world.co.uk

www.bifm.org.uk

Workplacelaw www.workplacelaw.net

Facilities Management Journal - www.mpp.co.uk

Facilities Management Excellence - www.fmxmagazine.co.uk

Safety & Health Practitioner - www.shponline.co.uk

Unit FM6.07 Strategic leadership and management in facilities management

(At level 6, the evidence provided by learners to confirm that they meet the assessment criteria must relate to organisations where they have worked or where they are working. Where appropriate, the evidence should show that the learners have been able to take into account relevant theories and methods addressed by the BIFM qualifications at levels 5 and 4.)

Aim of unit:

This unit enables learners to develop and articulate a vision and understand the relationship between facilities management and organisational strategy. It enables learners to lead and empower staff and stakeholders using a range of leadership and management theories to create a culture which encourages innovation.

Title:	Strategic leadership and management in facilities management
Level:	6
Credit value:	8

Learning outcomes *A learner when awarded credit for this unit will:*	Assessment criteria *Assessment of this learning outcome will require a learner to demonstrate that they can:*
1. Be able to develop and communicate a compelling vision for a facilities management function	1.1 Develop a facilities management vision. 1.2 Explain the stages taken to develop the vision. 1.3 Select appropriate methods and techniques to communicate the facilities management vision to people across an organisation and, where appropriate, to stakeholders.
2. Be able to motivate and empower staff within the facilities management function	2.1 Analyse the ways to motivate and reward people within the facilities management team. 2.2 Empower staff to take decisions autonomously and develop their own ways of working within agreed boundaries. 2.3 Provide appropriate and timely support and advice to staff.

	2.4 Enable staff to present their own ideas.
3. Be able to adopt a leadership style that encourages innovation	3.1 Develop and implement an innovation strategy within the facilities management including stakeholders. 3.2 Create and maintain a culture within facilities management which encourages and rewards creativity and innovation.
4. Be able to lead and manage the facilities management function through change	4.1 Lead the facilities management function through change. 4.2 Review and evaluate the outcome.
5. Be able to use appropriate leadership and management styles	5.1 Analyse different theories, models and styles of leadership and management. 5.2 Apply management and leadership styles which are appropriate to the different people and situations that occur. 5.3 Compare and contrast the different methods used to gain the confidence of individuals across an organisation and key stakeholders. 5.4 Use appropriate methods to obtain and analyse feedback on own performance.

Unit expiry date	31st December 2020	
Unit reference number	M/601/1900	
FM Professional Standards reference	FM functional area:	FM functional area component:
	Leadership and Management	People Management
		Change Management
	Business Support Services Management	Service Innovation
	Property Portfolio Management	Managing Accessibility and Inclusion

Resources:

How to Lead: What You Actually Need to Do to Manage, Lead and Succeed by Jo Owen
The Best of Adair on Leadership and Management by John Adair and Neil Thomas
A Force for Change: How Leadership Differs from Management by John P. Kotter
Leadership: Plain and Simple (Financial Times Series) by Steve Radcliffe
Effective Leadership (NEW REVISED EDITION): How to be a successful leader by John Adair
How to Manage: The Art of Making Things Happen by Jo Owen
Leadership: Theory and Practice by Dr. Peter G. (Guy) Northouse
Leadership and Management Development by Jeff Gold, Richard Thorpe, and Alan Mumford
Developing the Leader within You (Maxwell, John C.) by John C. Maxwell
www.i-l-m-com
http://www.managers.org.uk/

Unit FM6.08 Human resource management in facilities management

(At level 6, the evidence provided by learners to confirm that they meet the assessment criteria must relate to organisations where they have worked or where they are working. Where appropriate, the evidence should show that the learners have been able to take into account relevant theories and methods addressed by the BIFM qualifications at levels 5 and 4.)

Aim of unit:

This unit enables learners to plan facilities management workforce in relation to organisational plans and objectives, understand the factors that impact on workforce planning and the benefits of a diverse workforce. It helps them to know how to take difficult decisions in relation to workforce planning and performance and understand the importance of having transparent disciplinary and grievance procedures. This unit also enables learners to create a learning environment in own organisation.

Title:	Human resource management in facilities management
Level:	6
Credit value:	6

Learning outcomes *A learner when awarded credit for this unit will:*	Assessment criteria *Assessment of this learning outcome will require a learner to demonstrate that they can:*
1. Understand workforce planning in the context of facilities management	1.1 Analyse the capacity and capability of a workforce in terms of the facilities management function's vision, objectives and plans. 1.2 Identify systemic issues and trends affecting the workforce and human resource management and analyse their effect on current and future work. 1.3 Predict and plan for likely future scenarios based on realistic analysis of trends and developments.
2. Understand the various factors that impact on workforce planning	2.1 Evaluate the employment policies and practices within an organisation in terms of their impact on the capacity and capability of the facilities management function. 2.2 Evaluate the types of employment agreements.

