



2022 Facility Management Predictions

A look at some of the trends affecting FM's in 2022, including Internet of Things, COVID-19, hybrid workplaces and sustainability

With contributions from Kelly Spinola, John Hajduk, Paul Head, Stormy Friday, and Stephen Ashkin



Even though 2020 was a difficult year for facility managers, 2021 didn't provide much relief. Vaccines provided hope on moving past COVID-19, but unfortunately the Delta variant kept the coronavirus front and center. Now the new Omicron variant brings renewed concerns that the pandemic will linger well into 2022.

If the pandemic wasn't problematic enough for facility managers, the congested supply chain has made products and materials scarce, causing project delays and soaring prices.

As 2021 comes to a close, facility managers begin to look forward to a new year. We have asked five industry experts to make their predictions on the trends that will impact facilities in 2022.

Advancements in Internet of Things technology and decreasing product costs will allow more facilities to take advantage of smart devices. And the timing for this adoption couldn't come at a better time. Health and wellness initiatives

matter to occupants and smart technology allows facility managers to know and manage occupancy patterns. In addition, IoT technology can help FMs be more strategic in their energy use to help meet energy efficiency goals, including net zero energy.

As another coronavirus variant emerges, janitorial services continue to be of the utmost importance, especially as a way to prove to occupants that the building is safe to enter and work. But like so many other industries, janitorial faces a staffing shortage. Facilities will need to relook at their service providers to find those who are improving productivity.

As occupants return to the office, the workplace dynamics have changed. The pre-pandemic office is now a relic of the past and workplace user experience, worker privacy and balancing a reduced workplace footprint are factors to readdress and understand. These evolving workplace trends bring with them new metrics that will be used to judge building performance

and the success (or failures) of facility managers.

Hybrid workplaces are a direct result of the pandemic and are here to stay. Facility managers need to learn how to manage their facility when more occupants are mixing virtual and in-person work. But not only that, FMs need to learn how they will manage their own staff in this same hybrid environment.

Another catastrophic wildfire season along with the wrath of Hurricane Ida reminded everyone of the perils of climate change and the need to embrace environmental initiatives. While not a new concept by any means, sustainability efforts will continue to matter, but maybe now more than ever.

— **Dan Weltin**, *Editor-in-Chief, Facility Market*



Smart Building Technology Is Becoming Mainstream — Just When FMs Need It Most

By: Kelly Spinola

Significant advancements in Internet of Things (IoT) technology and smart building capability have occurred over the past year, enabling

more widespread use of technology to drive dynamic deployment in facilities management. The cost of hardware and software has come down, installation is more plug and play, and cloud connectivity has greatly reduced complexity and information security risks. This enables us to leverage point solutions now to drive employee experience, sustainability, and cost savings outcomes. As we look to

the future of facilities management, strategic objectives and new ways of working will continue to put pressure on cost savings goals.

- Hybrid work programs are here to stay and companies are being forced to change traditional, static occupancy plans; however, many expect it may take two to three years until we see well defined patterns.

- Health and wellbeing will remain imperative as employees expect their employers to take an active concern for their health.
- Real estate is one of the largest contributors of carbon emissions, and as such, significant changes in the way we use and manage space will be required for organizations to achieve net zero carbon goals.

Smart building technologies will be necessary to effectively deliver across the spectrum of needs. In the not too recent past, “smart buildings” were reserved for those organizations that were willing and able to make significant capital investments in fully integrated master systems solutions, often without tangible return on investment projections. These investments were often limited to headquarters or large campus sites and teams were often challenged to garner insights and optimize delivery while using niche solutions. The value of the investments remains difficult to quantify.

As with all technologies, smart building technology has become smarter, costs have come down and integration is easier. Organizations can select point solutions to pilot or even deploy at scale without breaking the bank. The three use cases below show how simple, low-cost solutions are having an immediate impact:

Cleaning: Cleaning scopes can be either frequency-based or outcome-based; however, in either scenario, workplans and staffing levels are forecasted and scheduled in advance based on static occupancy estimates and traditional work patterns (hours and days of the week). By leveraging small, discrete cloud-based sensors on desks (temperature sensors to determine if a human used the space) and doors (to track openings), cleaning routes and routines can be optimized so that teams only clean space that have been used and improve service by adjusting schedules, particularly in restrooms and conference rooms, based on use.

The insights are enabling not only optimization and employee experience in the short term, but as trends are observed over time, will enable predictive planning to better schedule and flex based on anticipated needs.

