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TARIKH   : 23hb Ogos 2017
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Department of Skills Development (DSD)
Federal Government Administrative Centre
62530 PUTRAJAYA, MALAYSIA

NATIONAL OCCUPATIONAL SKILLS STANDARD

PERANCANGAN PENGURUSAN FASILITI

FACILITIES MANAGEMENT PLANNING

LEVEL 5

TABLE OF CONTENTS

Abbreviation

1. DSD   Department of Skills Development

2. NOSS   National Occupational Skills Standard

3. CIDB   Construction Industry Development Board

4. FM   Facilities Management

5. CPC   Competency Profile Chart

6. CP   Competency Profile

7. CoCU   Curriculum of Competency Unit

8. O&M   Operation and Maintenance

9. SP   Standard Practice

10. MSIC   Malaysia Standard Industrial Classification

11. HVAC   Heating, Ventilation and Air-Conditioning

12. SKM   Sijil Kemahiran Malaysia

13. BIFM   British Institute of Facilities Management

14. IFMA   International Facilities Management Association

15. CFM   Certified Facility Manager

16. FMA   Facility Management Association

17. JKR   Jabatan Kerja Raya

18. MAFM   Malaysia Association of Facility Management

19. MAPMA   Malaysia Asset and Project Management Association

20. GFM   Global Facilities Management Sdn Bhd

21. ABM   Akademi Binaan Malaysia

22. CRES   Centre for Real Estate Studies

23. SC   Standard Content

24. TEM   Tools, equipment and materials

25. DOSH   Department of Safety and Health

26. BCP   Business Continuity Plan

Glossary

1. NOSS		NOSS stands for National Occupational Skills Standards. NOSS is a document that outlines the dexterity required of an employee working in Malaysia at a certain level of employment to achieve specific skills.
2. Facilities Management		Facility management is a profession that encompasses multiple disciplines to ensure functionality of the built environment by integrating people, place, process and technology
3. HVAC		Heating, ventilation, and air conditioning is the technology of indoor and vehicular environmental comfort. Its goal is to provide thermal comfort and acceptable indoor air quality. HVAC system design is a sub-discipline of mechanical engineering, based on the principles of thermodynamics, fluid mechanics, and heat transfer.
4. Facilities O&M		Facilities operations and maintenance encompasses all that broad spectrum of services required to assure the built environment will perform the functions for which a facility was designed and constructed. Operations and maintenance typically includes the day-to-day activities necessary for the building and its systems and equipment to perform their intended function.
5. Asset Warranty		A written guarantee, issued to the purchaser of an article by its manufacturer, promising to repair or replace it if necessary within a specified period of time.
6. Business Continuity Plan		A plan to help ensure that business processes can continue during a time of emergency or disaster. Such emergencies or disasters might include a fire or any other case where business is not able to occur under normal conditions.
7. Strategic Plan		Strategic plan is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy. It may also extend to control mechanisms for guiding the implementation of the strategy.
8. Tactical Plan		A systematic determination and scheduling of the immediate or short-term activities required in achieving the objectives of strategic plan.
9. Supply Chain		A system of organizations, people, activities, information, and resources involved in moving a product or service from supplier to customer
10. Stakeholder		A person with an interest or concern in something, especially a business
11. Key Performance Indicators		A measurable value that demonstrates how effectively a company is achieving key business objectives.

12. Change order A component of the change management process whereby changes in the Scope of Work agreed to by the Owner, Contractor and Architect/Engineer are implemented.

Acknowledgement

STANDARD PRACTICE

NATIONAL OCCUPATIONAL SKILLS STANDARD (NOSS) FOR;

FACILITIES MANAGEMENT PLANNING

LEVEL 5

1. Introduction

   This is a new National Occupational Skills Standard (NOSS) developed for Facilities Management industry. It is a profession that incorporates multiple number of disciplines to ensure the functionality of the built environment by integrating people, place, process and technology. This NOSS is under the sector of Section (N) Administrative and Support Services Activities in the Malaysia Standard Industrial Classification 2008 (MSIC 2008).

   This document prescribes practical guidelines to develop contractors in Facilities Management industry. It encompasses specific skills in management and coordination works of demand and supply of facilities and services within public and private organizations. It includes the ability to analyse and study various factor which includes business processes, human behaviour, technology, building infrastructure and workspace.

   In Malaysia, new building infrastructure are built at a rapid pace and this building are not only modern in design but more sophisticated facilities are included to enhance building infrastructure value. The facilities mean something that is built, installed or established to serve a purpose, which in general is every "Tangible asset that supports and organization". Examples are technical infrastructure (HVAC), lighting, transportation, IT-services, furniture and other user-specific equipment, appliances and system.

   With the introduction of multiple and complex facilities, maintenance becomes a major issue as we need to communicate with multiple parties for any issues or problem that may happens in that building. Facilities Management eliminate this problem by having a single facilities management team and therefore single point of contact for any facilities related issues.

   This NOSS can be used by local authorities or organization that is involved in facilities management to certify and further upgrade their skills set in providing building facilities management services to their respective client.

1.1. Occupation Overview

   This NOSS for Facilities Management Coordination comes under the sub sector of Services to Building and Landscape Activities. Generally, a facilities management services provides a fully managed service of multi discipline facilities that exists within any built infrastructure. The Facility Executive is responsible for making sure that buildings and their services meet the needs of the people that work in them. They are also accountable for services such as maintenance, cleaning and security to ensure the surrounding environment is in a suitable condition to work.

   In the past, building facilities are managed in silos. These practice is considered outdated and pose a lot issues to the building owner as they need communicate with a different set of people for any issues or enquiries. With the introduction of Facilities Management, it will eliminate the multiple communication as it provides single point of contact for any issues with regards to the facilities of the building.

1.2. Rational of NOSS Development

The rationale for developing this NOSS document is to address the need for a competent Facilities Executive where he/she will provide a total managed solution for all the facilities that may exists in a single or campus wide buildings.

In this regards, Construction Industrial Development Board (CIDB) which happens to responsible for the registration of new Facilities Management contractor believes that to ensure only the qualified and capable contractor register this NOSS will become one of the requirement for registration and eventually they can become one of the main players in the Facilities Management industry.

Hence, this NOSS will benefit specifically to the Facilities Management company to equip themselves with the relevant and core competencies knowledge required to run their business.

1.3. Rational of Occupational Structure and Occupational Area Structure

The occupational structure and occupational area structure for Facilities Management covers multi-discipline around the Operation and Maintenance and Management of any physical buildings or built environment. The operations (Level 1, 2 and 3) of each trade require personnel with specific manual skills and specialised training. Hence, it is a pre-requisite for an FM Executive to acquire the skills in Building and Operations Maintenance Services before move to the next level which is the Facilities Management (Level 4 and 5). Level 1 is marked as Not Applicable as it is the current condition in the industry, in which the personnel of this level is general workers hired by contractor/vendor and predominantly foreign labours. This NOSS is specifically focus on Facilities Management Planning, Level 5 Facilities Management Manager.

1.4. Regulatory / Statutory Body Requirements Related to Occupation

CIDB currently hold the authority as the regulatory/statutory body to register and approved FM companies in Malaysia. This will enable the company to participate in any government works tender with regards to FM related works. There are also FM associations such as MAFM and MAPMA that are currently active in Malaysia. However, it is not a mandatory requirement to be registered to these associations. It is highly recommended to join these private associations in order to further enhance the knowledge and updates of this industry as a whole.

1.5. Occupational Pre-Requisite

Candidates for this NOSS should fulfill all requirements set by the relevant engineering and health, safety and environment authorities to perform the role of Facilities Management Manager. The minimum requirement set forth before registering for this program are:

- Sijil Kemahiran Malaysia (SKM) - Level 4
  Facilities Management Monitoring
- Minimum 18 years of age (Akta Kerja 1955)
- Medically and physically fit to meet the high demands of this job scope
- Able to calculate, read and write in Bahasa Malaysia and English

2. Occupational Structure (OS)

Section	Administrative and Support Services Activities (N)
Group	Services to Building and Landscape Activities (81)
Area	Facilities Management
Level 5	**Facilities Management Manager**
Level 4	Facilities Management Executive
Level 3	Building Operation & Maintenance Supervisor
Level 2	Building Operation & Maintenance Technician
Level 1	Building Operation & Maintenance Handyman

Figure 1: Occupational Structure for Facilities Management Manager (Level 5)

3. Occupational Area Structure (OAS)

Section	Administrative and Support Services Activities (N)
Group	Services to Building and Landscape Activities (81)
Area	Facilities Management
Level 5	**Facilities Management Planning**
Level 4	Facilities Management Monitoring
Level 3	Building Operation and Maintenance Supervision
Level 2	Building Operation and Maintenance Services
Level 1	No level

Figure 2: Occupational Area Structure for Facilities Management Planning (Level 5)

4. Definition of Competency Levels

 The NOSS is developed for various occupational areas. Below is a guideline of each NOSS Level as defined by the Department of Skills Development, Ministry of Human Resources, Malaysia.

Level 1:	Competent in performing a range of varied work activities, most of which are routine and predictable.
Level 2:	Competent in performing a significant range of varied work activities, performed in a variety of contexts. Some of the activities are non-routine and required individual responsibility and autonomy.
Level 3:	Competent in performing a broad range of varied work activities, performed in a variety of contexts, most of which are complex and non-routine. There is considerable responsibility and autonomy and control or guidance of others is often required.
Level 4:	Competent in performing a broad range of complex technical or professional work activities performed in a wide variety of contexts and with a substantial degree of personal responsibility and autonomy. Responsibility for the work of others and allocation of resources is often present.
Level 5:	Competent in applying a significant range of fundamental principles and complex techniques across a wide and often unpredictable variety of contexts. Very substantial personal autonomy and often significant responsibility for the work of others and for the allocation of substantial resources features strongly, as do personal accountabilities for analysis, diagnosis, planning, execution and evaluation.

5. Award of Certificate

   The Director General may award, to any person upon conforming to the Standards the following skills qualifications as stipulated under the National Skills Development Act, Act 652:

   - Malaysia Skills Certificate (SKM)
   - Malaysia Skills Diploma (DKM)
   - Malaysia Skills Advanced Diploma (DLKM)
   - Statement of Achievement (PC)

6. Occupational Competencies

   The Facilities Management Planning Level 5 personnel is competent in performing the following core competencies:-

   a. Operation and Maintenance (O&M) Planning
   b. Leadership and Strategy Planning
   c. Finance and Business Planning
   d. Risk Management Control
   e. Communication Planning
   f. Human Resource Planning
   g. Contract Management Governance
   h. Quality Control Management
   i. Project Management Planning
   j. Technology Management Planning

7. Work Conditions

   Facilities Management Manager generally works in an air-conditioned office typically around 40 hours per week, which is the normal office hours 9.00am - 5.00pm. However, longer working hours may be required on occasion to meet project deadlines or to cover for any emergencies. But there are also some facilities management roles, especially in the healthcare industry where shift work is required to cover for 24-hour operations. Facilities Management Manager are required to keep the facilities in a clean and safe condition for business operations to continue.

   The built environment of a Facilities Management Manager should cover will also vary depending on the man-made surroundings which could be a single building or multiple building within a campus wide are. A lot of movement can be expected as they need to move from one location to another for site visit or inspection activity.

   They must interact and deal with facilities owner and suppliers to develop rapport and promote them to other potential customers through various channels. They need to be able to provide information and updates regarding the overall health and status of the facilities under his/her care.

8. Employment Prospects

Facilities Management Manager usually employed by any Facilities Management organisation or companies. They also may have employment prospects in other discipline such as engineering, finance and general administration or management works. As facilities outsourcing industry develops and more, there will be an increase in demand for Facility Executive.

Other related occupations are: -

- Quantity Surveyor
- Site Engineer
- Premises Executive
- Contract Executive
- Account Manager
- Admin Executive

9. Up Skilling Opportunities
This section describes the pathway for Facilities Management Manager to improve their skills and knowledge after completing this NOSS program.

Training for advancement:

a. **Sijil Kemahiran Malaysia (SKM)**
Jabatan Pembangunan Kemahiran
Level 5 – Facilities Management Planning

b. **Member BIFM (MBIFM)**
The British Institute of Facilities Management (BIFM)
Level 5 – Qualifications in Facilities Management

c. **Certified Facility Manager (CFM)**
International Facility Management Association (IFMA)

10. Organisation Reference for Sources of Additional Information

The following organisations can be referred as sources of additional information which can assist in defining the document's contents.

a. **Construction Industry Development Board (CIDB)**
Level 10, Menara Dato' Onn
Putra World Trade Center (PWTC)
No. 45, Jalan Tun Ismail
50480 KUALA LUMPUR
Tel: 1 300 88 CIDB (2432)
URL: http://www.cidb.gov.my
E-mail: cidb@cidb.gov.my

b. **Jabatan Kerja Raya (JKR)**
Menara Kerja Raya (Blok G)
Ibu Pejabat JKR
Jalan Sultan Salahuddin
50582 KUALA LUMPUR
Tel: 03-2610 8888/2618 9000
URL: https://www.jkr.gov.my
E-mail: komunikasi.jkr@1govuc.gov.my

c. **The British Institute of Facilities Management (BIFM)**
1st Floor South, Charrington House, The Causeway
Bishop's Stortford
Hertfordshire, UK
Tel: +44 (0) 1279 712 620
URL: http://www.bifm.org.uk
E-mail: info@bifm.org.uk

d. **International Facilities Management Association (IFMA)**
800 Gessner Rd, Ste. 900
Houston, TX 77204-4257 USA
Tel: +1 713 623 4362
URL: https://www/ifma.org
E-mail: ifma@ifma.org

e. **Facilities Management Association (FMA)**
Suite 4.01, 838 Collins Street
Docklands Victoria 3008
Tel: +61 3 8641 6666
URL: https://www/fma.com.au
E-mail: research@fma.com.au

11. Standard Technical Evaluation Committee

NO	NAME	POSITION & ORGANISATION
1.	<Full name>	<Current position> <Current organisation name presented>
2.		
3.		
4.		