	2.3 Evaluate the patterns for employing, recruiting and keeping people within an organisation compared to benchmarking data.
	2.4 Evaluate the effectiveness of compliance with legislation, regulations and codes of practice that apply to facilities management.
	2.5 Put in place actions to ensure compliance where necessary.
3. Understand the issues and benefits to an organisation of having a diverse workforce	3.1 Evaluate the extent to which equality and diversity issues are addressed in workforce planning *(making reference to current legislation)*
	3.2 Evaluate the different ways in which diversity workforce requirements can be met, their advantages and disadvantages, costs and benefits.
	3.3 Evaluate the working culture and practices of an organisation to ensure that they are consistent with the values of equality and diversity, workers' welfare, rights and health and safety.
4. Know how and when to take difficult decisions in relation to workforce planning and workforce performance	4.1 Analyse potential risks associated with the current or predicted workforce capacity and the capability or performance of an organisation.
	4.2 Identify scenarios when it may be necessary to take decisions in uncertain situations or based on incomplete information.
	4.3 Identify scenarios where it may be necessary to take and implement difficult and/or unpopular decisions if necessary.
	4.4 Ensure that appropriate and effective contingency arrangements are in place to deal with sudden changes in workforce capacity or workforce performance.
5. Be able to create a learning environment for the workforce	5.1 Develop and review plans for learning and development to ensure that they meet with an organisation's requirements for knowledge, skills,

	professional development of employees.
	5.2 Develop review systems that encourage individuals to take responsibility for their own learning.
	5.3 Develop and review systems that provide written personal development plans for individuals in an organisation.
6. Understand the importance of effective and transparent procedures for human resource management	6.1 Evaluate the transparency of the processes and procedures for managing the performance of the workforce.
	6.2 Critically review the human resource legislation which has the most impact on the facilities management function.
	6.3 Describe the grievance process and the corporate and legislative requirements which form part of the process.
	6.4 Describe the necessity of acting with due diligence when dealing with grievance or disciplinary issues.

Unit expiry date	31st December 2020	
Unit reference number	A/601/1902	
FM Professional Standards reference	FM functional area:	FM functional area component:
	Leadership and Management	People Management
	Business Continuity and Compliance	Compliance

Resources:

Human Resource Development: Strategy and tactics by Juani Swart, Clare Mann, Steve Brown, and Alan Price
High Performance Business Strategy: Inspiring Success Through Effective Human Resource Management by Ap Eigenhuis and Rob van Dijk
Managing for Performance: Delivering Results Through Others by Pam Jones
New and bestselling books by Michael Armstrong cluster sheet: Performance Management: Key Strategies and Practical Guidelines: 5 by Michael Armstrong
Performance Management by Herman Aguinis
Key Performance Indicators (KPI): Developing, Implementing, and Using Winning KPIs by David Parmenter
Harvard Business Essentials: Managing Employee Performance by Harvard
Performance Management: The New Realities (Developing Practice) by Michael Armstrong and Angela Baron
People Management and Performance by John Purcell, Nicholas Kinnie, Juani Swart, and Bruce Rayton
Fast Track to Success: People and Performance Management by David Ross
Human Resource Management by Derek Torrington, Stephen Taylor, and Laura Hall
Fundamentals of Human Resource Management: Managing People at Work by Derek Torrington, Laura Hall, and Steven Taylor
Human Resource Management: AND Employee Relations by Derek Torrington, Laura Hall, Stephen Taylor, and Mr Graham Hollinshead
Human Resources Management: AND "How to Succeed in Exams and Assessments" by Derek Torrington, Laura Hall, Stephen Taylor, and Kathleen McMillan
Recruiting, Selecting and Inducting New Staff in the Workplace Super Series by Institute of Leadership & Management
Harvard Business Review on Finding & Keeping the Right People ("Harvard Business Review" Paperback) by Harvard Business School Press
Introducing Human Resource Management: AND MyLab Access Code by Margaret Foot and Caroline Hook
Armstrong's Handbook of Human Resource Management Practice by Michael Armstrong
Fundamentals of Human Resource Management: Managing People at Work by Derek Torrington, Laura Hall, and Steven Taylor
Mastering People Management by Mark A. Thomas
Chartered Institute of Personnel and Development - www.cipd.co.uk
BIFM
FM World - www.fm-world.co.uk
Workplacelaw - www.workplacelaw.net
People Management - www.peoplemanagement.co.uk

Unit FM6.09 Developing strategic relationships in facilities management

(At level 6, the evidence provided by learners to confirm that they meet the assessment criteria must relate to organisations where they have worked or where they are working. Where appropriate, the evidence should show that the learners have been able to take into account relevant theories and methods addressed by the BIFM qualifications at levels 5 and 4.)