Food service: Like cleaning, food services are typically scheduled and forecasted based on traditional use patterns, e.g., cafeterias were open 7 a.m. to 10 a.m. for breakfast, 11 a.m. to

2 p.m. for lunch, and inventory was ordered based on static occupancy. Smart technologies are being used to inform inventory and reduce waste, optimize hours of operation, and guide the best locations for food services, (e.g., more grab and go or pop-up options to meet people where they are). Long term, as new generations are entering the workplace, we'll be able to identify trends in eating patterns to further optimize and better support employee health and well-being.

Indoor air quality (IAQ):

We've known the health and productivity benefits of optimal IAQ for a long time, but the pandemic has thrust the research into the mainstream and IAQ has taken center stage. Maintaining optimal IAQ is challenging. Depending on building infrastructure, it can be as simple as upgrading



filters, or as complex as a large capital equipment upgrade. Point in time IAQ tests are no longer enough. Hybrid work environments and fluctuating occupancy require real-time monitoring, and luckily, this technology is simple to install and low cost. It provides facilities teams and building systems with real-time data to adjust HVAC systems as needed, and in some cases, organizations are even providing employees with data so they can feel confident their space is healthy.

While the greatest ROI may ultimately be achieved through fully integrated smart buildings, the use cases referenced above all contribute to the imperatives for the future. They can be deployed quickly, and very often data from one point solution will provide valuable insights across multiple services categories. The keys to successful use of smart building technology to drive more dynamic delivery starts with a process to select tools that enable key objectives, establishment of success metrics

and the operational plans to drive ongoing change.

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Janitorial During and After COVID-19

By: John Hajduk

The staffing challenges in the service industry have been unprecedented during the past 18 months for many reasons not fully understood. The has been especially challenging with lower wage positions within facility management such as janitorial and hospitality roles. This has

resulted in janitorial positions being vacant for extended periods during a time when these roles are more critical than ever with laser focus on cleaning and sanitation due to the pandemic.

It's time to take a hard look at compensation, work processes, training, and technology for a service (janitorial) that is often dismissed as "low skill", "simple," or "transactional." Having served within FM roles as the client, consultant,



and service provider
— I will admit I have
also not dedicated the
appropriate time in
the past on janitorial
services.

COVID-19 has caused
my team and I to
reinvent this service
by first evaluating
and adjusting wages,
offering sign-on and
retention bonuses, and
also having appreciation
events for our janitorial
staff. The engagement
buy-in has been nothing
short of amazing.

The next step was to
review the processes
and equipment that
we were using across

the spaces and locations where services were rendered. We quickly realized that we didn't have the best equipment, correct cleaning chemicals, nor many innovations within this service line. Janitorial equipment has come a long way over the past 10 to 15 years with equipment such as walk-behind microscrubbers and correctly installed and calibrated dilution stations with the best products for the surfaces being cleaned.

During the equipment evaluation it also became clear that process, training, and standards were lacking or absent. The non-productive time, rework, and quality issues that were observed indicated that significant gaps existed which guided our team to a larger effort of value stream mapping, development of cleaning standards with photos, detailed cleaning routes with time and consumable expectations, and then detailed training. This approach and effort also included the new equipment and comprehensively resulted in large productivity

gains primarily from the training, route optimization, and standard setting but also augmented by the new equipment. Some of the new equipment also included commercial autonomous sweepers that didn't replace the janitors but augmented their routes.

The last item that was deployed truly is a game changer — a fully digitized and integrated solution for the janitorial staff and space they are cleaning to truly deploy a smart restroom and cleaning program. The technology we used tracks everything from occupants in /out of a space (restroom, stall, conference room), usage of consumables by occupants and restocking by janitors, and tenant feedback. The systems dispatch janitors, tracks time they spend in the space, based on time or tenant usage, feedback, consumables used or a combination of time and usage / feedback / consumables. After having the system deployed, the built-in analytics indicated that we were over-cleaning and under-cleaning spaces along with not have

the correct dispensers or the correct volumes of consumables within a restroom.

Our journey to re-invent janitorial services is well underway, but after our original learnings relative to compensation, equipment, process, and technology it's clear that the opportunities are nearly endless. The results were jaw-dropping, return on investment almost always being immediate, and perhaps the largest gain — a fully engaged janitorial team with happy tenants.