12. Standard Development Committee

FACILITIES MANAGEMENT MONITORING

LEVEL 4

NO	NAME	POSITION & ORGANISATION
1.	En Mohd Nazli bin Ahmad Mahyadin	Pengurus Besar Kanan Sektor Pembangunan Personel dan Kontraktor Lembaga Pembangunan Industri Pembinaan Malaysia Tingkat 35, Menara Dato' Onn Pusat Dagangan Dunia Putra No. 45, Jalan Tun Ismail 50480 KUALA LUMPUR
2.	En Mohd Mazhar bin Mohd Marzuki	Vice President II Malaysian Association Of Facility Management (MAFM) MAFM Secretariat, Suite B1-09, Megan Avenue, 225, Jalan Ampang 50450 KUALA LUMPUR
3.	Sr. Masnizan bin Che Mat	Pensyarah Malaysia Asset And Project Management Association (MAPMA) Tingkat 27, Menara PJD Jalan Tun Razak 50400 KUALA LUMPUR
4.	Tuan Haji Zaidi bin Ilamidin	Pengurus Malaysia Asset And Project Management Association (MAPMA) Tingkat 27, Menara PJD Jalan Tun Razak 50400 KUALA LUMPUR
5.	En Mohd Nasrique bin Sulani	Pengurus Malaysia Asset And Project Management Association (MAPMA) Tingkat 27, Menara PJD Jalan Tun Razak 50400 KUALA LUMPUR
6.	Dr Linariza Haron	Pensyarah Kanan Malaysia Asset And Project Management Association (MAPMA) Tingkat 27, Menara PJD

		Jalan Tun Razak 50400 KUALA LUMPUR
7.	En Amir Farid bin Omar	FM Consultant Global Facilities Management Sdn Bhd (GFM) No. 257, Jalan Bandar 12, Taman Melawati 53100 KUALA LUMPUR
8.	En. Ahmad Munawir bin Mohd Hanif	Pengarah Urusan KFM Solutions Aras LG, Blok Timur, Jabatan Perdana Menteri, Bangunan Perdana Putra, Kompleks A, Pusat Pentadbiran Kerajaan Persekutuan 62502 PUTRAJAYA WILAYAH PERSEKUTUAN
9.	En Norazmi bin Bakar	Jurutera Elektrik Kanan JKR WP Putrajaya Aras 3, Blok C7, Kompleks C, Pusat Pentadbiran Kerajaan Persekutuan, 62582 PUTRAJAYA
10.	Ir. Haji Mohd Sabri bin Mat Deris	Jurutera Kanan Ibu Pejabat JKR Malaysia Bahagian Perundingan Pengurusan Aset Cawangan Perancangan Aset Bersepadu Aras 2, Blok C (Lama), Jalan Sultan Salahuddin, 50582 KUALA LUMPUR
11.	Ir. Saiful Muzamir bin Ismail	Ibu Pejabat JKR Malaysia Bahagian Perundingan Pengurusan Aset Cawangan Perancangan Aset Bersepadu Aras 2, Blok C (Lama), Jalan Sultan Salahuddin, 50582 KUALA LUMPUR
12.	En. Arwin bin Yac'cob	Ketua Pegawai Operasi Akademi Binaan Malaysia Wilayah Selatan (ABM) Lot 2067, Batu 3, Jalan Tampoi 81200 JOHOR BAHRU JOHOR DARUL TAKZIM

13.	En Rozaimi bin An	Head of Business Development UDA Dayaurus Sdn Bhd Tingkat RG, Kompleks Pertama Jalan Tuanku Abdul Rahman 50100 KUALA LUMPUR
14.	Prof. Madya Sr. Dr. Maizan bin Baba	Pengarah Pusat Kajian Harta Tanah (CRES) Fakulti Geoinformasi Dan Harta Tanah Universiti Teknologi Malaysia (UTM) 81310 UTM Johor Bahru JOHOR Darul Takzim
	FACILITATOR	
1.	Jeffery bin Mohd Yusof Azaldin	Facilitator Jumantara Timur Sdn. Bhd.
2.	Siti Hadrawati binti Kasi	Pengarah Urusan Jumantara Timur Sdn. Bhd.

STANDARD CONTENT

NATIONAL OCCUPATIONAL SKILLS STANDARD (NOSS) FOR;

FACILITIES MANAGEMENT PLANNING

LEVEL 5

13. Competency Profile Chart (CPC)

SECTION	Administrative and Support Services Activities (N)	
GROUP	Services to Building and Landscape Activities (81)	
AREA	Facilities Management	
NOSS TITLE	Facilities Management Planning	
NOSS LEVEL	5 (Five)	NOSS CODE	

←——————————————— COMPETENCY UNIT ———————————————→

CORE	Operation and Maintenance (O&M) Planning	Leadership and Strategy Planning	Finance and Business Planning	Risk Management Control
	NOSS-CU01	NOSS-CU02	NOSS-CU03	NOSS-CU04

	Communication Planning	Human Resource Planning	Contract Management Governance	Quality Control Management
	NOSS-CU05	NOSS-CU06	NOSS-CU07	NOSS-CU08

	Project Management Planning	Technology Management Planning
	NOSS-CU09	NOSS-CU10

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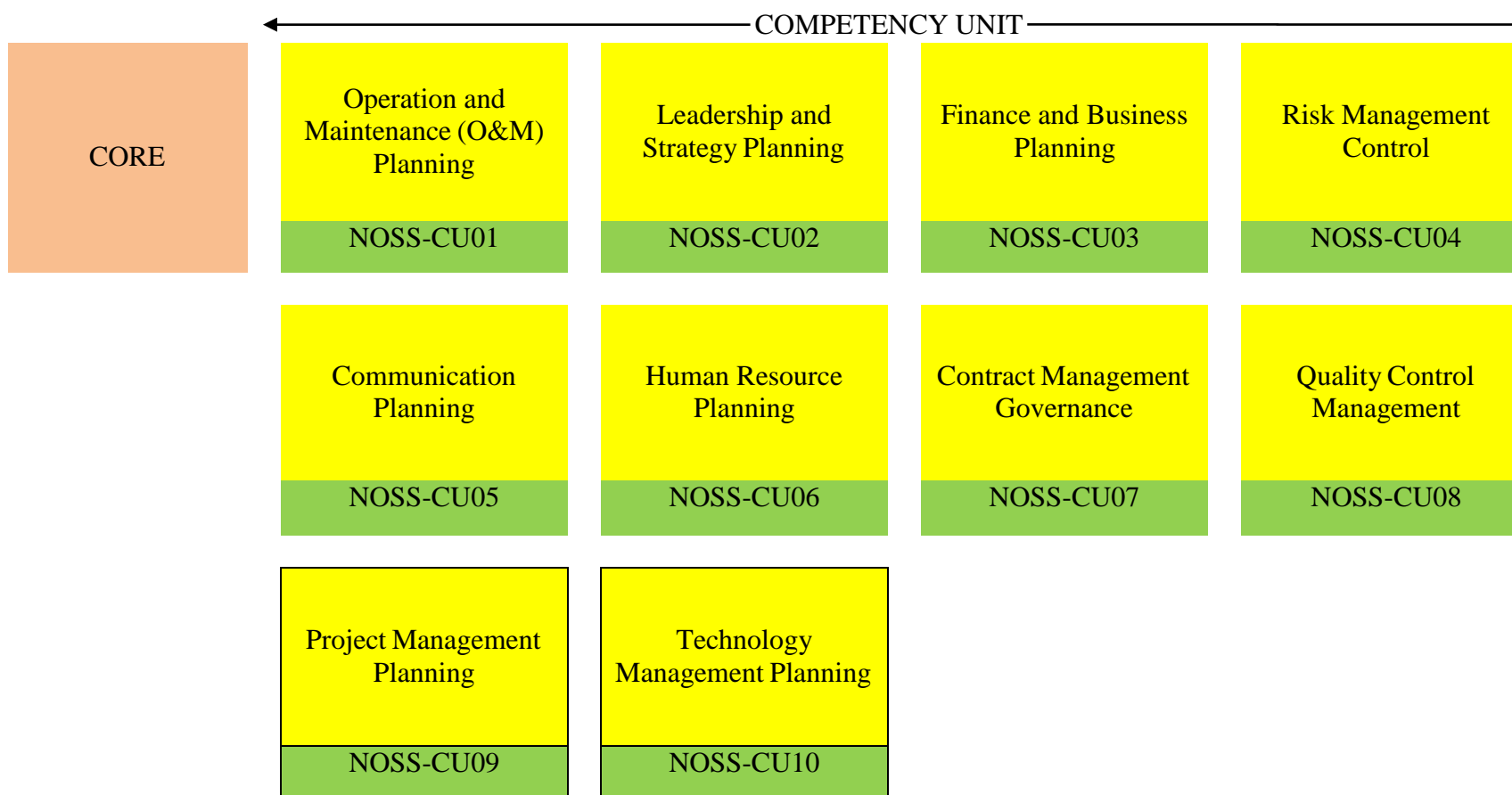
14. Competency Profile (CP)

SECTION	Administrative and Support Services Activities (N)		
GROUP	Services to Building and Landscape Activities (81)		
AREA	Facilities Management		
NOSS TITLE	Facilities Management Planning		
NOSS LEVEL	5 (Five)	NOSS CODE	

CU TITLE & CU CODE	CU DESCRIPTOR	WORK ACTIVITIES	PERFORMANCE CRITERIA
1. Operation and Maintenance Planning NOSS-CU01	Operation and Maintenance Coordination is a critical competency that deals with the planning works of any facility operation and maintenance services. This is to ensure that all operation and maintenance related works does not disrupt the stakeholders core business. The person who is competent shall be able to plan O&M policies and guidelines, verify O&M works, plan O&M operational budget, plan operation expenses, monitor vendor work performance and manage asset defect and warranty. The outcome of this coordination competency is to ensure that all the operation and maintenance	1. Plan O&M policies and guidelines.	1.1 Client's organisational goals and objectives identified based on core business activity. 1.2 Client's FM scope of services aligned with core business operations. 1.3 O&M policies and guidelines developed according to required scope of services. 1.4 O&M policies and guidelines reviewed to meet with end-user satisfaction. 1.5 Final O&M policies and guidelines documented for reference purposes.
		2. Verify O&M work plan.	2.1 O&M scope identified according to client's core business processes. 2.2 Work activity approach identified for every facilities maintenance scope of services to suit client's business activities. 2.3 O&M resource plan (man, machine, money, materials and time) prepared based on scope of works. 2.4 O&M planning verified to comply with the O&M policies, guidelines and statutory obligations.

CU TITLE & CU CODE	CU DESCRIPTOR	WORK ACTIVITIES	PERFORMANCE CRITERIA
	activities are planned effectively and supported in a timely manner.		2.5 Statutory agencies rules and regulations compiled based on FM trade.
		3. Plan O&M operational budget.	3.1 Manpower resources requirements identified according to FM scope of services.
			3.2 Tools, equipment and materials (TEM) requirements identified according to FM scope of services.
			3.3 Statutory obligation cost obtained for each FM scope of services.
			3.4 Procurement and outsourcing strategy planned according to organisation business strategy.
			3.5 O&M budget planned based on estimated resources and outsourcing criteria.
			3.6 O&M budget presented for management team approval.
		4. Plan operations expenses.	4.1 O&M budget allocation obtained from finance management team.
			4.2 O&M operational expenses discretion limit established according to finance policy.
			4.3 Procurement method determined based on procurement strategy.
			4.4 O&M activity expenses planned according to operations plan.
			4.5 O&M expenditure report prepared based on operations plan.

CU TITLE & CU CODE	CU DESCRIPTOR	WORK ACTIVITIES	PERFORMANCE CRITERIA
		5. Monitor vendors and service providers work performance.	5.1 Vendor and service provider scope of works identified according to project scope of services. 5.2 Service levels, performance indicator and measurement method identified for each scope of services. 5.3 Reward and penalty system developed based on contract agreement. 5.4 Monitoring, assessment and analysis performed based on operations activity. 5.5 Overall performance report prepared and submitted for management review.
		6. Manage asset defects and warranty.	6.1 Relevant parties in the contract identified according to FM trade. 6.2 Duration of defect liability period and warranty period identified according to project contract. 6.3 Scope of works, asset specifications and quantities checked based on asset inventory. 6.4 Asset operational performance monitored according to operations activity. 6.5 Defect asset list compiled for rectification works activity. 6.6 Defect asset rectification works monitored according to operations activity. 6.7 Completed defect asset rectification work reported and advised to client.