Aim of unit:

This unit enables learners to understand how to develop productive relationships with colleagues, stakeholders, suppliers and specialists, consult on key issues and activities, manage complex negotiations and understand the wider context that affects these relationships. It also helps learners to understand the implications of 'conflict of interest' and to monitor and review the effectiveness of their working relationships with colleagues and stakeholders.

Title:	Developing strategic relationships in facilities management
Level:	6
Credit value:	6

Learning outcomes *A learner when awarded credit for this unit will:*	Assessment criteria *Assessment of this learning outcome will require a learner to demonstrate that they can:*
1. Be able to evaluate the benefits of developing productive working relationships with colleagues, stakeholders, suppliers and specialists	1.1 Clarify who are the different types of stakeholders relevant to an organisation, the nature of their interest in and their contribution to an organisation. 1.2 Evaluate the roles, responsibilities, interests and concerns of colleagues and stakeholders in supporting the strategic development and plans of an organisation. 1.3 Critically review current working relationships with key suppliers and specialists in the facilities management function.
2. Be able to consult with colleagues and stakeholders in relation to key decisions and	2.1 Decide what information is appropriate to provide to colleagues and stakeholders and the factors that need

activities	to be taken into consideration.
	2.2 Explain how the views of colleagues and stakeholders, particularly in relation to their priorities, expectations and attitudes to potential risk have been considered.
	2.3 Manage successfully the expectations of colleagues and stakeholders.
3. Be able to successfully manage complex negotiations	3.1 Plan and manage complex negotiations *(such as for property acquisition or outsourcing)*
	3.2 Evaluate the extent to which the negotiations were successfully managed to achieve the objective/s and minimise any adverse financial impact.
4. Be able to analyse and interpret the wider context that affect relationships with colleagues, stakeholders, suppliers and specialists	4.1 Analyse the power, influence and politics within an organisation that can affect relationships with colleagues, stakeholders, suppliers and specialists.
	4.2 Analyse the wider developments, issues and concerns of importance to colleagues, stakeholders, suppliers and specialists in the industry or sector.
	4.3 Take account of these political issues and wider concerns when dealing with colleagues, stakeholders, suppliers and specialists.
5. Understand how 'conflict of interest' with colleagues and stakeholders can affect individuals and organisations	5.1 Analyse situations in which conflicts of interest with colleagues and stakeholders arise and the techniques that can be used to deal with them.
	5.2 Evaluate the damage that conflicts of interest and disagreements with colleagues and stakeholders can cause to individuals and an organisation.
6. Be able to monitor and review the effectiveness of working relationships with colleagues and stakeholders	6.1 Develop and use formal and informal mechanisms for getting feedback from colleagues and stakeholders on the effectiveness of working relationships.
	6.2 Use the results of these mechanisms to monitor, review and improve the effectiveness of working relationships

	with colleagues and stakeholders.	
Unit expiry date	31st December 2020	
Unit reference number	F/601/1903	
FM Professional Standards reference	FM functional area:	FM functional area component:
	Quality Management and Customer Service	Stakeholder Relationships

Resources:

The CRM Handbook: A Business Guide to Customer Relationship Management (Information Technology) by Jill Dyché
The Service Level Agreement SLA Guide - SLA Book, Templates for Service Level Management and Service Level Agreement Forms. Fast and Easy Way to Write Your SLA by Gerard Blokdijk and Ivanka Menken
Service Level Agreement 100 Success Secrets: SLA, Service Level Agreements, Service Level Management and Much More by Gerard Blokdijk
Foundations of Service Level Management (Sams Professional) by Rick Sturm and Wayne Morris
FM World - www.fm-world.co.uk
www.bifm.org.uk
Facilities Management Journal - www.mpp.co.uk
Facilities Management Excellence - www.fmxmagazine.co.uk
FMUK - www.fmuk-online.co.uk
Facilities - http://www.emeraldinsight.com/products/journals/journals.htm?id=f
Facilities Management - http://www.lnbconnect.co.uk/Compliance/Facilities-Management.html

Unit FM6.10 Strategic management of information and knowledge in facilities management

(At level 6, the evidence provided by learners to confirm that they meet the assessment criteria must relate to organisations where they have worked or where they are working. Where appropriate, the evidence should show that the learners have been able to take into account relevant theories and methods addressed by the BIFM qualifications at levels 5 and 4.)