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Return to Work Brings New Metrics to Measure Facility Management

By: Paul Head

For some time now, many organizations have focused on the “workplace of the future,” which opened up the office, providing more amenities

within less space. The post-pandemic return to the workplace has placed a heightened focus on the attributes most enticing to the worker to return to the office, including new workplace standards for in-office health and wellness, the improved accommodation of work-from-home and increased effectiveness of collaboration tools and spaces.

While technology has played a significant role in this transformation, many physical workplace changes have also occurred. Health and safety have been essential guideposts for the real estate (RE) and facilities management (FM) leaders. Still, the workplace user



experience, worker privacy and balancing a reduced workplace footprint are also factors to understand and address. What are these new metrics to support these evolving workplace trends, and how will the real estate/facilities management professional be measured?

Driving a dynamic user experience

The pandemic forced almost everyone to operate from home as a new way of working. The initial adjustment period was unsettling, but most could adapt and enjoy the additional freedoms and flexibility. The context of “the office” to the worker has changed as organizations bring people back to the office. The worker does not want to relinquish this newfound flexibility; therefore, the company must create a more compelling environment to encourage returning to the workplace.

The office experience, both physical and virtual, needs a refresh. While the pandemic-based 6-foot distancing policy may be changing, the

idea of a clean and safe environment is still essential to the employee. Since many have mastered the heads-down work from home, the idea of the workplace as a function of in-person collaboration for effective meetings and social “water cooler” interaction is the new focus. Providing appropriate ways to obtain and use a space should be simple and include the meeting room technologies for hybrid (in-person and remote) meetings.

Considerations for additional on-site amenities to attract the returning workforce will also be necessary. These new enhancements will place an additional burden on the facilities management team, and appropriate resourcing should be considered to ensure successful outcomes for the FM team and the workforce.

Enhancing health and safety while protecting privacy

Over the last year, many companies have developed protocols and acquired applications



to support appropriate health checks, air quality monitoring and desk reservations to operate during the pandemic period and beyond. These new policies require employees, contractors, and visitors to register themselves and certify their health conditions before coming to an office.

While the U.S. has more relaxed policies on personally identifiable information (PII), many countries are pro-worker privacy and limit the amount of an individual's information

that a company can collect. The company should share its data and cybersecurity practices with the workforce to assure them that the data transmitted is secure and private.

Facility managers should collaborate with HR and IT to secure applications (such as reservation, visitor management, workplace and health certification systems) that use this information and minimize sharing of essential details.

Another aspect relevant to the FM is the operational technologies (OT) used to provide a clean and healthy operation. Air quality, cleaning schedules, and other safety measures help the workforce understand that their spaces are safe and healthy. Continuous communication of this information to the employees provides peace of mind. The FM team needs to effectively manage these new data feeds and communicate them so that they are easily accessible and understood by the workforce.

Leveraging a reduced footprint

Considerations for a reduced corporate footprint are made based on the realization that fewer people in the office will significantly impact the RE/FM leader. Each organization has a slightly different perspective on the requisite footprint for a hybrid model, but many agree that an overall reduction is not just prudent but necessary.

The real estate and facilities leaders will need to anticipate the workforce's needs within this reduced footprint and develop agile spaces that can quickly adapt to changing and evolving requirements. Leveraging technology to understand the utilization of and within the facilities will support real-time critical allocation and space usage decisions. More than just badge swipes, understanding the flow within spaces and highlighting people's critical concentrations allow FMs to address potential health and safety risks. These tools, when combined with reservation systems, can help

identify usage trends and allow better strategic planning.

The changing performance metrics for the FM

These factors, along with other workplace influences, are evolving metrics for the facilities manager. The standard cost per square foot (C/SF) metric does not hold the same meaning as it once did. In many cases, the C/SF will increase due to less overall space and richer workplace amenities, but the portfolio should shrink, rightsizing the cost equation. Metrics for health and wellbeing are now just as important for the evaluation of the FM team. Overall portfolio cost reduction, ESG goals, workforce experience, health and safety will be in addition to and balanced with the previous asset management, operating cost, and facility targets.

Additionally, HR and IT have a shared commitment to bring a safe, secure, and healthy environment experience to the workforce. The

RE/FM leader should engage with these other teams to align with expectations and outcomes.

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and maintain the integrity of its facilities portfolio with a staff that was essentially virtual. Fast forward to the current environment, and many corporate entities have determined that some employees will work from home, some will come into the office, and some will do both.

Just when facility managers were beginning to “gel” in their virtual environment, they now find themselves with a different set of challenges associated with the new frontier called the hybrid workplace.