CU TITLE & CU CODE	CU DESCRIPTOR	WORK ACTIVITIES	PERFORMANCE CRITERIA
2. Leadership and Strategy Planning NOSS-CU02	Leadership and Strategy Implementation is about providing leadership and guidance (long-term and short-term) planning to the entire facilities management team members including the stakeholders. This is to ensure that everyone including the stakeholders understand and have a common understanding with regards to the FM overall objectives.	1. Develop FM strategic plan.	1.1 Client's core business identified according to business objectives. 1.2 Client's key business process identified based on core business 1.3 FM strategic plan developed in line with client's core and key business process. 1.4 FM strategic plan presented to client for approval. 1.5 Approved FM strategic plan documented for reference.
	The person who is competent shall be able to develop FM strategic plan, formulate sound business case, plan coaching and motivation session, plan work delegation and empowerment and nurture teamwork among staff.	2. Formulate sound business case.	2.1 Client's facilities problems/issues and area of improvement identified based on business needs. 2.2 Problems and issues impacts to client's business analysed for possible solutions and remediation. 2.3 Recommended solutions identified according to FM best practices approach. 2.4 Feasibility study conducted to determined solutions viability. 2.1 Business case formulated and presented to client for approval.
	The outcome of this coordination competency is to ensure the FM Manager is able to develop FM overall strategic plan according to stakeholder requirements and	3. Plan coaching and motivation session.	3.1 Organisation business objective and goals identified based on organisation strategic planning. 3.2 Operational performance status identified according to project progress report.

CU TITLE & CU CODE	CU DESCRIPTOR	WORK ACTIVITIES	PERFORMANCE CRITERIA
	lead the entire FM team organisation.		3.3 Gap between business objective and operation performance analysed for performance gap. 3.4 Coaching and motivation session planned according to gap analysis results. 3.1 Business objective and operation performance gap percentage monitored for improvement.
		4. Plan work delegation and empowerment.	4.1 Type of work delegation and empowerment identified according to job profile. 4.2 Team members for work delegation and empowerment selected based on staff competency. 4.3 Type of work for delegation and empowerment assigned to selected team members. 4.4 Work delegation and empowerment details explained to team members. 4.5 Work delegation and empowerment outcome monitored for operation efficiency.
		5. Nurture teamwork spirit among workers.	5.1 Individual team member's role and responsibility identified from organisation chart. 5.2 Roles and responsibility matrix explained based on job profile. 5.3 Simplified line of communication hierarchy established to promote

CU TITLE & CU CODE	CU DESCRIPTOR	WORK ACTIVITIES	PERFORMANCE CRITERIA
			effective and prompt communications among team members.
			5.4 Teamwork assignment and meetings organised according to project scope of services.
			5.5 Teamwork activity among team members monitored according to O&M operation activity.
3. Finance and Business Planning NOSS-CU03	Finance Administration is the planning of the finances of an FM organization in order to achieve organisation financial objectives. The person who is competent shall be able to plan overall FM activity budget, prepre financial management planning (FMP), manage project profit and loss (P&L) and manage procurement method/approach. The outcome of this coordination competency is to ensure that all the FM activities are effective in ensuring short, medium and long term sustainability of the company.	1. Plan overall FM activity budget.	1.1 O&M cost identified from FM scope of services.
			1.2 Administration & management cost identified from FM scope of services activity.
			1.3 Overall FM budget prepared based on projected FM department operational activities.
			1.4 Overall FM budget presented for management team approval.
		2. Prepare financial management planning (FMP).	2.1 Estimated FM cost obtained from FM overall budget plan.
			2.2 Internal and external financing source identified based on finance department policies.
			2.3 Cost of financing identified according to FM scope of services.
			2.4 FM revenue trend planned according to FM O&M activity.
			2.5 Financial management planning prepared according to FM O&M plan activity.

CU TITLE & CU CODE	CU DESCRIPTOR	WORK ACTIVITIES	PERFORMANCE CRITERIA
			2.6 Financial management planning presented to management team for approval.
		3. Manage project profit and loss (P&L).	3.1 Project P&L identified from FM project list. 3.2 Project profit and loss projected based on project activity. 3.3 Revenue and expenditure managed according to project progress activity. 3.4 Corrective action planned according to activity report. 3.1 Periodical review performed to align with project deliverables.
		4. Manage procurement method/approach.	4.1 Scope of goods and services identified for procurement activity. 4.2 Impact and urgency to core business identified according to O&M schedule. 4.3 Procurement cost identified based on scope of goods and services. 4.4 Suitable procurement method determined according to finance department policies. 4.1 Procurement activity implemented based on scope of goods and services requirements.
4. Risk Management Control	Risk Management Control is about the understanding the risk involved in the context of facilities management and the	1. Identify FM project risk.	1.1 Type of potential risk determined as per risk identification analysis 1.2 Risk level determined as per risk management requirements

CU TITLE & CU CODE	CU DESCRIPTOR	WORK ACTIVITIES	PERFORMANCE CRITERIA
	importance of risk transfer to contribute to a robust business continuity plan. The person who is competent shall be able to identify FM project risk, prepare risk mitigation plan, implement risk mitigation control and develop business continuity plan (BCP) procedures. The outcome of this coordination competency is to ensure that organisation core business will be able to operate in the case of any emergencies.		1.3 Impact level to operation determined based on identified potential risk 1.4 Risk management framework determined as per risk management requirements
		2. Prepare risk mitigation plan.	2.1 Risk mitigation framework planned based on company's risk management plan 2.2 Historical record assessed on similar risk mitigation for risk mitigation proposal 2.3 Risk mitigation framework requirements proposed according to risk management plan for management consideration
		3. Implement risk mitigation control.	3.1 Risk mitigation plan integrated into company's activities 3.2 Risk mitigation plan briefing conducted to ensure total awareness 3.3 Risk mitigation plan implementation monitored according to company's risk management policy 3.4 Risk mitigation plan feedback coordinated to determine mitigation effectiveness
		4. Develop Business Continuity Plan (BCP) procedures.	4.1 Potential risk and threat identified based on risk management framework. 4.2 Potential risk classification identified according to risk management plan. 4.3 List of key personnel identified for rapid mobilization during BCP.

CU TITLE & CU CODE	CU DESCRIPTOR	WORK ACTIVITIES	PERFORMANCE CRITERIA
			4.4 Contingency location and equipment identified according to facilities requirements. 4.5 BCP documentation prepared according to SOP. 4.6 BCP document communicated to relevant employees.
5. Communication Planning NOSS-CU05	Communication Planning is the planning competency with regards to the communication processes and exchanging of information that takes place between project team and stakeholders. The person who is competent shall be able to prepare FM communications plan, perform correspondence management, monitor project meetings and prepare project presentations. The outcome of this communication planning competency is to ensure critical information is relayed to the relevant and respective party in a timely manner.	1. Prepare FM communications plan.	1.1 Relevant stakeholders identified in the FM project. 1.2 Reporting hierarchy interpreted from FM project organisation structure. 1.3 FM communications plan prepared according to client requirement. 1.4 FM communications plan reviewed for operations effectiveness. 1.5 FM communication plan monitored according to FM operations activity.
		2. Perform correspondence management.	2.1 Format of correspondence identified based on project reporting requirements. 2.2 Type of correspondence checked according to SOP. 2.3 Correspondence response timeline monitored according to stipulated timeframe.
		3. Monitor project meetings	3.1 Project meeting objective identified based on project progress update requirements activity. 3.2 Project meeting schedule checked according to project progress activity. 3.3 Minutes of meeting reviewed according to meeting objectives.

CU TITLE & CU CODE	CU DESCRIPTOR	WORK ACTIVITIES	PERFORMANCE CRITERIA
		4. Prepare project presentations	4.1 Presentation objective identified based on meeting requirements. 4.2 Type of audience checked to suit the presentation contents. 4.3 Project presentation prepared to address the meeting objectives.
6. Human Resource Planning NOSS-CU06	Human Resource Planning is essentially employees resource or human capital management. It is a planning of a company workforce which includes outlining recruitment requirements, training need analysis and training plan. It is also involves implementing human resource plan to ensure the company's leadership and culture is in compliance with the employment and labour laws. The person who is competent shall be able to prepare recruitment and employment requirements, perform training need analysis (TNA), establish training plan and prepare staff performance appraisal. The outcome of this competency is to ensure that human resource,	1. Prepare recruitment and employment requirements.	1.1 Manpower requirement identified according to project scope of services. 1.2 Manpower qualifications and criteria compiled based on job profile. 1.3 Manpower requirements details submitted to HR department for recruitment. 1.4 List of potential candidate evaluated for interview session. 1.5 Joint interview session with HR conducted according to HR procedures. 1.6 Selected candidate submitted to HR for hiring process.
		2. Perform Training Need Analysis (TNA).	2.1 Staff skills and job requirement gap identified according to TNA methodology. 2.2 Reasons of gap existence analysed according to TNA methodology. 2.3 Gap percentage reduction plan proposed based on TNA analysis.
		3. Establish Training Plan	3.1 Training based on skills and competency gap identified according to job profile. 3.2 Training needs proposed based on competency gap.

CU TITLE & CU CODE	CU DESCRIPTOR	WORK ACTIVITIES	PERFORMANCE CRITERIA
	as the most important asset of any organizations managed, trained and motivated at the highest level of employee's expectation and satisfaction.		3.3 Post training assessment performed according to work performance. 3.4 Gap percentage reduction status updated for record purposes.
		4. Prepare staff performance appraisal.	4.1 Reward and penalty system identified according to O&M activity. 4.2 Staff performance criteria identified based on designation and role. 4.3 Staff self-appraisal and manager appraisal performed based on HR requirements 4.4 Performance review session conducted with staff. 4.5 Agreed staff performance appraisal result recorded according to HR policies. 4.6 Appraisal result analysed and recommendations prepared for improvement. 4.7 Performance appraisal report submitted to HR for approval.
7. Contract Management Governance NOSS-CU07	Contract Management Governance is about providing governance role to activities that relates to the contract interpretations up to project closure based on contract requirements. It is crucial to govern the contract in order to protect the interest of every parties involved in the contract.	1. Perform contract interpretations and compliance.	1.1 Contract scope identified against deliverables scope of services 1.2 Relevant parties associated with the contract identified according to project requirements. 1.3 Contract conditions (rights, obligations and liabilities) interpreted according to FM scope of services. 1.4 Contract compliance plan prepared according to FM scope of services.

CU TITLE & CU CODE	CU DESCRIPTOR	WORK ACTIVITIES	PERFORMANCE CRITERIA
	The person who is competent shall be able to perform contract interpretations and compliance, monitor contract compliance, manage service performance level, coordinate change order management and perform contract closure. The outcome of this competency is to ensure that contracts are govern to the interest of every parties involved within the contract.	2. Monitor contract compliance.	2.1 Project contract document identified based on FM project list. 2.2 Contract full compliance checked according to FM delivery scope. 2.3 Project deliverables activity monitored to be in full compliance against project contract. 2.4 Contractual terms and conditions reviewed according to SOP.
		3. Manage service performance level.	3.1 Service performance level identified according to project requirements. 3.2 Service performance data obtained based on project activity report. 3.3 Service performance level monitored against project contract requirements. 3.4 Remedial action plan on non-compliance prepared according to project activity report. 3.5 Remedial action plan performed based on non-compliance report.
		4. Coordinate change order management activity.	4.1 Type of project change order identified based on official end-user request. 4.2 Project scope of works and services revised according to change order request form. 4.3 Project contractual provision reviewed to accommodate new change order request. 4.4 Project cost implication calculated for end-user submission.

CU TITLE & CU CODE	CU DESCRIPTOR	WORK ACTIVITIES	PERFORMANCE CRITERIA
			4.5 Change order details submitted to end-user for agreement.
		5. Perform contract closure.	5.1 Date of project closure identified according to contract end-date. 5.2 Project transition programme developed according to contract end date. 5.3 Project transition programme performed based on contract requirements. 5.4 Final project accounting prepared for final document submission. 5.5 Final project certificate issued for official project closure.
8. Quality Control Management NOSS-CU08	Quality Control Management is the management works for the activities that relates to the quality services delivery, customer satisfaction, statutory compliance and vendor performance assessment in any FM projects. The person who is competent shall be able to prepare Quality Management Plan (QMP), propose Customer Satisfaction Survey improvements, perform statutory compliance planning, perform vendor and service provider assessment and verify sign off project report.	1. Prepare Quality Management Plan (QMP).	1.1 Organisation quality policy identified based on FM strategic planning. 1.2 Quality control requirements identified from project scope of services. 1.3 QMP prepared according to project scope of services. 1.4 QMP checked for FM service coverage.
		2. Propose Customer Satisfaction Survey (CSS) improvements.	2.1 Effective survey method identified to acquire customer feedback. 2.2 CSS activity monitored according to SOP. 2.3 CSS report analysed for any area of improvement requirement. 2.4 Area of improvement and feedback recommendation prepared as Quality Improvement Plan (QIP). 2.5 CSS and proposed recommendations/improvement report

CU TITLE & CU CODE	CU DESCRIPTOR	WORK ACTIVITIES	PERFORMANCE CRITERIA
	The outcome of this competency is to ensure the FM delivered services are of the highest quality with an acceptable service level.		submitted to management team for review.
		3. Perform statutory compliance planning.	3.1 Project statutory requirements identified according to project scope of services. 3.2 Project statutory requirements compiled based on relevant agencies. 3.3 Project statutory cost estimated according to statutory body rules and regulations. 3.4 Statutory compliance planning prepared according to project requirements. 3.5 Statutory compliance planning recorded according to SOP.
		4. Perform vendor and service provider assessment.	4.1 Vendor and service provider performance information obtained from project progress report. 4.2 Vendor and service provider performance evaluated against SLA in contract. 4.3 Vendor performance report prepared according to SOP.
		5. Verify and sign off project report.	5.1 Project report data obtained from O&M project activity. 5.2 Project report reviewed according to SOP. 5.3 Project report reviewed and signed-off according to SOP.