Aim of unit:

This unit enables learners to develop strategies to manage knowledge and information in facilities management. It enables learners to implement new information systems within an organisation and evaluate the potential impact of new technologies and systems to ensure operational continuity plans are maintained.

Title:	Strategic management of information and knowledge in facilities management
Level:	6
Credit value:	4

Learning outcomes *A learner when awarded credit for this unit will:*	Assessment criteria *Assessment of this learning outcome will require a learner to demonstrate that they can:*
1. Be able to develop strategies to manage knowledge and information in support of the facilities management function	1.1 Evaluate possible processes and systems and identify those which are capable of meeting organisational and legislative requirements and objectives within resource constraints to manage knowledge and information in an organisation. 1.2 Propose systems and processes that most closely match agreed criteria and comply with organisational and legal requirements.
2. Understand the flow of information and knowledge within an organisation	2.1 Analyse the methods and processes used to collect, process and store knowledge and information 2.2 Analyse the relevance of current and anticipated systems, their functionality and capacity to support an organisation's plans for knowledge and

	information management
3. Understand how effective information and knowledge use brings benefits to an organisation	3.1 Evaluate the extent to which these systems can provide new opportunities and more effective, efficient and compliant knowledge and information management processes within facilities management *(by reference to the same systems that were analysed in relation to the previous learning outcome)*
4. Understand the potential impact of advances in technology used to manage information	4.1 Evaluate the extent to which advances in technology can result in improvements to the function and capacity of existing information management systems. 4.2 Evaluate the extent to which new or radically different (emerging) technologies can enable new ways of working to deliver new or enhanced facilities management services and inform decision making *(taking into account relationships between speed, accuracy, cost and risk).*
5. Understand the importance of maintaining operational continuity plans for information technologies	5.1 Analyse the impact of operational continuity plans in maintaining Information, Communication and Technology (ICT) availability, integrity and security to meet organisational needs. 5.2 Identify and assess critical ICT systems and any risks to the systems. 5.3 Evaluate the extent to which the system that is developed can ensure that ICT critical systems maintain operational continuity and that the risks to ICT systems are minimised.
Unit expiry date	31st December 2020
Unit reference number	J/601/1904

FM Professional Standards reference	FM functional area:	FM functional area component:
	The Role of Facilities Management	Information and Knowledge

		Management
Finance and IT	Information Technologies

Resources:

Knowledge Management: Concepts and Best Practices by Kai Mertins, Peter Heisig, and Jens Vorbeck
Information Security Risk Management - Handbook for ISO/IEC 27001 by Edward Humphreys
Making Enterprise Information Management (EIM) Work for Business: A Guide to Understanding Information as an Asset by John Ladley
Introducing Information Management: the business approach by Matthew Hinton
BiSL: A Framework for Business Information Management (Best Practice Introduction Guide) by Van Haren Publishing
Management Information Systems: Global Edition by Ken Laudon and Jane Laudon
Management Information Systems by Terry Lucey
Management Information Systems by Effy Oz and Andy Jones
Cultivating Communities of Practice: A Guide to Managing Knowledge by Etienne Wegner, Richard Mcdermott, and William Snyder
http://www.aiai.ed.ac.uk/~alm/kamlnks.html
http://www.kmworld.com/
http://www.information-management.com/
http://www.aslib.com/
http://www.elsevier.com/wps/find/journaldescription.cws_home/30434/description#description
www.bifm.org.uk
FM World - www.fm-world.co.uk
Facilities Management Journal - www.mpp.co.uk
Facilities Management Excellence - www.fmxmagazine.co.uk
FMUK www.fmuk-online.co.uk
Facilities - http://www.emeraldinsight.com/products/journals/journals.htm?id=f
Facilities Management - http://www.lnbconnect.co.uk/Compliance/Facilities-Management.html

Unit FM6.11 Corporate responsibility and sustainable facilities management

(At level 6, the evidence provided by learners to confirm that they meet the assessment criteria must relate to organisations where they have worked or where they are working. Where appropriate, the evidence should show that the learners have been able to take into account relevant theories and methods addressed by the BIFM qualifications at levels 5 and 4.)

Aim of unit:

This unit enables learners to understand the importance of corporate responsibility within facilities management and champion their organisation's legal, ethical, social and regulatory responsibilities.

It also enables them to evaluate policies that protect the environment and supports corporate responsibility to review and improve environmental awareness and social responsibility within the facilities management function.