While the pandemic was not easy for facility management departments, there are lessons

15 Tips for Managing the Hybrid Workplace

By: Stormy Friday

When the pandemic hit, facility managers sprang into action to establish a facility management organization that could manage

learned that are helpful going forward. Through diligence, trial and error, and superb leadership from facility managers, the following sound lessons have application for the world of work today — and next year.

1. Focus on the mission: Corporate priorities often shifted during the pandemic, so it is important for the facility management organization to focus on the new or revised direction. Senior FM leadership needs to emphasize any change in direction to ensure the impact on service delivery is understood by all facility staff.

2. Enhance the FM organization culture: No doubt the culture of the organization morphed when most of the staff was working remotely. For facility personnel that traditionally are accustomed to performing their work on-site, the virtual workforce had to work harder at maintaining a sense of being a team and ensuring there was connectivity among the service entities. With some staff in their offices

and some working remotely, maintaining a sense of unity and collegiality needs to be reinforced by senior leadership.

3. Lead by example: One of the most difficult roles for facility managers during the pandemic was demonstrating leadership from a remote location. Senior leaders have shared that they learned to reveal more personal aspects of how Covid was affecting them to show staff that they were “human.” They developed coping mechanisms to help ground them as they guided the organization. Demonstrating grace and strength under fire are important characteristics for leaders.

4. Shoulder burdens and problems: FM leaders must do the “heavy lifting” for the entire organization going forward. Leaders need to address issues and challenges head on and determine when they should be redirected to corporate executives to relieve staff of decision making on topics that are beyond the scope of their purview.



5. Encourage creativity and experimentation:

Because facility executives had no formulaic playbook to guide actions during the pandemic, many found they needed to be creative and experiment with policies, procedures, and protocols for getting facility management business accomplished. In the

hybrid environment, it is important to continue the environment that fosters creativity and experimentation, as well as sharing ideas among all facility staff.

6. Set parameters but foster independence:

Without question, FM staff working remotely had to be more independent than they were

accustomed to in an office environment. Some staff found they liked the independence and stepped outside their comfort zone to take on new tasks and challenges. While it is important for leadership to establish parameters for staff both working remotely and on-site, it also is crucial to frame an organization environment that provides direction on when teaming is necessary and when an independent solution is preferred.

7. Apologize when it is required: In an unscripted work environment, leaders and staff make mistakes. It is part of the learning cycle and builds strength of character and operational protocols. During the pandemic, managers gave staff latitude and mistakes were recognized and used as learning tools. This same structure needs to be continued in a hybrid environment and all staff should feel comfortable to say they are sorry when the need arises.

8. Understand human aspects of the hybrid workplace:

Recognizing the new frontier has uncharted territory, staff may still have professional and personal uncertainty related to adjustments at home and in the work environment. By factoring human aspects into staff behavior, managers can exhibit empathy and understanding as they forge ahead.

9. Recognize and reward staff:

Staff members have been and will continue to work above and beyond normal expectations. They have put in long hours, performed tasks they were unaccustomed to, and experienced issues and challenges that required different and innovative solutions. For the foreseeable future, nothing will change in the hybrid work environment. Recognizing and rewarding staff both publicly and through personalized rewards is necessary to keep them motivated and energized about their work.

10. Stress work/life balance: Part of the appeal of working remotely is the ability of

staff to develop their own work patterns and hours. There is an upside and a downside to this freeform approach, which needs to be considered in the hybrid environment organizations have entered. For some, there is a tendency to work longer than necessary and to send emails and work products at all hours of the day and night. Sending documents and emails at atypical work times is perfectly acceptable, but expecting immediate responses is not. Leadership should stress the need for a balance between working on facility issues and participating in family and social activities. Now that staff are not on pandemic “lock-down” at their remote locations, this balance becomes even more important for their personal well-being.

11. Update emergency plans: It has been stated repeatedly that facility management organizations did not have a predetermined plan for the pandemic emergency. Some aspects of other emergency plans had

relevancy and some parts of the Covid plan had to be developed as challenges were encountered. There will be other emergencies to test the capabilities of facility management organizations and now is the time to update these plans.

12. Document, document, and document:

With so much happening in an accelerated timeframe during the pandemic, many facility managers did not have time to document changes to policies, practices, and protocols as they occurred. Leaders should establish a staff task force to review and document the changes that were implemented during the pandemic.

13. Show up with confidence:

Even the best leaders have bad days, but staff expect to interact with individuals who are positive and upbeat, especially when times are difficult and there is significant uncertainty. Facility leaders probably could write a book about how they had to put on a brave and confident face on more than one occasion during the pandemic.