CU TITLE & CU CODE	CU DESCRIPTOR	WORK ACTIVITIES	PERFORMANCE CRITERIA
9. Project Management Planning NOSS-CU09	Project Management Planning is the key element for planning any FM related projects such as, developing a comprehensive PMP, managing project team members and monitor project progress status. The person who is competent shall be able to prepare Project Management Plan (PMP), assign project team members and perform project monitoring and control. The outcome of this competency is to ensure a successful delivery of FM projects according to the specifications and contract.	1. Prepare Project Management Plan (PMP) document.	1.1 End-user need and requirement identified based on FM scope of services. 1.2 Project scope identified according to end-user need and requirement. 1.3 Project timeline established based on contract period. 1.4 Project stakeholder identified based on project scope of services. 1.5 PMP prepared according to SOP. 1.6 PMP implementation monitored until project closure.
		2. Assign project team members.	2.1 Key project team members identified according to project scope of services. 2.2 Team member competency and qualifications checked with regards to project requirements. 2.3 Task assigned to project team members based on project job scope. 2.4 Project organisation chart prepared based on project job scope.
		3. Perform project monitoring and control.	3.1 Site preparation and access approval acquired from site owner. 3.2 Project mobilisation performed according to PMP. 3.3 Project progress activity monitored based on PMP. 3.4 Change order managed according to PMP. 3.5 Quality assurance monitored for contract compliance.

CU TITLE & CU CODE	CU DESCRIPTOR	WORK ACTIVITIES	PERFORMANCE CRITERIA
			3.6 Progress payment verified according to progress schedule.
			3.7 Project hand-over programme established before contract end-date.
			3.8 Project completion and defect liability period management plan implemented according to PMP.
10. Technology Management Planning NOSS-CU10	Technology Management Planning is about adopting new and latest technology available in the market into the FM lifecycle. The person who is competent shall be able to identify suitable FM technology, plan new technology adoption, plan facilities space analysis and plan space management consultation activity. The outcome of this competency is to ensure the suitable technology is adopted in order to deliver FM services effectively.	1. Identify suitable FM technology.	1.1 FM related technology identified according to latest technology availability. 1.2 Assessment on FM technology needs conducted based on end-user requirements. 1.3 FM suitable technology aligned with operational requirements.
		2. Plan new technology adoption.	2.1 FM requirement analysis conducted according to functional and enhancement requirements. 2.2 FM technology scanning carried out based on scanning process and technique. 2.3 Strategic technology change proposal prepared according to end-user requirements. 2.4 New technology adoption proposal submitted to client for approval.
		3. Plan facilities space analysis.	3.1 Space information obtained from space registry records. 3.2 Space allocation and utilisation identified according to space registry records.

CU TITLE & CU CODE	CU DESCRIPTOR	WORK ACTIVITIES	PERFORMANCE CRITERIA
			3.3 Facilities space analysis performed according to SOP. 3.4 Space analysis results reviewed for space utilisation improvement.
		4. Plan space management consultation activity.	4.1 Space related issues identified according to end-user requirements. 4.2 Consultancy services terms of reference established according to end-user requirements. 4.3 Space utilisation analysis carried out according to SOP. 4.4 Space utilisation improvement and solutions proposed to end-user.

CURRICULUM OF COMPETENCY UNIT

NATIONAL OCCUPATIONAL SKILLS STANDARD (NOSS) FOR;

FACILITIES MANAGEMENT PLANNING

LEVEL 5

15. Curriculum of Competency Unit

15.1. Operation and Maintenance Planning

SECTION	Administrative and Support Services Activities (N)		
GROUP	Services to Building and Landscape Activities (81)		
AREA	Facilities Management		
NOSS TITLE	Facilities Management Planning		
COMPETENCY UNIT TITLE	Operation and Maintenance (O&M) Planning		
LEARNING OUTCOME	The outcome of this coordination competency is to ensure that all the operation and maintenance activities are planned effectively and supported in a timely manner. Upon completion of this competency unit, trainees shall be able to:- 1. Plan O&M policies and guidelines 2. Verify O&M work plan 3. Plan O&M operational budget 4. Plan operation expenses 5. Monitor vendors work performance 6. Manage asset defects and warranty		
TRAINING PRE-REQUISITE			
CU CODE		NOSS LEVEL	Five (5)

WORK ACTIVITIES	RELATED KNOWLEDGE	RELATED SKILL	ATTITUDE/ SAFETY/ ENVIRONMENT	ASSESSMENT CRITERIA
1. Plan O&M policies and guidelines.	1.1 Organisation information • Core business activities and structure (education, government, manufacturing, healthcare etc)	1.1 Identify client's organizational goal. 1.2 Align client FM scope of services. 1.3 Develop O&M policies and guidelines.	ATTITUDE • Demonstrate consistency and self-discipline in planning preparation SAFETY • Comply with safety standard	1.1 Client's organizational goal determined. 1.2 Client FM scope of services listed and arranged. 1.3 O&M policies and guidelines generated. 1.4 Policies and guidelines checked and confirmed.

WORK ACTIVITIES	RELATED KNOWLEDGE	RELATED SKILL	ATTITUDE/ SAFETY/ ENVIRONMENT	ASSESSMENT CRITERIA
	• Organisational mission and vision • Organisational behaviour and culture • Organisation resources (manpower, machine, money, materials) 1.2 FM Scope of services • Electrical system • Mechanical services • Logistics • Infrastructure • Building fabrics • Housekeeping • Landscaping works • Linen and laundry • Pest control • Waste (scheduled, domestic) • Security • Event mgmt.	1.4 Review O&M policies and guidelines. 1.5 Record final O&M policies and guidelines.	ENVIRONMENT • N/A	1.5 Final O&M policies and guidelines recorded

WORK ACTIVITIES	RELATED KNOWLEDGE	RELATED SKILL	ATTITUDE/ SAFETY/ ENVIRONMENT	ASSESSMENT CRITERIA
	• IT • Catering • Space 1.3 O & M standard policies, guidelines and practices • JKR Standard Guidelines • Related codes, standards and regulations (strata mgmt. act, OSHA, EIA, Fire, Suruhanjaya Tenaga – refer to contractor module) 1.4 Standard format / template (if applicable)			
2. Verify O&M work plan.	2.1 O&M scope • Electrical systems • Mechanical services • Infrastructure • Building fabrics • Housekeeping • Landscaping works • Linen and laundry	2.1 Identify O&M scope. 2.2 Identify work approach activity. 2.3 Prepare O&M resource plan. 2.4 Verify O&M planning. 2.5 Compile statutory agencies rules and regulations	ATTITUDE • Meticulous when carrying out TEM verification • Compliant and attention to details when delivering safety briefing SAFETY	2.1 O&M scope listed and explained. 2.2 Work approach activity listed and described. 2.3 O&M resource plan generated. 2.4 O&M planning checked and confirmed. 2.5 Statutory agencies rules and regulations arranged and sorted.

WORK ACTIVITIES	RELATED KNOWLEDGE	RELATED SKILL	ATTITUDE/ SAFETY/ ENVIRONMENT	ASSESSMENT CRITERIA
	• Pest control • Waste (scheduled, domestic) • Security • IT • Space 2.2 Planning technique (resource) and tools such as Gantt Chart, PERT Analysis, CPM, Work Breakdown Structure (WBS) 2.3 Maintenance approach (preventive, predictive, corrective) 2.4 Statutory regulations and requirements such as CIDB Act, Suruhanjaya Tenaga, DOSH, SPAN, Akta Kilang & Jentera, Akta BOMBA, Akta Pengurusan Sisa Pepejal & Pembersihan		• Comply with safety standard ENVIRONMENT • N/A	2.6

WORK ACTIVITIES	RELATED KNOWLEDGE	RELATED SKILL	ATTITUDE/ SAFETY/ ENVIRONMENT	ASSESSMENT CRITERIA
	Awam, Akta Kerajaan Tempatan & other Government Department, utility or local authorities and licenses.			
3. Plan O&M operational budget	3.1 Budgeting techniques (activity based costing, estimation, historical data) 3.2 O&M components such as M&E system, civil & infrastructure works, cleaning, pest control etc 3.3 Related financial element in budgeting such as GST, import tax, inflation etc 3.4 Statutory fee and charges 3.5 Cost data compilation & acquisition techniques 3.6 Procurement method and	3.1 Identify manpower resources requirements. 3.2 Identify TEM. 3.3 Obtain statutory obligation cost. 3.4 Plan procurement and outsourcing strategy. 3.5 Prepare O&M budget.	ATTITUDE • Timely in conducting meeting • Meticulous in verifying work progress SAFETY • Comply with safety standard ENVIRONMENT • N/A	3.1 Manpower resources requirements determined. 3.2 TEM listed and determined. 3.3 Statutory obligation cost listed and acquired. 3.4 Procurement and outsourcing strategy plan generated. 3.5 O&M budget generated. 3.6 O&M budget presentation demonstrated.

WORK ACTIVITIES	RELATED KNOWLEDGE	RELATED SKILL	ATTITUDE/ SAFETY/ ENVIRONMENT	ASSESSMENT CRITERIA
	approach (direct purchase, tender, quotation etc) 3.7 Outsourcing cost (services) 3.8 Budgeting format			
4. Plan operation expenses	4.1 Financial management techniques such as cash-flow, profit & loss and balance sheet 4.2 Procurement process and approach	4.1 Obtain O&M budget allocation. 4.2 Establish operational expenses discretion limit. 4.3 Determine procurement method. 4.4 Manage activity expenses. 4.5 Prepare expenditure report.	ATTITUDE • Meticulous in identifying TEM. • Attention to details when preparing inventory SAFETY • Comply with safety standard ENVIRONMENT • N/A	4.1 O&M Budget allocation acquired. 4.2 Expenses discretion limit determined. 4.3 Procurement method confirmed. 4.4 Expenses activity checked. 4.5 Expenditure report generated.
5. Monitor vendors work performance	5.1 Service level (response, execution, complaint) 5.2 Performance indicator (time, services availability, services availability) 5.3 Measurement (no. of services availability)	5.1 Identify vendor and service provider scope of works. 5.2 Identified service levels, performance and measurement method. 5.3 Develop reward and penalty system.	ATTITUDE • Meticulous in checking technical data. • Analytical when analysing data SAFETY • Comply with safety standards ENVIRONMENT	5.1 Vendor and service provider scope of works determined. 5.2 Service level, performance and measurement method determined. 5.3 Reward and penalty system generated. 5.4 Monitoring, assessment and analysis generated.

WORK ACTIVITIES	RELATED KNOWLEDGE	RELATED SKILL	ATTITUDE/ SAFETY/ ENVIRONMENT	ASSESSMENT CRITERIA
	5.4 Performance management techniques such as KPI, Balance Score Card & SLA 5.5 Reward system • Extension of contract • Award (best performance, etc) • Profit sharing 5.6 Penalty system • Payment deduction • Termination • Blacklisted	5.4 Perform monitoring, assessment and analysis. 5.5 Prepare overall performance report.	• N/A	
6. Manage asset defect and warranty	6.1 Parties (manufacturer, installer, contractor) 6.2 Warranty types such as lifetime warranty, implied warranty etc 6.3 Defect type such as latent and patent defects 6.4 Asset performance reporting 6.5 Related acts	6.1 Identify relevant parties in contract. 6.2 Identify duration of DLP and warranty period. 6.3 Check scope of works, asset specifications and quantities. 6.4 Monitor asset operational performance. 6.5 Compile defect asset list.	ATTITUDE • Meticulous in checking technical data. • Resourceful when preparing proposal SAFETY • Comply with safety standards ENVIRONMENT • N/A	6.1 Operational problems listed and described. 6.2 Improvement options listed and explained. 6.3 Approved improvement options and solutions implementation demonstrated. 6.4 Complete improvement work report submission demonstrated.

WORK ACTIVITIES	RELATED KNOWLEDGE	RELATED SKILL	ATTITUDE/ SAFETY/ ENVIRONMENT	ASSESSMENT CRITERIA
		6.6 Monitor asset rectification works. 6.7 Report work completion.		