Title:	Corporate responsibility and sustainable facilities management
Level:	6
Credit value:	6

Learning outcomes *A learner when awarded credit for this unit will:*	Assessment criteria *Assessment of this learning outcome will require a learner to demonstrate that they can:*
1. Understand the importance of corporate responsibility within the facilities management industry	1.1 Identify and evaluate social, economic, environmental and ethical responsibilities within facilities management. 1.2 Establish channels of accountability for these corporate responsibilities in an organisation. 1.3 Evaluate an organisations compliance with the legislation that is associated with corporate responsibility, sustainability and environmental issues.
2. Be able to champion an organisation's corporate responsibilities	2.1 Provide information to decision-makers about the positive outcomes of organisations acting in a responsible way. 2.2 Promote sustainable and ethical organisational responsibilities through

	all internal and commissioning activities.
	2.3 Explain how a true and fair view of assets, liabilities, profits and costs can be presented.
3. Be able to evaluate an organisation's corporate responsibility policies	3.1 Review a range of strategies to increase awareness and involvement of key stakeholders in relation to corporate responsibility.
	3.2 Evaluate the effectiveness of an organisation's policies to improve and protect the local and global environment in which the business operates.
	3.3 Evaluate the effectiveness of the management systems used to control the policies.
4. Be able to review and improve corporate responsibility in the facilities management function	4.1 Research initiatives that may influence the prudent use of natural resources and their impact on facilities management.
	4.2 Monitor and evaluate the relative contribution of new and innovative developments in sustainability and environmental management.

Unit expiry date	31st December 2020	
Unit reference number	L/601/1905	
FM Professional Standards reference	FM functional area:	FM functional area component:
	Strategy and Policy Development	Corporate Social Responsibility
	Business Continuity and Compliance	Compliance
	Sustainability	Energy Management
		Environment Management

Resources:

Sustainable Practice for the Facilities Manager by Sunil Shah
The Principles of Sustainability by Simon Dresner
Making Sustainability Work: Best Practices in Managing and Measuring Corporate Social, Environmental and Economic Impacts by Marc J. Epstein
Sustainability Indicators: Measuring the Immeasurable? by Simon Bell and Stephen Morse
Strategy for Sustainability: A Business Manifesto by Adam Werbach
People, Planet, Profit: How to Embrace Sustainability for Innovation and Business Growth by Peter Fisk
Solid Waste Management and Environmental Remediation (Environmental Remediation Technologies, Regulations and Safety) by Timo Faerber and Johann Herzog
Essentials of Environmental Management by Paul Hyde and Paul Reeve
Environmental Law by Nancy K. Kubasek and Gary S. Silverman
Understanding Environmental Issues by Susan Buckingham and Mike Turner
Environmental Law by Prof John McEldowney and Mrs Sharron McEldowney
Green to Gold: How Smart Companies Use Environmental Strategy to Innovate, Create Value, and Build Competitive Advantage by Daniel Esty and Andrew Winston
The Sustainability Handbook: The Complete Management Guide to Achieving Social, Economic and Environmental Responsibility by William R. Blackburn
Waste Management (Environment in Focus) by Cheryl Jakab
Waste Management by Hilary Stone
www.sustainabilityinfm.org.uk
BIFM Good Practice Guide
http://www.bifm.org.uk/bifm/knowledge/resources/goodpracticeguides
www.bifm.org.uk
FM World www.fm-world.co.uk
Facilities Management Journal www.mpp.co.uk
Facilities Management Excellence www.fmxmagazine.co.uk

Unit FM6.12 Procurement strategy for facilities management

(At level 6, the evidence provided by learners to confirm that they meet the assessment criteria must relate to organisations where they have worked or where they are working. Where appropriate, the evidence should show that the learners have been able to take into account relevant theories and methods addressed by the BIFM qualifications at levels 5 and 4.)

Aim of unit:

This unit enables learners to set objectives and specify criteria for a procurement strategy, evaluate the effectiveness of the procurement strategy and select appropriate procurement methods and procedures for achieving results and measuring performance.

Title:	Procurement strategy for facilities management
Level:	6
Credit value:	6

Learning outcomes *A learner when awarded credit for this unit will:*	Assessment criteria *Assessment of this learning outcome will require a learner to demonstrate that they can:*
1. Be able to set objectives and criteria for a procurement strategy to meet the requirements of the facilities management function	1.1 Identify and evaluate feasible and realistic key objectives and criteria for a procurement strategy. 1.2 Critically evaluate the general principles and practices used by an organisation for procurement. 1.3 Review the extent to which procurement processes are meeting the legal and statutory requirements concerning procurement and contractual arrangements. 1.4 Review the fit of the procurement strategy with an organisation's strategy/plan objectives *(including commercial interests, CSR, procurement methodologies, audit process and business strategy)*
2. Be able to evaluate the effectiveness of the procurement strategy	2.1 Analyse and evaluate the effectiveness of the requirements within the procurement strategy for obtaining best value. 2.2 Evaluate and critically review the terms