Most likely there will be a few more days ahead like this.

14. Reach out to all facility management staff:

Not all staff are good at interacting in group settings during virtual or in-office meetings and leaders must remember that in the “old days” there were such things as private meetings with one’s manager. Leaders need to be cognizant of how every staff member is interacting and reach out to those that may need a little personalized one-on-one attention.

15. Build on partner relationships forged

during the pandemic: One very positive outcome of the pandemic was the forging of stronger relationships between facility management staff and their internal and external service partners. With these foundations in place, facility executives need to build and strengthen the relationships during the new frontier phase.

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Sustainability Goes Beyond Climate Change

By: Stephen Ashkin

Increasingly there are discussions in the news about sustainability, along with climate change and extreme weather events including deadly

forest fires, hurricanes, tornados, floods and droughts across the U.S. and from around the globe. But sustainability is relatively simple concept and goes well beyond climate and weather.

Sustainability is a concept often credited to the United Nation's Brundtland Commission which in

1987 published “Our Common Future” defining it as meeting the needs of the present without compromising the ability of future generations to meet their own needs.

Then in 1997, John Elkington introduced the phrase “triple bottom line” suggesting that to be sustainable, attention must be paid not only to the environment, but to financial and social issues — or the 3P’s of people, profit and planet.

More recently, the 3P’s have been replaced with ESG — environmental, social and governance — and the sense that society and activities to be sustainable, the broad impacts relating to the environment, social and governance (beyond just profits) must all be addressed.

Using the analogy of a three-legged stool, sustainability suggests that for the stool to be sturdy, all three legs must be balanced and strong. Furthermore, like a three-legged stool, no single leg is more important than another for if one breaks — the stool will fall over.

Today, the most powerful driver of sustainability tends to be large institutional investors who see sustainability or ESG reporting as a means to manage risk within their investment portfolios.

In 2018, 86 percent of the S&P 500 companies reported on ESG issues which is a substantial increase from just 10 years ago, while the global sustainable investment saw an increase of 34 percent between 2016 and 2018. These investors want to know about the risks associated with an investment that could affect it as a long-term investment, whether the risk is climate or weather related, or if brand could be damaged due to issues relating to a product made overseas by child or slave labor, or a company rife with bad governance practices (e.g., corruption or paying bribes) all of which could devalue the investment over the long-term. For the investment community, sustainability and ESG reporting is simply smart business.

As the reporting for investors increase, so too are the sustainability and ESG reporting



requirements throughout the supply chain of the companies in which they invest. Thus to do business with them, reporting one's own impacts will be increasingly required.

One of the first places to start is conducting a "materiality assessment," which is a fancy term for simply understanding which impacts are meaningful.

Facilities use a lot of energy and water. But sustainability goes beyond that. When it comes to the products facility managers purchase, how environmentally responsible are the

product manufacturers? How much energy and water are they using. Going further down the supply chain, a distributor of products likely will find that their “material” impact is the fuels for their delivery vehicles. Whereas a service provider’s “material” impact is neither energy, water nor fuel; but rather its people.

Among the typical key performance indicators (KPIs) for the FM industry will include all sources of energy (e.g., electricity, natural gas, fuels, etc), water and sewage, waste and recycling, and human resources.

Once the KPIs have been identified and quantified, the next typical step is to consider both current impacts and trends, along with efforts to reduce future impacts all of which have direct impacts on the bottom line as reduction and efficiency efforts are real money-savers.

For many organizations the bottom-line savings can be significant as facility improvement

projects often can reduce consumption by 10 percent to 30 percent. And one of the reasons this is so valuable is that for many companies that example creates a 5 percent net profit on sales, reducing expenses for operations by \$5,000 is comparable to increasing revenues by \$100,000 and they savings drops right to the bottom-line and goes on indefinitely.

Furthermore, many government and utility programs provide rebates to reduce costs and these retrofit and upgrade programs have become so commonplace that they often can be implemented with no upfront money to the organization, which pays for the improvements out of savings from the reductions in spend.

Beyond the operations, two additional material considerations are the organization’s treatment of its people including diversity, wages and benefits; along with their use of green products.

In the end it’s not just about climate change or weather. Rather sustainability is about

making sure that the “material” things are being done and risks are being appropriately avoided. Specific to the cleaning industry it is about efforts to meet the needs of investors, employees, customers, communities and the greater environment without compromising the ability of future generations to meet their own needs.

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