Employability Skills

Core Abilities
- Communication Management Skill
- Organization Management Skill
- Etiquette Management Skill
- Health, Safety and Environment Cognition
- Information Technology Management
- Networking Skill
- Change Management Implementation
- Strategic Resolution

Social Values & Social skills
- Communication skills
- Conceptual skills
- Interpersonal skills
- Multitasking and prioritizing
- Self-discipline
- Teamwork
- Learning skills
- Leadership

References for Learning Material Development

1	Kathy O. Roper, Richard P. Payant. (2014) The Facility Management Handbook. Fourth Edition. American Management Association. ISBN-13: 978-0-8144-3215-0
2	Brian Atkin, Adrian Brooks (2015) Total Facility Management. Fourth Edition. John Wiley & Sons, Ltd. ISBN-13: 978-1-118-65538-2
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15.2.   Leadership and Strategy Planning

SECTION	Administrative and Support Services Activities (N)		
GROUP	Services to Building and Landscape Activities (81)		
AREA	Facilities Management		
NOSS TITLE	Facilities Management Planning		
COMPETENCY UNIT TITLE	Leadership and Strategy Planning		
LEARNING OUTCOME	The outcome of this coordination competency is to ensure the FM Manager is able to develop FM overall strategic plan according to stakeholder requirements and lead the entire FM team organisation. Upon completion of this competency unit, trainees shall be able to:- 1. Develop FM strategic plan 2. Formulate sound business case 3. Plan coaching and motivation session 4. Plan work delegation and empowerment 5. Nurture teamwork spirit among workers		
TRAINING PRE-REQUISITE			
CU CODE		NOSS LEVEL	Five (5)

WORK ACTIVITIES	RELATED KNOWLEDGE	RELATED SKILL	ATTITUDE/ SAFETY/ ENVIRONMENT	ASSESSMENT CRITERIA
1. Develop FM strategic plan	1.1 Management theory such as scientific management, administrative management, bureaucratic, behavioural etc 1.2 Strategic management theories such as profit maximizing & competition-	1.1 Identify core business. 1.2 Identify business process. 1.3 Develop strategic plan. 1.4 Present strategic plan. 1.5 Record strategic plan.	ATTITUDE • Resourceful in gathering information. • Time conscious in arranging activity. • Comprehensive in completing task. • Sense of belonging. • Demonstrate consistency and self-discipline in planning preparation.	1.1 Core business listed and determined 1.2 Business process listed and determined. 1.3 Strategic plan generated. 1.4 Strategic plan presentation demonstrated. 1.5 Strategic plan recorded.

WORK ACTIVITIES	RELATED KNOWLEDGE	RELATED SKILL	ATTITUDE/ SAFETY/ ENVIRONMENT	ASSESSMENT CRITERIA
	based theory and resource based theory 1.3 Strategy formulation techniques 1.4 Corporate governance & analysis 1.5 Organisation value system 1.6 Organisation profile and structure 1.7 Presentation skills		SAFETY • Comply with safety standard ENVIRONMENT • N/A	
2. Formulate sound business case.	2.1 Common business strategy models such as SWOT analysis, Blue Ocean Strategy and Life-cycle analysis 2.2 Problem solving techniques	2.1 Identify facilities' problems. 2.2 Analyse problems and issues 2.3 Identify recommended solutions. 2.4 Conduct feasibility study. 2.5 Formulate business case. 2.6 Present business case.	ATTITUDE • Resourceful in gathering information. • Time conscious in arranging activity. • Comprehensive in completing task. SAFETY • Comply with safety standard ENVIRONMENT • N/A	2.1 Facilities problems listed and determined. 2.2 Problems and issues checked and confirmed. 2.3 Recommended solutions determined. 2.4 Feasibility study executed. 2.5 Business case generated. 2.6 Business case presentation demonstrated.

WORK ACTIVITIES	RELATED KNOWLEDGE	RELATED SKILL	ATTITUDE/ SAFETY/ ENVIRONMENT	ASSESSMENT CRITERIA
3. Plan coaching and motivation sessions.	3.1 Leadership theories 3.2 Motivation theories	3.1 Identify organisation business objective and goals. 3.2 Identify operational performance status. 3.3 Analyse gap between business objective and operation performance. 3.4 Perform coaching and motivation session. 3.5 Monitor business objective and operation performance gap.	ATTITUDE • Resourceful in gathering information. • Time conscious in arranging activity. • Comprehensive in completing task. • Sense of belonging. • Effective communications when performs coaching. • Demonstrate consistency and self-discipline in planning preparation. SAFETY • Comply with safety standard ENVIRONMENT • N/A	3.1 Organization business objective listed and determined. 3.2 Operational performance status determined. 3.3 Gap between business objective and operation performance checked and confirmed. 3.4 Coaching and motivation session executed. 3.5 Business objective and operation performance gap checked and confirmed.
4. Plan work delegation and empowerment	4.1 Statutory and related act such as Employment Act 1955, Industrial Relation Act 1967 etc. 4.2 Organizational chart type 4.3 Job profile	4.1 Identify type of work delegation and empowerment. 4.2 Select team members for work delegation and empowerment. 4.3 Assign type of work for delegation and empowerment.	ATTITUDE • Resourceful in gathering information. • Time conscious in arranging activity. • Comprehensive in completing task. • Sense of belonging.	4.1 Type of work delegation and empowerment listed and determined. 4.2 Team members for work delegation and empowerment determined. 4.3 Type of work for delegation and empowerment arranged.

WORK ACTIVITIES	RELATED KNOWLEDGE	RELATED SKILL	ATTITUDE/ SAFETY/ ENVIRONMENT	ASSESSMENT CRITERIA
		4.4 Explain work delegation and empowerment details. 4.5 Monitor work delegation and empowerment outcome.	• Effective communications when performs coaching. • Demonstrate consistency and self-discipline in planning preparation SAFETY • Comply with safety standard ENVIRONMENT • N/A	4.4 Work delegation and empowerment outcome checked and confirmed.
5. Nurture teamwork among staff	5.1 Rewards system 5.2 Retention system 5.3 Culture 5.4 Communication method	5.1 Identify individual team member's role and responsibility 5.2 Explain roles and responsibility matrix. 5.3 Establish simplified line of communication hierarchy. 5.4 Organise teamwork assignment and meetings. 5.5 Monitor teamwork activity among team members	ATTITUDE • Resourceful in gathering information. • Time conscious in arranging activity. • Comprehensive in completing task. • Sense of belonging. • Effective communications when performs coaching. • Demonstrate consistency and self-discipline in planning preparation SAFETY	5.1 Individual team member's role and responsibility listed and determined. 5.2 Roles and responsibility matrix listed and described. 5.3 Simplified line of communication hierarchy generated. 5.4 Teamwork assignment and meetings arranged. 5.5 Teamwork activity among team members checked and confirmed.

WORK ACTIVITIES	RELATED KNOWLEDGE	RELATED SKILL	ATTITUDE/ SAFETY/ ENVIRONMENT	ASSESSMENT CRITERIA
			• Comply with safety standard ENVIRONMENT • N/A	

Employability Skills

Core Abilities
- Communication Management Skill
- Organization Management Skill
- Etiquette Management Skill
- Health, Safety and Environment Cognition
- Information Technology Management
- Networking Skill
- Change Management Implementation
- Strategic Resolution

Social Values & Social skills
- Communication skills
- Conceptual skills
- Interpersonal skills
- Multitasking and prioritizing
- Self-discipline
- Teamwork
- Learning skills
- Leadership

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15.3.   Finance and Business Planning

SECTION	Administrative and Support Services Activities (N)		
GROUP	Services to Building and Landscape Activities (81)		
AREA	Facilities Management		
NOSS TITLE	Facilities Management Planning		
COMPETENCY UNIT TITLE	Finance and Business Planning		
LEARNING OUTCOME	The outcome of this coordination competency is to ensure that all the FM activities are effective in ensuring short, medium and long term sustainability of the company. Upon completion of this competency unit, trainees shall be able to:- 1. Plan overall FM activity budget 2. Prepare financial management plan (FMP) 3. Manage profit and loss (P&L) 4. Manage procurement method/approach		
TRAINING PRE-REQUISITE			
CU CODE		NOSS LEVEL	Five (5)

WORK ACTIVITIES	RELATED KNOWLEDGE	RELATED SKILL	ATTITUDE/ SAFETY/ ENVIRONMENT	ASSESSMENT CRITERIA
1. Plan overall FM activity budget.	1.1 Budgeting basic principle & technique such as activity based costing 1.2 Standard cost accounting 1.3 O&M cost elements (scope) 1.4 Management & administration cost elements (license,	1.1 Identify O&M cost. 1.2 Identify administration & management cost 1.3 Prepare overall FM budget 1.4 Present overall FM budget	ATTITUDE • Resourceful in gathering information. • Time conscious in arranging activity. • Comprehensive in completing task. • Sense of belonging. • Demonstrate consistency and self-discipline in planning preparation.	1.1 O&M cost listed and determined. 1.2 Administration & management cost listed and determined. 1.3 Overall FM budget generated. 1.4 Overall FM budget presentation demonstrated.

WORK ACTIVITIES	RELATED KNOWLEDGE	RELATED SKILL	ATTITUDE/ SAFETY/ ENVIRONMENT	ASSESSMENT CRITERIA
	bills, rental, insurance)		SAFETY • Comply with safety standard ENVIRONMENT • N/A	
2. Prepare financial management plan (FMP)	2.1 Financial accounting basic principles 2.2 Financial planning technique	2.1 Obtain estimated FM cost 2.2 Identify internal and external financing source. 2.3 Identify cost of financing. 2.4 Plan FM revenue trend. 2.5 Prepare financial management planning. 2.6 Present financial management planning	ATTITUDE • Resourceful in gathering information. • Time conscious in arranging activity. • Comprehensive in completing task. • Sense of belonging. • Effective communications when performs coaching. • Demonstrate consistency and self-discipline in planning preparation. SAFETY • Comply with safety standard ENVIRONMENT • N/A	2.1 Estimated FM cost acquired. 2.2 Internal and external financing source listed and explained. 2.3 Cost of financing determined. 2.4 FM revenue trend generated. 2.5 Financial management planning generated. 2.6 Financial management planning presentation demonstrated.

WORK ACTIVITIES	RELATED KNOWLEDGE	RELATED SKILL	ATTITUDE/ SAFETY/ ENVIRONMENT	ASSESSMENT CRITERIA
3. Manage project profit and loss (P&L)	3.1 Basic project accounting 3.2 Profit and loss statement and format 3.3 Balance sheet, cash flow	3.1 Identify project P&L. 3.2 Project profit and loss. 3.3 Manage revenue and expenditure. 3.4 Plan corrective action 3.5 Perform periodical review	ATTITUDE • Resourceful in gathering information. • Time conscious in arranging activity. • Comprehensive in completing task. • Sense of belonging. • Effective communications when performs coaching. • Demonstrate consistency and self-discipline in planning preparation. SAFETY • Comply with safety standard ENVIRONMENT • N/A	3.1 Project P&L determined. 3.2 Project profit and loss generated. 3.3 Revenue and expenditure checked and confirmed. 3.4 Corrective action generated. 3.5 Periodical review checked and confirmed.
4. Manage procurement method / approach	4.1 Outsourcing strategy in related to procurement process 4.2 Type of procurement method such as conventional	4.1 Identify scope of goods and services. 4.2 Identify impact and urgency to core business. 4.3 Determine suitable procurement method	ATTITUDE • Resourceful in gathering information. • Time conscious in arranging activity. • Comprehensive in completing task. • Sense of belonging.	4.1 Scope of goods and services listed and determined. 4.2 Impact and urgency to core business listed determined 4.3 Procurement cost determined. 4.4 Suitable procurement method.

WORK ACTIVITIES	RELATED KNOWLEDGE	RELATED SKILL	ATTITUDE/ SAFETY/ ENVIRONMENT	ASSESSMENT CRITERIA
	method, direct purchase 4.3 Procurement process and procedures. 4.4 Identify procurement cost. 4.5 Implement procurement activity		• Effective communications when performs coaching. • Demonstrate consistency and self-discipline in planning preparation SAFETY • Comply with safety standard ENVIRONMENT • N/A	4.5 Procurement activity generated.

Employability Skills

Core Abilities
- Communication Management Skill
- Organization Management Skill
- Etiquette Management Skill
- Health, Safety and Environment Cognition
- Information Technology Management
- Networking Skill
- Change Management Implementation
- Strategic Resolution

Social Values & Social skills
- Communication skills
- Conceptual skills
- Interpersonal skills
- Multitasking and prioritizing
- Self-discipline
- Teamwork
- Learning skills
- Leadership

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15.4. Risk Management Control

SECTION	Administrative and Support Services Activities (N)		
GROUP	Services to Building and Landscape Activities (81)		
AREA	Facilities Management		
NOSS TITLE	Facilities Management Planning		
COMPETENCY UNIT TITLE	Risk Management Control		
LEARNING OUTCOME	The outcome of this coordination competency is to ensure that organisation core business will be able to operate in the case of any emergencies. Upon completion of this competency unit, trainees shall be able to:- 1. Identify FM project risk 2. Prepare risk mitigation plan 3. Implement risk mitigation control 4. Develop Business Continuity Plan (BCP) procedures		
TRAINING PRE-REQUISITE			
CU CODE		NOSS LEVEL	Five (5)

WORK ACTIVITIES	RELATED KNOWLEDGE	RELATED SKILL	ATTITUDE/ SAFETY/ ENVIRONMENT	ASSESSMENT CRITERIA
1. Identify FM project risk	1.1 Risk in FM 1.2 Type of risk 1.3 Implication of risk 1.4 Classification of risk 1.5 Risk severity	1.1 Identify potential risk. 1.2 Determine risk level. 1.3 Determine impact level to operation. 1.4 Risk management framework	ATTITUDE • Resourceful in gathering information. • Time conscious in arranging activity. • Comprehensive in completing task. • Sense of belonging. • Demonstrate consistency and self-discipline in planning preparation.	1.1 Potential risk determined. 1.2 Risk management framework determined.