	and conditions used in procurement and contract documents.
	2.3 Critically review the contracts used and where appropriate introduce new types of contract to enable an improved delivery of services.
	2.4 Evaluate the merits of different specifications, contracts and other contractual documents for both parties in the supply / demand relationship.
	2.5 Evaluate the procurement strategy in practice in relation to developing long term strategic sourcing relationships.
	2.6 Evaluate the measurement of success criteria.
	(Evidence relating to the assessment criteria for this learning outcome should take into account issues such as, commercial advantage, supplier relationships, market analysis, contract law, contract methodology, specification type, confidentiality, IP & data protection, QA, monitoring and feedback methodology.)
3. Be able to select the most effective procurement methods and appropriate procedures in achieving results and measuring performance	3.1 Evaluate the procurement methods and tendering processes employed by an organisation.
	3.2 Critically review the effectiveness of the methods used to evaluate the capability of suppliers and providers.
	3.3 Critically review the cost effectiveness of the methods and processes used for procurement.
	3.4 Evaluate the extent to which the methods and procedures used achieve the desired results and meet the objectives and targets identified in the strategy and procurement processes.
	3.5 Evaluate the methods used for risk analysis and assessment within the procurement strategy.
Unit expiry date	31st December 2020

Unit reference number	Y/601/1907	
FM Professional Standards reference	FM functional area:	FM functional area component:
	Procurement and Contract Management	Procurement

Resources:

Purchasing and Supply Chain Management: Analysis, Strategy, Planning and Practice by Arjan Van Weele
Strategic Purchasing and Supply Chain Management by Mr Malcolm Saunders
SUPPLY CHAIN MANAGEMENT: CONCEPTS, TECHNIQUES AND PRACTICES: ENHANCING THE VALUE THROUGH COLLABORATION: Enhancing Value Through Collaboration by LI LING
Supply Chain Strategies: Customer Driven and Customer Focused by Tony Hines
Lean Supply Chain Management: A Handbook for Strategic Procurement by Jeffrey P. Wincel
Profitable Buying Strategies: How to Cut Procurement Costs and Buy Your Way to Higher Profits by Mike Buchanan
Purchasing and Supply Chain Management by Dr Kenneth Lysons and Dr Brian Farrington
Strategic Purchasing and Supply Chain Management by Mr Malcolm Saunders
Strategic Purchasing and Supply Chain Management by Mr Malcolm Saunders
Procurement, Principles and Management by Peter Baily, Prof David Farmer, Barry Crocker, and Prof David Jessop
Supply Management and Procurement Best Practices by Fred Sollish C.P.M. and John Semanik C.P.M.
Project Procurement Management: A Guide to Structured Procurements by Stephen Guth
The Wiley Guide to Project Technology, Supply Chain, and Procurement Management (The Wiley Guides to the Management of Projects) by Peter Morris and Jeffrey K. Pinto
Management of Procurement by Denise Bower
The Aqua Group Guide to Procurement, Tendering and Contract Administration by Mark Hackett, Ian Robinson, and Gary Statham
Logistics and Supply Chain Management (Financial Times Series) by Prof Martin Christopher
Procurement, Principles and Management by Peter Baily, Prof David Farmer, Barry Crocker, and Prof David Jessop
Legal Aspects of Purchasing and Supply Chain Management by Ian Longdin
FM World - www.fm-world.co.uk
http://www.cips.org/
www.bifm.org.uk
http://www.ogc.gov.uk/procurement.asp
http://www.businesslink.gov.uk/bdotg/action/detail?itemId=1073792572&type=RESOURCES

Unit FM6.13 Property management and maintenance strategy for facilities management

(At level 6, the evidence provided by learners to confirm that they meet the assessment criteria must relate to organisations where they have worked or where they are working. Where appropriate, the evidence should show that the learners have been able to take into account relevant theories and methods addressed by the BIFM qualifications at levels 5 and 4.)

Aim of unit:

This unit enables learners to develop and manage a property portfolio which supports an estates management strategy. It also enables learners to develop and evaluate appropriate premises fabric and building services maintenance strategies and review the effectiveness of the strategies.

