REVIEW OF THE FACILITIES MANAGEMENT STRATEGY

FOR THE

HIGHER EDUCATION FACILITIES MANAGEMENT ASSOCIATION

WILCONOX FACILTIES MANAGEMENT SERVICES

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rev 2

27 February 2025

TABLE OF CONTENTS

1. INTRODUCTION 2
2. VISION and MISSION 2
   2.1 Vision 2
   2.2 Mission 2
3. STRATEGIC FOCUS AREAS 2
   3.1 Facilities Management Value Proposition 2
   3.2 Partnerships and Business Relationships 3
   3.3 Communication 3
   3.4 Skills Enhancement and Professional Development 3
   3.5 Growth 3
   3.6 Resource Creation 4
   - Educational Opportunity: Professional associations provide members with connections and resources that can be used to upgrade their careers and expand their fields. Being part of this organization puts members at an advantage over other non-affiliated professionals. 4
   - Network Expansion: Professional organizations host gatherings of industry professionals to explore new developments in the industry and efforts for further advancement and expanding their networks 4
   - Career Identity: Membership of a professional association provides insight into chosen career paths and opens up different perspectives. 4
4. NEXT STEPS 4

1. INTRODUCTION

Wilconox Facilities Management Services was appointed by the Executive Committee of HEFMA to facilitate a review of the strategy developed and adopted in September 2015.

The first phase consisted of a workshop with the Exco on 13 October 2024 at the University of Mpumalanga to ascertain views and opinions on the current strategy and determine improvements that may be deemed to be necessary.

This included but was not limited to reviews of and possible revisions and updates to:

- The current Vision, Mission and Values of the Association.
- The necessary actions relevant to achieving the above.
- Amendments and enhancements as determined to be necessary for improvement.

The workshop was followed by a number of virtual interactions culminating in a Teams session on 30 January 2025.

2. VISION and MISSION

2.1 Vision

The vision, as adopted in 2015, was determined as being relevant and agreement reached that it should remain as is:

An Association of choice for higher education institutions in Southern Africa, for the enhancement of best practice in facilities and infrastructure management.

2.2 Mission

Following discussion, it was agreed that only one change to the mission i.e. Facilities Managers to Facilities Professionals should be implemented. The Mission therefore to be amended to:

To empower Facilities Professionals to develop, maintain and sustain high quality facilities and infrastructure for Higher Education Institutions.

3. STRATEGIC FOCUS AREAS

The previously determined five major strategic focus areas of

1. Facilities Management Scope Definition
2. Collaboration
3. Communication
4. Training and Professional Development
5. Growth

were deemed to be in need of updating and refreshing and have accordingly been revised and updated as follows:

1. Facilities Management Value Proposition
2. Partnerships and Business Relationships
3. Communication
4. Skills Enhancement and Professional Development
5. Growth

The tactical approaches as contained within each of the strategic categories are summarised as follows:

3.1 Facilities Management Value Proposition
• Facilities Management is not simply a service delivery function but an activity that is closely linked to the busine strategy of the organisation.

- HEFMA to be the catalyst of a more influencing role for FM in order to enhance credibility as a professional association.
- The field of technology is continuously advancing, driving development in the world of facilities management thus increasing the need to embrace sustainability.
- Building users are demanding a workplace that satisfies new types of needs including inspiring and functional office spaces to help team work optimally.
- Provision of innovative leadership in terms of providing Facilities Management best practice, innovation and creativity.
- Sustainability benchmarking which is key to guiding institutions towards enhanced efficient operations. By comparing their environmental, social, and governance (ESG) performance against industry standards organizations can uncover valuable insights and opportunities for improvement

3.2 Partnerships and Business Relationships

- Enhanced collaboration internally within HEFMA and institutional members.
- External collaboration with all stakeholders.
- The creation of closer ties with other professional bodies and associations within the built environment disciplines such as IFMA, GBCSA, SAPOA and the like.
- Creating an environment where established institutions provide assistance and support to smaller emerging institutions such as TVET Colleges via structures, processes and policies.
- Raising the profile of HEFMA at government level through interaction with the Department of Higher Education and Training, Provincial Education Departments, Department of Public Works and Infrastructure etc.

3.3 Communication

- Structured communication channels between Exco, regional structures and members
- Formal channels for both internal and external communication to be ongoing.
- Targeted stakeholder specific communications on an ongoing basis.
- Social media to be accepted as a key means of communication and interaction.
- Ongoing website enhancements and developments.
- Ensuring confidentiality at all times within benchmarking interactions.

3.4 Skills Enhancement and Professional Development

- Standard Operating Guidelines and Procedures to be developed and enhanced as a value-add to members.
- Creation of special interest groups or subject matter specialists.
- Rationalised approach to training initiatives to include aspects of sustainability, decarbonisation, waste management, biodiversity, sustainable finance green marketing to include real-life case studies and practical exercises.
- One day specialist workshops to be conducted.
- Creation of a platform for interaction around topical FM related issues from time to time e.g. the current load-shedding scenario.
- Exco members to be subjected to performance management in terms of roles and responsibilities including skills development initiatives, use of technology, smart buildings and the like.

3.5 Growth

- Targeted institutions within South Africa and SADC region.
- Targeted growth via DOHET.
- Other higher education institutions such as FET Colleges and Private Universities.
- Creation of a full time HEFMA office and secretariat with a paid resource.
- Focus on increasing the number of sponsors and business partners across all sectors of the industry.

- Portfolios within HEFMA roles and responsibilities to be formally linked to Exco structures.
- Introduction and development of specialist sub-committees to focus on
    - TVET Colleges maturity and the development of HEFMA within that sector
    - BIM, digitisation and technology enhancement across all sectors of the facilities management spectrum.
- Sustainable and technology-driven practices, with increased emphasis on smart buildings, energy efficiency, and environmental stewardship.

3.6 Resource Creation

- Economies, in general, are resource based and technical skills and knowledge in utilizing the natural resources in one way or the other facilitate the creation and enhancement of these resources that consist of living and non-living environment to satisfy human needs and wants.
- Resource creation in a professional association is beneficial to the membership and add significant value to the education, network, and career of professionals in their fields.
  Here are some reasons why they're important:
    - Educational Opportunity: Professional associations provide members with connections and resources that can be used to upgrade their careers and expand their fields. Being part of this organization puts members at an advantage over other non-affiliated professionals.
    - Network Expansion: Professional organizations host gatherings of industry professionals to explore new developments in the industry and efforts for further advancement and expanding their networks
    - Career Identity: Membership of a professional association provides insight into chosen career paths and opens up different perspectives.

4. NEXT STEPS

Strategic development is a living entity and needs to be continuously reviewed and enhanced. It is anticipated that further interaction, either physically of virtually, will be held to explore and enhance issues addressed here from time to time.