WORK ACTIVITIES	RELATED KNOWLEDGE	RELATED SKILL	ATTITUDE/ SAFETY/ ENVIRONMENT	ASSESSMENT CRITERIA
			SAFETY • Comply with safety standard ENVIRONMENT • N/A	
2. Prepare risk mitigation plan	2.1 Company risk management policy 2.2 Risk assessment	2.1 Plan risk mitigation framework 2.2 Assess historical record mitigation proposal 2.3 Propose risk mitigation framework requirements	ATTITUDE • Resourceful in gathering information. • Time conscious in arranging activity. • Comprehensive in completing task. • Sense of belonging. • Effective communications when performs coaching. • Demonstrate consistency and self-discipline in planning preparation. SAFETY • Comply with safety standard ENVIRONMENT • N/A	2.1 Risk assessment described 2.2 Risk mitigation framework planned 2.3 Historical record mitigation proposal evaluated and findings interpreted 2.4 Risk mitigation framework requirements determined and proposed

WORK ACTIVITIES	RELATED KNOWLEDGE	RELATED SKILL	ATTITUDE/ SAFETY/ ENVIRONMENT	ASSESSMENT CRITERIA
3. Implement risk mitigation plan	3.1 Company risk management policy 3.2 Risk assessment 3.3 Risk mitigation plan implementation • Orientation and education • Table top exercise • Walk-through drill • Functional drills • Evacuation drill • Full-scale exercise • Technical review • Operational review • Accident investigation • Retraining • Competency enhancement • Maintenance enhancement 3.4 Risk mitigation plan feedback • Survey • Questionnaire • Interview	3.1 Integrate risk mitigation plan into company's activities 3.2 Conduct risk mitigation plan briefing 3.3 Monitor risk mitigation plan implementation 3.4 Coordinate risk mitigation plan feedback	ATTITUDE • Resourceful in gathering information. • Time conscious in arranging activity. • Comprehensive in completing task. • Sense of belonging. • Effective communications when performs coaching. • Demonstrate consistency and self-discipline in planning preparation. SAFETY • Comply with safety standard ENVIRONMENT • N/A	3.1 Risk mitigation plan implementation described 3.2 Risk mitigation plan integrated into company's activities 3.3 Risk mitigation plan briefing conducted 3.4 Risk mitigation plan implementation monitored 3.5 Risk mitigation plan feedback coordinated

WORK ACTIVITIES	RELATED KNOWLEDGE	RELATED SKILL	ATTITUDE/ SAFETY/ ENVIRONMENT	ASSESSMENT CRITERIA
	• Self-auditing • Checklist • Inspection • Testing • Third party inspection			
4. Prepare Business Continuity Plan (BCP) procedures	4.1 Potential risk 4.2 Risk classification. 4.3 Contingency location factor 4.4 BCP document format.	4.1 Identify potential risk. 4.2 Identify potential risk classification. 4.3 Identify key personnel. 4.4 Identify contingency location. 4.5 Prepare BCP documentation. 4.6 Communicate BCP document.	ATTITUDE • Resourceful in gathering information. • Time conscious in arranging activity. • Comprehensive in completing task. • Sense of belonging. • Effective communications when performs coaching. • Demonstrate consistency and self-discipline in planning preparation SAFETY • Comply with safety standard ENVIRONMENT • N/A	4.1 Potential risk determined. 4.2 Potential risk classification listed and determined. 4.3 Key personnel listed and determined. 4.4 Contingency location determined. 4.5 BCP documentation generated. 4.6 BCP document distributed.

Employability Skills

Core Abilities
- Communication Management Skill
- Organization Management Skill
- Etiquette Management Skill
- Health, Safety and Environment Cognition
- Information Technology Management
- Networking Skill
- Change Management Implementation
- Strategic Resolution

Social Values & Social skills
- Communication skills
- Conceptual skills
- Interpersonal skills
- Multitasking and prioritizing
- Self-discipline
- Teamwork
- Learning skills
- Leadership

References for Learning Material Development

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15.5.   Communication Planning

SECTION	Administrative and Support Services Activities (N)		
GROUP	Services to Building and Landscape Activities (81)		
AREA	Facilities Management		
NOSS TITLE	Facilities Management Planning		
COMPETENCY UNIT TITLE	Communication Planning		
LEARNING OUTCOME	The outcome of this communication planning competency is to ensure critical information is relayed to the relevant and respective party in a timely manner. Upon completion of this competency unit, trainees shall be able to:- 1. Prepare FM communications plan 2. Perform correspondence management 3. Monitor project meetings 4. Prepare project presentations		
TRAINING PRE-REQUISITE			
CU CODE		NOSS LEVEL	Five (5)

WORK ACTIVITIES	RELATED KNOWLEDGE	RELATED SKILL	ATTITUDE/ SAFETY/ ENVIRONMENT	ASSESSMENT CRITERIA
1. Prepare FM communications plan	1.1 Mode of communications (face to face, writings, etc) 1.2 Principles of communication 1.3 Effective communication skills	1.1 Identify stakeholders. 1.2 Interpret reporting hierarchy. 1.3 Prepare FM communications plan. 1.4 Review FM communications plan. 1.5 Monitor FM communications plan.	ATTITUDE • Resourceful in gathering information. • Time conscious in arranging activity. • Comprehensive in completing task. • Sense of belonging. • Demonstrate consistency and self-discipline in planning preparation.	1.1 Relevant stakeholders listed and determined. 1.2 Reporting hierarchy explained and described. 1.3 FM communications plan generated. 1.4 FM communications plan checked and confirmed.

WORK ACTIVITIES	RELATED KNOWLEDGE	RELATED SKILL	ATTITUDE/ SAFETY/ ENVIRONMENT	ASSESSMENT CRITERIA
			SAFETY • Comply with safety standard ENVIRONMENT • N/A	
2. Perform correspondence management	2.1 Type of correspondence. 2.2 Format of correspondence 2.3 Response.	2.1 Identify format of correspondence 2.2 Identify type of correspondence. 2.3 Monitor correspondence response timeline.	ATTITUDE • Resourceful in gathering information. • Time conscious in arranging activity. • Comprehensive in completing task. • Sense of belonging. • Effective communications when performs coaching. • Demonstrate consistency and self-discipline in planning preparation. SAFETY • Comply with safety standard ENVIRONMENT • N/A	2.1 Format of correspondence determined. 2.2 Type of correspondence determined. 2.3 Correspondence response timeline checked and confirmed.

WORK ACTIVITIES	RELATED KNOWLEDGE	RELATED SKILL	ATTITUDE/ SAFETY/ ENVIRONMENT	ASSESSMENT CRITERIA
3. Monitor project meetings	3.1 Meeting schedule. 3.2 Meeting objective. 3.3 Minutes of meeting 3.4 Format	3.1 Identify project meeting objective 3.2 Check project meeting schedule. 3.3 Review minutes of meeting	ATTITUDE • Resourceful in gathering information. • Time conscious in arranging activity. • Comprehensive in completing task. • Sense of belonging. • Effective communications when performs coaching. • Demonstrate consistency and self-discipline in planning preparation. SAFETY • Comply with safety standard ENVIRONMENT • N/A	3.1 Project meeting objective determined. 3.2 Project meeting schedule confirmed. 3.3 Minutes of meeting checked and confirmed.
4. Prepare project presentations	4.1 Presentation schedule. 4.2 Presentation objective. 4.3 Minutes of meeting 4.4 Format of presentation. 4.5 Type of audience.	4.1 Identify presentation objective. 4.2 Check type of audience 4.3 Prepare presentation.	ATTITUDE • Resourceful in gathering information. • Time conscious in arranging activity. • Comprehensive in completing task. • Sense of belonging.	4.1 Presentation objective determined. 4.2 Type of audience confirmed. 4.3 Presentation slide generated.

WORK ACTIVITIES	RELATED KNOWLEDGE	RELATED SKILL	ATTITUDE/ SAFETY/ ENVIRONMENT	ASSESSMENT CRITERIA
			• Effective communications when performs coaching. • Demonstrate consistency and self-discipline in planning preparation SAFETY • Comply with safety standard ENVIRONMENT • N/A	

Employability Skills

Core Abilities
- Communication Management Skill
- Organization Management Skill
- Etiquette Management Skill
- Health, Safety and Environment Cognition
- Information Technology Management
- Networking Skill
- Change Management Implementation
- Strategic Resolution

Social Values & Social skills
- Communication skills
- Conceptual skills
- Interpersonal skills
- Multitasking and prioritizing
- Self-discipline
- Teamwork
- Learning skills
- Leadership

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15.6.   Human Resource Planning

SECTION	Administrative and Support Services Activities (N)		
GROUP	Services to Building and Landscape Activities (81)		
AREA	Facilities Management		
NOSS TITLE	Facilities Management Planning		
COMPETENCY UNIT TITLE	Human Resource Planning		
LEARNING OUTCOME	The outcome of this competency is to ensure that human resource, as the most important asset of any organizations managed, trained and motivated at the highest level of employee's expectation and satisfaction. Upon completion of this competency unit, trainees shall be able to:- 1. Prepare recruitment and employment requirements 2. Perform Training Need Analysis (TNA) 3. Establish training plan 4. Prepare staff performance appraisal		
TRAINING PRE-REQUISITE			
CU CODE		NOSS LEVEL	Five (5)

WORK ACTIVITIES	RELATED KNOWLEDGE	RELATED SKILL	ATTITUDE/ SAFETY/ ENVIRONMENT	ASSESSMENT CRITERIA
1. Prepare recruitment and employment requirements	1.1 Related Act such as Employment Act 1.2 Human resource basic principle 1.3 Common workers competencies requirement in FM such as Chargemen, plumber etc 1.4 Interview principle and process	1.1 Identify manpower requirement. 1.2 Compile manpower qualifications and criteria 1.3 Submit manpower requirements details. 1.4 Evaluate list of potential candidate. 1.5 Conduct joint interview session with HR.	ATTITUDE • Resourceful in gathering information. • Time conscious in arranging activity. • Comprehensive in completing task. • Sense of belonging. • Demonstrate consistency and self-discipline in planning preparation.	1.1 Manpower requirement determined. 1.2 Manpower qualifications and criteria arranged and sorted. 1.3 Manpower requirements details submission demonstrated. 1.4 List of potential candidate evaluated. 1.5 Joint interview session with HR executed.

WORK ACTIVITIES	RELATED KNOWLEDGE	RELATED SKILL	ATTITUDE/ SAFETY/ ENVIRONMENT	ASSESSMENT CRITERIA
		1.6 Submit selected candidate.	SAFETY • Comply with safety standard ENVIRONMENT • N/A	1.6 Selected candidate submission demonstrated.
2. Perform Training Need Analysis (TNA)	2.1 TNA process 2.2 Staff strength 2.3 Staff weakness 2.4 Staff competency gap	2.1 Identify staff skills and job requirement gap. 2.2 Analyse reasons of gap existence 2.3 Propose gap percentage reduction plan	ATTITUDE • Resourceful in gathering information. • Time conscious in arranging activity. • Comprehensive in completing task. • Sense of belonging. • Effective communications when performs coaching. • Demonstrate consistency and self-discipline in planning preparation. SAFETY • Comply with safety standard ENVIRONMENT • N/A	2.1 Staff skills and job requirement gap determined. 2.2 Reasons of gap existence checked and confirmed. 2.3 Gap percentage reduction plan generated.

WORK ACTIVITIES	RELATED KNOWLEDGE	RELATED SKILL	ATTITUDE/ SAFETY/ ENVIRONMENT	ASSESSMENT CRITERIA
3. Establish training plan	3.1 Training techniques such as on the job training, coaching, lectures etc 3.2 Training plan principles and process 3.3 Training assessment method and process 3.4 Training review and improvement process	3.1 Identify training based on skills and competency gap 3.2 Propose training needs. 3.3 Perform post training assessment. 3.4 Update gap percentage reduction status	ATTITUDE • Resourceful in gathering information. • Time conscious in arranging activity. • Comprehensive in completing task. • Sense of belonging. • Effective communications when performs coaching. • Demonstrate consistency and self-discipline in planning preparation. SAFETY • Comply with safety standard ENVIRONMENT N/A	3.1 Training based on skills and competency gap determined. 3.2 Training needs generated. 3.3 Post training assessment executed. 3.4 Gap percentage reduction status checked.
4. Prepare staff performance appraisal	4.1 Job description and performance criteria 4.2 Performance appraisal method such as KPI, Balance Score Card 4.3 Performance appraisal process	4.1 Identify reward and penalty system. 4.2 Identify staff performance criteria 4.3 Perform staff self-appraisal and manager appraisal. 4.4 Conduct performance review session.	ATTITUDE • Resourceful in gathering information. • Time conscious in arranging activity. • Comprehensive in completing task. • Sense of belonging.	4.1 Reward and penalty system determined. 4.2 Staff performance criteria determined. 4.3 Staff self-appraisal and manager appraisal executed. 4.4 Performance review session executed.