Title:	Property management and maintenance strategy for facilities management
Level:	6
Credit value:	8

Learning outcomes *A learner when awarded credit for this unit will:*	Assessment criteria *Assessment of this learning outcome will require a learner to demonstrate that they can:*
1. Be able to develop and manage a property management strategy	1.1 Evaluate the property strategy in accordance with the principles of good property management. 1.2 Develop, review and modify a property management strategy that will help to maintain the value of the property portfolio. 1.3 Describe the compliance and legislative requirements in property management. 1.4 Analyse and evaluate IT systems that can be used to manage the property portfolio.
2. Be able to communicate and implement the strategy	2.1 Identify all stakeholders and appropriate methods of communication to each. 2.2 Review and assess the effectiveness of how the property management strategy is communicated and implemented

	within an organisation.
3. Be able to develop and manage a property portfolio	3.1 Develop plans to evaluate the property portfolio required to meet the strategy. *(using appropriate sources of information and methods to collect and quality check data to evaluate the portfolio against the strategy related to the first learning outcome in the unit)*
	3.2 Identify the levels and types of professional support needed *(relating the expertise required of professionals such as legal, structural and technical specialists, lawyers, architects and/or structural engineers, to the complexity of the property portfolio)*
	3.3 Provide clients and/or external advisors with clear and accurate summaries of the information required and obtained
	3.4 Engage with specialists to undertake an assessment of the value of the property in the context of the wider market.
	3.5 Review cost effectiveness of property occupancy costs, identifying opportunities for savings, economies and cost reductions *(using appropriate tools such as, return on capital invested, benchmarking and/or other statistical or management tools)*
	3.6 Analyse the impact of the property on the business and how property can be managed and used to support the business
	3.7 Describe the property master plan of an organisation, its relationship to the business strategy
	3.8 Evaluate how well it is matched to the needs of the business
	3.9 Develop a brief for the acquisition and/or construction of new premises to meet the needs of the business
	3.10 Develop a brief for the disposal or demolition of property no longer required.
4. Be able to develop and	4.1 Evaluate the strategic options available

evaluate appropriate premises fabric and building services maintenance strategies.	to maintain the premises fabric and building services. 4.2 Assess the implications of different maintenance strategies which meet the requirement of an organisation. 4.3 Outline the relevant legislation that would be used to ensure compliance. *(The evidence for the assessment criteria related to this learning outcome should include options such as condition surveys and forward maintenance plans, and planned/preventative versus reactive/responsive maintenance strategies, and it should include consideration of the different options cost and risk implications with regard to urgent, essential and/or desirable maintenance priorities.)*
5. Be able to monitor and control premises, fabric and building services maintenance programmes and plans	5.1 Review the relevant monitoring and control systems against agreed objectives. 5.2 Evaluate the effectiveness of maintenance strategies, programmes and plans. 5.3 Critically review the outcomes of the maintenance strategies, programmes and plans, identifying opportunities to improve efficiency and effectiveness. 5.4 Develop changes to premises, fabric and building services maintenance strategies, programmes and plans. *(The evidence for the assessment criteria related to this learning outcome is likely to have required interaction between the facilities manager and specialists such as contractors and/or building consultants. The evaluation of the strategies, programmes and plans, and the critical review of their outcomes should relate to critical factors such as SLA & KPI compliance, financial performance, risk compliance, customer feedback, and business continuity: the evaluation could require drill down from high-level analysis to*

	the review of more detailed data.)
6. Be able to review the effectiveness of the strategy for the use of space management	6.1 Critically review the effectiveness of the strategy for the use of space management in relation to building design. 6.2 Critically review the impact of building structure and building services on space use and layout 6.3 Evaluate the outcomes of implementing different and innovative ways of using space in buildings and the implications for future strategies relating to building design and space management *(The critical reviews should include consideration of factors such as space standards, inter-relationships between departments, circulation to usable areas, storage, common services, visitor access, security, light, heat, noise, health & safety, catering, recreational space. The evaluation of different and innovative methods could include innovations such as hot desking, hotelling, break out areas, creative areas, wireless services vs. hub & spoke, collaborative working vs. private space.)*
Unit expiry date	31st December 2020
Unit reference number	D/601/1908

FM Professional Standards reference	FM functional area:	FM functional area component:
	Business Continuity and Compliance	Compliance
	Property Portfolio Management	Building Maintenance
		Property and Asset Management
		Space Management
		Managing Accessibility and

		Inclusion

Resources:

Property Management: Corporate Strategies, Financial Instruments and the Urban Environment by Mark Deakin
Real Estate Appraisal: From Value to Worth by Sarah Sayce, Judy Smith, Richard Cooper, and Piers Venmore-Rowland
Value and Risk Management: A Guide to Best Practice by Michael F Dallas
A-Z of Facilities and Property Management by David M. Martin
Facilities Management: An Explanation (Building & Surveying) by Alan Park
Outdoor Site and Facility Management by Wynne Whyman
Recreation Facility Management by Richard Mull, Brent Beggs, and Mick Renneisen
Corporate Property Management: Aligning Real Estate with Business Strategy by Victoria Edwards and Louise Ellison
The CompleteLandlord.Com Ultimate Property Management Handbook by William A. Lederer
A-Z of Facilities and Property Management by David M. Martin
Property Management by Robert Kyle, Floyd Baird, and Marie Spodek
Property Asset Management by Douglas Scarrett
GIS in Land and Property Management by Dr Martin P Ralphs, Martin P. Ralphs, and Peter Wyatt
Economics of Property Management: The Building as a Means of Production by Herman Tempelmans Plat
Corporate Property Management: Aligning Real Estate with Business Strategy by Victoria Edwards and Louise Ellison
Business Occupier's Handbook: A Practical Guide to Acquiring, Occupying and Disposing of Business Premises by Clifford Chance and Vicky Rubin
BIM and Construction Management: Proven Tools, Methods, and Workflows by Brad Hardin
Building Maintenance Management by Barrie Chanter and Peter Swallow
Workplace Strategies and Facilities Management: Building in Value (Building Value) by Rick Best, Gerard de Valence, and Craig Langston
Building Maintenance Management by Barrie Chanter and Peter Swallow
Lee's Building Maintenance Management by Paul Wordsworth
Building Repair and Maintenance Management by Gahlot/Sharma
Building Maintenance by Brian Wood
Effective Building Maintenance: Protection of Capital Assets by Herb Stanford
Building Care by Brian Wood
CIBSE Guide M: Maintenance Engineering and Management by cibse
Manager's Guide to Preventive Building Maintenance by Ryan Cruzan
FM World - www.fm-world.co.uk
www.bifm.org.uk
Facilities Management Journal - www.mpp.co.uk
Facilities Management Excellence - www.fmxmagazine.co.uk
Removals & Storage - www.bar.co.uk

Unit FM6.14 Introducing and leading change in an organisation and managing the impact on facilities management

(At level 6, the evidence provided by learners to confirm that they meet the assessment criteria must relate to organisations where they have worked or where they are working. Where appropriate, the evidence should show that the learners have been able to take into account relevant theories and methods addressed by the BIFM qualifications at levels 5 and 4.)

Aim of unit:

This unit helps learners to persuade others of the benefits of change, plan a strategy for achieving the vision, lead and support people through the process of change whilst managing the impact on facilities management

Title:	Introducing and leading change in an organisation and managing the impact on facilities management
Level:	6
Credit value:	6

Learning outcomes *A learner when awarded credit for this unit will:*	Assessment criteria *Assessment of this learning outcome will require a learner to demonstrate that they can:*
1. Be able to sell the vision in terms of what the change aims to achieve in the context of facilities management.	1.1 Communicate own vision of the future, the reasons for change and associated benefits to key stakeholders. 1.2 Establish appropriate mechanisms for consulting with stakeholders and provide opportunities for people to feedback and respond appropriately. 1.3 Compare and contrast different methods which can be used to encourage people involved to welcome change as an opportunity. 1.4 Manage stakeholders' needs and interests effectively.
2. Be able to plan a strategy for achieving the vision	2.1 Identify and prioritise objectives for the change. 2.2 Communicate them clearly to everyone involved. 2.3 Clearly agree expectations with people responsible for planning and

	implementing change.
	2.4 Apply procedures to ensure accountability.
	2.5 Identify the impact of relevant legislation.
3. Be able to lead the process of change.	3.1 Use a range of leadership styles appropriate to different people and situations.
	3.2 Analyse the implications or consequences of a situation and implement difficult and/or unpopular decisions if necessary.
	3.3 Identify the impact of the change on the facilities management function.
4. Support people through the process of change	4.1 Support and inspire people through the change process, championing work to achieve common goals.
	4.2 Analyse and address obstacles to change.
	4.3 Communicate progress to everyone involved.
	4.4 Recognise achievement.
5. Be able to review organisational change	5.1 Analyse the process and make recommendations for improvement.
Unit expiry date	31st December 2020
Unit reference number	H/601/1909
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	Management Standards C4 Lead change

FM Professional Standards reference	FM functional area:	FM functional area component:
	Leadership and Management	Change Management
	Property Portfolio Management	Managing Accessibility and Inclusion

Resources:

Change Management Excellence: Using the Four Intelligences for Successful Organizational Change by Sarah Cook and Steve Macaulay
Best Practices in Talent Management: How the World's Leading Corporations Manage, Develop, and Retain Top Talent (Pfeiffer Essential Resources for Training and HR Professionals) by Marshall Goldsmith, Louis Carter, and The Best Practice Institute
Facilities Change Management by Edward Finch
Change Management: Concepts and Practice (Technical Manager's Survival Guides) by Marcus Goncalves
Leadership and Change Management by Annabel Beerel
Financial Times Briefing: Change Management (Financial Times Series) by Richard Newton
Managing Change in Organizations by Colin Carnall