WORK ACTIVITIES	RELATED KNOWLEDGE	RELATED SKILL	ATTITUDE/ SAFETY/ ENVIRONMENT	ASSESSMENT CRITERIA
	4.4 Reward and penalty system	4.5 Analyse appraisal result. 4.6 Submit performance appraisal report	• Effective communications when performs coaching. • Demonstrate consistency and self-discipline in planning preparation. SAFETY • Comply with safety standard ENVIRONMENT • N/A	4.5 Appraisal result checked and confirmed. 4.6 Performance appraisal report submission demonstrated.

Employability Skills

Core Abilities
- Communication Management Skill
- Organization Management Skill
- Etiquette Management Skill
- Health, Safety and Environment Cognition
- Information Technology Management
- Networking Skill
- Change Management Implementation
- Strategic Resolution

Social Values & Social skills
- Communication skills
- Conceptual skills
- Interpersonal skills
- Multitasking and prioritizing
- Self-discipline
- Teamwork
- Learning skills
- Leadership

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15.7.   Contract Management Governance

SECTION	Administrative and Support Services Activities (N)		
GROUP	Services to Building and Landscape Activities (81)		
AREA	Facilities Management		
NOSS TITLE	Facilities Management Planning		
COMPETENCY UNIT TITLE	Contract Management Governance		
LEARNING OUTCOME	The outcome of this competency is to ensure that contracts are govern to the interest of every parties involved within the contract. Upon completion of this competency unit, trainees shall be able to:- 1. Perform contract interpretations and compliance 2. Monitor contract compliance 3. Manage service level performance 4. Coordinate change order management 5. Perform contract closure		
TRAINING PRE-REQUISITE			
CU CODE		NOSS LEVEL	Five (5)

WORK ACTIVITIES	RELATED KNOWLEDGE	RELATED SKILL	ATTITUDE/ SAFETY/ ENVIRONMENT	ASSESSMENT CRITERIA
1. Perform contract interpretations and compliance	1.1 Contract principles & theory 1.2 Contract Act 1950 1.3 Scope & type of contract 1.4 Rights, obligations and liability of contracting parties 1.5 Contract formulation strategies	1.1 Identify contract scope 1.2 Identify relevant parties associated with the contract. 1.3 Interpret contract conditions. 1.4 Prepare contract compliance plan.	ATTITUDE • Resourceful in gathering information. • Time conscious in arranging activity. • Comprehensive in completing task. • Sense of belonging. • Demonstrate consistency and self-discipline in planning preparation.	1.1 Contract scope determined. 1.2 Relevant parties associated with the contract determined. 1.3 Contract conditions explained and described. 1.4 Contract compliance plan generated.

WORK ACTIVITIES	RELATED KNOWLEDGE	RELATED SKILL	ATTITUDE/ SAFETY/ ENVIRONMENT	ASSESSMENT CRITERIA
	1.6 Contract conditions and agreement 1.7 Contract documentation process		SAFETY • Comply with safety standard ENVIRONMENT • N/A	
2. Monitor contract compliance	2.1 Contract compliance matrix 2.2 Contractual provision review	2.1 Identify project contract document 2.2 Check contract full compliance. 2.3 Review contractual terms and conditions	ATTITUDE • Resourceful in gathering information. • Time conscious in arranging activity. • Comprehensive in completing task. • Sense of belonging. • Demonstrate consistency and self-discipline in planning preparation. SAFETY • Comply with safety standard ENVIRONMENT • N/A	2.1 Project contract document determined. 2.2 Contract full compliance confirmed. 2.3 Contractual terms and conditions checked and confirmed.

WORK ACTIVITIES	RELATED KNOWLEDGE	RELATED SKILL	ATTITUDE/ SAFETY/ ENVIRONMENT	ASSESSMENT CRITERIA
3. Manage service level performance	3.1 Principles of performance management 3.2 Performance measurement methods and tools 3.3 Performance measurement process 3.4 Continuous improvement process	3.1 Identify service performance level. 3.2 Identify service performance data. 3.3 Monitor service performance level. 3.4 Prepare remedial action plan on non-compliance. 3.5 Perform remedial action plan.	ATTITUDE • Resourceful in gathering information. • Time conscious in arranging activity. • Comprehensive in completing task. • Sense of belonging. • Demonstrate consistency and self-discipline in planning preparation. SAFETY • Comply with safety standard ENVIRONMENT N/A	3.1 Service performance level determined. 3.2 Service performance data determined. 3.3 Service performance level checked and confirmed. 3.4 Remedial action plan on non-compliance generated. 3.5 Remedial action plan on non-compliance executed.
4. Coordinate change order management activity	4.1 Change order provision in the contract 4.2 Change order process and procedures	4.1 Identified type of project change order 4.2 Revise project scope of works and services. 4.3 Review project contractual provision. 4.4 Calculate project cost implication. 4.5 Submit change order details	ATTITUDE • Resourceful in gathering information. • Time conscious in arranging activity. • Comprehensive in completing task. • Sense of belonging. • Demonstrate consistency and self-discipline in planning preparation.	4.1 Type of project change order determined. 4.2 Project scope of works and services modified. 4.3 Project contractual provision checked and confirmed. 4.4 Project cost implication calculated. 4.5 Change order details submission demonstrated.

WORK ACTIVITIES	RELATED KNOWLEDGE	RELATED SKILL	ATTITUDE/ SAFETY/ ENVIRONMENT	ASSESSMENT CRITERIA
			SAFETY • Comply with safety standard ENVIRONMENT • N/A	
5. Perform contract closure	5.1 Contract closure / termination provision in the contract 5.2 Final measurement and claim 5.3 Final account settlement and Final Certificate	5.1 Identify date of project closure 5.2 Develop project transition programme. 5.3 Perform project transition programme. 5.4 Prepare final project accounting. 5.5 Issue final project certificate	ATTITUDE • Resourceful in gathering information. • Time conscious in arranging activity. • Comprehensive in completing task. • Sense of belonging. • Demonstrate consistency and self-discipline in planning preparation. SAFETY • Comply with safety standard ENVIRONMENT N/A	5.1 Date of project closure determined. 5.2 Project transition programme generated. 5.3 Project transition programme executed. 5.4 Final project accounting generated. 5.5 Final project certificate issued.

Employability Skills

Core Abilities
- Communication Management Skill
- Organization Management Skill
- Etiquette Management Skill
- Health, Safety and Environment Cognition
- Information Technology Management
- Networking Skill
- Change Management Implementation
- Strategic Resolution

Social Values & Social skills
- Communication skills
- Conceptual skills
- Interpersonal skills
- Multitasking and prioritizing
- Self-discipline
- Teamwork
- Learning skills
- Leadership

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15.8.   Quality Control Management

SECTION	Administrative and Support Services Activities (N)		
GROUP	Services to Building and Landscape Activities (81)		
AREA	Facilities Management		
NOSS TITLE	Facilities Management Planning		
COMPETENCY UNIT TITLE	Quality Control Management		
LEARNING OUTCOME	The outcome of this competency is to ensure the FM delivered services are of the highest quality with an acceptable service level. Upon completion of this competency unit, trainees shall be able to:- 1. Prepare Quality Management Plan (QMP) 2. Propose Customer Satisfaction Survey (CSS) improvements 3. Perform statutory compliance planning 4. Perform vendor and service provider assessment 5. Verify and sign off project report		
TRAINING PRE-REQUISITE			
CU CODE		NOSS LEVEL	Five (5)

WORK ACTIVITIES	RELATED KNOWLEDGE	RELATED SKILL	ATTITUDE/ SAFETY/ ENVIRONMENT	ASSESSMENT CRITERIA
1. Prepare Quality Management Plan (QMP)	1.1 Principle of quality management 1.2 Hierarchy & Type of QM documents 1.3 Quality Management process & procedure	1.1 Identify organisation quality policy 1.2 Identify quality control requirements. 1.3 Prepare QMP. 1.4 Check QMP.	ATTITUDE • Resourceful in gathering information. • Time conscious in arranging activity. • Comprehensive in completing task. • Sense of belonging. • Demonstrate consistency and self-discipline in planning preparation.	1.1 Organisation quality policy determined. 1.2 Quality control requirements determined. 1.3 QMP generated. 1.4 QMP checked and confirmed.

WORK ACTIVITIES	RELATED KNOWLEDGE	RELATED SKILL	ATTITUDE/ SAFETY/ ENVIRONMENT	ASSESSMENT CRITERIA
			SAFETY • Comply with safety standard ENVIRONMENT • N/A	
2. Propose Customer Satisfaction Survey (CSS) improvements	2.1 Customer service principles 2.2 Principle and method customer survey 2.3 Analysis method such as qualitative and quantitative	2.1 Identify effective survey method 2.2 Monitor CSS activity. 2.3 Analyse CSS report. 2.4 Prepare Area of improvement and feedback recommendation. 2.5 Submit CSS and proposed recommendations/improvement report	ATTITUDE • Resourceful in gathering information. • Time conscious in arranging activity. • Comprehensive in completing task. • Sense of belonging. • Demonstrate consistency and self-discipline in planning preparation. SAFETY • Comply with safety standard ENVIRONMENT • N/A	2.1 Effective survey method determined. 2.2 CSS activity checked and confirmed. 2.3 CSS report checked and confirmed. 2.4 Area of improvement and feedback recommendation generated. 2.5 CSS and proposed recommendations/improvement report submission demonstrated.

WORK ACTIVITIES	RELATED KNOWLEDGE	RELATED SKILL	ATTITUDE/ SAFETY/ ENVIRONMENT	ASSESSMENT CRITERIA
3. Perform statutory compliance planning	3.1 Related act such as Akta Kilang & Jentera 3.2 Compliance matrix method	3.1 Identify project statutory requirements 3.2 Compile project statutory requirements. 3.3 Estimate project statutory cost. 3.4 Prepare statutory compliance planning. 3.5 Record statutory compliance planning	ATTITUDE • Resourceful in gathering information. • Time conscious in arranging activity. • Comprehensive in completing task. • Sense of belonging. • Demonstrate consistency and self-discipline in planning preparation. SAFETY • Comply with safety standard ENVIRONMENT N/A	3.1 Project statutory requirements determined. 3.2 Project statutory requirements arranged. 3.3 Project statutory cost listed and explained. 3.4 Statutory compliance planning generated. 3.5 Statutory compliance planning recorded.
4. Perform vendor and service provider assessment	4.1 Vendors assessment method and process	4.1 Obtain vendor and service provider performance information. 4.2 Evaluate vendor and service provider performance. 4.3 Prepare vendor performance report	ATTITUDE • Resourceful in gathering information. • Time conscious in arranging activity. • Comprehensive in completing task. • Sense of belonging. • Demonstrate consistency and self-discipline in planning preparation.	4.1 Vendor and service provider performance information acquired. 4.2 Vendor and service provider performance checked and confirmed. 4.3 Vendor performance report generated.

WORK ACTIVITIES	RELATED KNOWLEDGE	RELATED SKILL	ATTITUDE/ SAFETY/ ENVIRONMENT	ASSESSMENT CRITERIA
			SAFETY • Comply with safety standard ENVIRONMENT • N/A	
5. Verify and sign off project report	5.1 Type of report 5.2 Content of report 5.3 Validity of report 5.4 Format of report	5.1 Obtain project report data. 5.2 Review project report. 5.3 Sign off project report	ATTITUDE • Resourceful in gathering information. • Time conscious in arranging activity. • Comprehensive in completing task. • Sense of belonging. • Demonstrate consistency and self-discipline in planning preparation. SAFETY • Comply with safety standard ENVIRONMENT N/A	5.1 Project report data acquired. 5.2 Project report checked and confirmed. 5.3 Project report sign-off.

Employability Skills

Core Abilities
- Communication Management Skill
- Organization Management Skill
- Etiquette Management Skill
- Health, Safety and Environment Cognition
- Information Technology Management
- Networking Skill
- Change Management Implementation
- Strategic Resolution

Social Values & Social skills
- Communication skills
- Conceptual skills
- Interpersonal skills
- Multitasking and prioritizing
- Self-discipline
- Teamwork
- Learning skills
- Leadership

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15.9.   Project Management Planning

SECTION	Administrative and Support Services Activities (N)		
GROUP	Services to Building and Landscape Activities (81)		
AREA	Facilities Management		
NOSS TITLE	Facilities Management Planning		
COMPETENCY UNIT TITLE	Project Management Planning		
LEARNING OUTCOME	The outcome of this competency is to ensure a successful delivery of FM projects according to the specifications and contract. Upon completion of this competency unit, trainees shall be able to:- 1. Prepare Project Management Plan (PMP) document 2. Assign project team members 3. Perform project monitoring and control		
TRAINING PRE-REQUISITE			
CU CODE		NOSS LEVEL	Five (5)

WORK ACTIVITIES	RELATED KNOWLEDGE	RELATED SKILL	ATTITUDE/ SAFETY/ ENVIRONMENT	ASSESSMENT CRITERIA
1. Prepare Quality Management Plan (QMP)	1.1 Management principles and theory 1.2 Project definition, scope and features 1.3 Project management knowledge area 1.4 Project planning techniques and tools	1.1 Identify end-user need and requirement 1.2 Identify project scope. 1.3 Establish project timeline.	ATTITUDE • Resourceful in gathering information. • Time conscious in arranging activity. • Comprehensive in completing task. • Sense of belonging. • Demonstrate consistency and self-discipline in planning preparation. SAFETY	1.1 End-user need and requirement determined. 1.2 Project scope determined. 1.3 Project timeline determined.

WORK ACTIVITIES	RELATED KNOWLEDGE	RELATED SKILL	ATTITUDE/ SAFETY/ ENVIRONMENT	ASSESSMENT CRITERIA
			• Comply with safety standard ENVIRONMENT • N/A	
2. Assign project team members	2.1 Competencies in project management 2.2 Organisation chart types and application	2.1 Identify key project team members 2.2 Check team member competency and qualifications. 2.3 Assign task. 2.4 Prepare project organisation chart	ATTITUDE • Resourceful in gathering information. • Time conscious in arranging activity. • Comprehensive in completing task. • Sense of belonging. • Demonstrate consistency and self-discipline in planning preparation. SAFETY • Comply with safety standard ENVIRONMENT • N/A	2.1 Key project team members determined. 2.2 Team member competency and qualifications confirmed. 2.3 Task confirmed. 2.4 Project organisation chart generated.

WORK ACTIVITIES	RELATED KNOWLEDGE	RELATED SKILL	ATTITUDE/ SAFETY/ ENVIRONMENT	ASSESSMENT CRITERIA
3. Perform project monitoring and control	3.1 Project monitoring tools and techniques 3.2 Site preparation process 3.3 Mobilisation process 3.4 Progress report preparation and process 3.5 Change order process 3.6 Quality assurance process 3.7 Progress payment and certification 3.8 Project completion process and defect management	3.1 Acquire site preparation and access approval 3.2 Mobilise project. 3.3 Monitor project progress activity. 3.4 Manage change order. 3.5 Monitor quality assurance. 3.6 Verify progress payment. 3.7 Establish project hand-over programme. 3.8 Implement project completion and defect liability period management plan	ATTITUDE • Resourceful in gathering information. • Time conscious in arranging activity. • Comprehensive in completing task. • Sense of belonging. • Demonstrate consistency and self-discipline in planning preparation. SAFETY • Comply with safety standard ENVIRONMENT N/A	3.1 Site preparation and access approval requested. 3.2 Project mobilisation 3.3 Project progress activity checked and confirmed. 3.4 Change order checked and confirmed. 3.5 Quality assurance checked and confirmed. 3.6 Progress payment determined. 3.7 Project hand-over arranged. 3.8 Project completion and defect liability period arranged.

Employability Skills

Core Abilities
- Communication Management Skill
- Organization Management Skill
- Etiquette Management Skill
- Health, Safety and Environment Cognition
- Information Technology Management
- Networking Skill
- Change Management Implementation
- Strategic Resolution

Social Values & Social skills
- Communication skills
- Conceptual skills
- Interpersonal skills
- Multitasking and prioritizing
- Self-discipline
- Teamwork
- Learning skills
- Leadership

References for Learning Material Development

1	Kathy O. Roper, Richard P. Payant. (2014) The Facility Management Handbook. Fourth Edition. American Management Association. ISBN-13: 978-0-8144-3215-0
2	Brian Atkin, Adrian Brooks (2015) Total Facility Management. Fourth Edition. John Wiley & Sons, Ltd. ISBN-13: 978-1-118-65538-2
3	Jane M. Wiggins (2014) Facilities Manager's Desk Reference. First Edition. John Wiley & Sons, Ltd. ISBN-13: 978-1-118-46492-2
4	Peter Barret, David Baldry (2003) Facilities Management Towards Best Practice. Second Edition. Blackwell Publishing. ISBN: 0-632-06445-5

15.10.   Technology Management Planning

SECTION	Administrative and Support Services Activities (N)		
GROUP	Services to Building and Landscape Activities (81)		
AREA	Facilities Management		
NOSS TITLE	Facilities Management Planning		
COMPETENCY UNIT TITLE	Technology Management Planning		
LEARNING OUTCOME	The outcome of this competency is to ensure the suitable technology and space management is adopted in order to deliver FM services effectively. Upon completion of this competency unit, trainees shall be able to:- 1. Identify suitable FM technology 2. Plan new technology adoption 3. Plan facilities space analysis 4. Plan space management consultation activity		
TRAINING PRE-REQUISITE			
CU CODE		NOSS LEVEL	Five (5)

WORK ACTIVITIES	RELATED KNOWLEDGE	RELATED SKILL	ATTITUDE/ SAFETY/ ENVIRONMENT	ASSESSMENT CRITERIA
1. Identify suitable FM technology	1.1 New FM technology. 1.2 Assessment skills 1.3 Business alignment	1.1 Identify FM related technology. 1.2 Conduct assessment on FM technology needs 1.3 Align FM suitable technology	ATTITUDE • Resourceful in gathering information. • Time conscious in arranging activity. • Comprehensive in completing task. • Sense of belonging. • Demonstrate consistency and self-discipline in planning preparation.	1.1 FM related technology determined. 1.2 FM technology needs checked. 1.3 FM suitable technology aligned.

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WORK ACTIVITIES	RELATED KNOWLEDGE	RELATED SKILL	ATTITUDE/ SAFETY/ ENVIRONMENT	ASSESSMENT CRITERIA
			SAFETY • Comply with safety standard ENVIRONMENT • N/A	
2. Plan new technology adoption	2.1 New FM technology. 2.2 Assessment skills 2.3 Business alignment	2.1 Conduct requirement analysis 2.2 Perform technology scanning. 2.3 Propose technology change 2.4 Submit proposal	ATTITUDE • Resourceful in gathering information. • Time conscious in arranging activity. • Comprehensive in completing task. • Sense of belonging. • Demonstrate consistency and self-discipline in planning preparation. SAFETY • Comply with safety standard ENVIRONMENT • N/A	2.1 Requirement analysis confirmed. 2.2 Technology scanning executed. 2.3 Technology change generated. 2.4 Proposal submission.

WORK ACTIVITIES	RELATED KNOWLEDGE	RELATED SKILL	ATTITUDE/ SAFETY/ ENVIRONMENT	ASSESSMENT CRITERIA
3. Plan facilities space analysis	3.1 Space analysis tool and process 3.2 Space review and reporting	3.1 Obtain space information 3.2 Identified space allocation and utilisation. 3.3 Perform space analysis	ATTITUDE • Resourceful in gathering information. • Time conscious in arranging activity. • Comprehensive in completing task. • Sense of belonging. • Demonstrate consistency and self-discipline in planning preparation. SAFETY • Comply with safety standard ENVIRONMENT N/A	3.1 Space information acquired. 3.2 Space allocation determined. 3.3 Space analysis executed.
4. Plan space management consultation activity	4.1 Space analysis tool and process 4.2 Space review and reporting	4.1 Obtain space information 4.2 Identified space allocation and utilisation. 4.3 Perform space analysis	ATTITUDE • Resourceful in gathering information. • Time conscious in arranging activity. • Comprehensive in completing task. • Sense of belonging. • Demonstrate consistency and self-discipline in planning preparation.	4.1 Space information acquired. 4.2 Space allocation determined. 4.3 Space analysis executed.

WORK ACTIVITIES	RELATED KNOWLEDGE	RELATED SKILL	ATTITUDE/ SAFETY/ ENVIRONMENT	ASSESSMENT CRITERIA
			SAFETY • Comply with safety standard ENVIRONMENT • N/A	

Employability Skills

Core Abilities
- Communication Management Skill
- Organization Management Skill
- Etiquette Management Skill
- Health, Safety and Environment Cognition
- Information Technology Management
- Networking Skill
- Change Management Implementation
- Strategic Resolution

Social Values & Social skills
- Communication skills
- Conceptual skills
- Interpersonal skills
- Multitasking and prioritizing
- Self-discipline
- Teamwork
- Learning skills
- Leadership

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16. Tools, Equipment and Materials (TEM)

FACILITIES MANAGEMENT PLANNING

LEVEL 5

CU No.	CU CODE	COMPETENCY UNIT TITLE
CU1	NOSS-CU01	Operation and Maintenance (O&M) Planning
CU2	NOSS-CU02	Leadership and Strategy Planning
CU3	NOSS-CU03	Finance and Business Planning
CU4	NOSS-CU04	Risk Management Control
CU5	NOSS-CU05	Communication Planning
CU6	NOSS-CU06	Human Resource Planning
CU7	NOSS-CU07	Contract Management Governance
CU8	NOSS-CU08	Quality Control Management
CU9	NOSS-CU09	Project Management Planning
CU10	NOSS-CU10	Technology Management Planning

* Items listed refer to TEM's **minimum requirement** for skills delivery only.

No	ITEM*	RATIO (TEM : Trainees)	CU 1	CU 2	CU 3	CU 4	CU 5	CU 6	CU 7	CU 8	CU 9	CU 10
A. Tools			Tick (√) where relevant									
1	LCD Projector	1:25	√	√	√	√	√	√	√	√	√	√
2	Projector White Screen	1:25	√	√	√	√	√	√	√	√	√	√
3	White board (incl. marker, eraser etc)	1:25	√	√	√	√	√	√	√	√	√	√
4	IT Equipment (Printer/Copier)	1:25	√	√	√	√	√	√	√	√	√	√
5	Notebook Computer	1:25	√	√	√	√	√	√	√	√	√	√
6	Stationary (Pen)	1:25	√	√	√	√	√	√	√	√	√	√
B. Equipment			Tick (√) where relevant									
1	N/A											

No	ITEM*	RATIO (TEM : Trainees)	CU 1	CU 2	CU 3	CU 4	CU 5	CU 6	CU 7	CU 8	CU 9	CU 10
C. Materials							Tick (√) where relevant					
1	Sample of O&M Policies and Guidelines	1:1	√									
2	Sample of Work Schedule	1:1	√									
3	Sample of Safety Equipment List	1:1	√									
4	Sample of Work Order	1:1	√									
5	Sample of Tools, Equipment and Machineries (TEM) Inventory	1:1	√									
6	Sample of O&M Technical Data	1:1	√									
7	Sample of Equipment Warranty Certificate	1:1	√									
8	Sample of Business Continuity Plan (BCP)	1:1	√									
9	Sample of FM Strategic Plan	1:1		√								
10	Sample of FM Tactical Plan	1:1		√								
11	Sample of Financial Management Plan	1:1			√							
12	Sample of Progress Claim Schedule	1:1			√							
13	Sample of Risk Mitigation Plan	1:1				√						
14	Sample of Business Continuity Plan (BCP)	1:1				√						
15	Sample of FM Communication Plan	1:1					√					
16	Sample of Official Meeting Minutes	1:1					√					
17	Sample of FM Operational Summary Report	1:1					√					
18	Sample of Human Resource Plan	1:1						√				
19	Sample of Key Performance Index (KPI)	1:1						√				
20	Sample of Change Order Form	1:1							√			
21	Sample of contract document	1:1							√			
22	Sample of Service Performance Report	1:1							√			

No	ITEM*	RATIO (TEM : Trainees)	CU 1	CU 2	CU 3	CU 4	CU 5	CU 6	CU 7	CU 8	CU 9	CU 10
23	Sample of Quality Management Plan (QMP)	1:1								√		
24	Sample of Customer Satisfaction Survey (CSS)	1:1								√		
25	Sample of Quality Improvement Plan (QIP)	1:1								√		
26	Sample of Project Management Plan (PMP)	1:1									√	
27	Sample of FM technology document	1:1										√
28	Sample of Space Analysis document	1:1										√

17. Training Hour Summary

The following table shows the nominal training hours based on recommendations made by the Standard Development Committee (SDC). For purpose of Malaysia Skills Certification through accredited centre training, the program duration is subject to Malaysian Skills Certification System (SPKM).

FACILITIES MANAGEMENT PLANNING

LEVEL 5

CU CODE	COMPETENCY UNIT TITLE	WORK ACTIVITIES	RELATED KNOWLEDGE (HOURS)	RELATED SKILL (HOURS)	TRAINING DURATION (HOURS)	SKILL CREDIT
NOSS-CU01	Operation and Maintenance (O&M) Planning	Plan O&M policies and guidelines	20	30	200	20
		Verify O&M work plan	5	10		
		Plan O&M operational budget	15	30		
		Plan operation expenses	15	30		
		Monitor vendors work performance	5	10		
		Manage asset defects and warranty	10	20		
NOSS-CU02	Leadership and Strategy Planning	Develop FM strategic plan	20	30	175	17.5
		Formulate sound business case	20	30		
		Plan coaching and motivation sessions	20	30		
		Plan work delegation and empowerment	10	20		

CU CODE	COMPETENCY UNIT TITLE	WORK ACTIVITIES	RELATED KNOWLEDGE (HOURS)	RELATED SKILL (HOURS)	TRAINING DURATION (HOURS)	SKILL CREDIT
		Nurture teamwork among staff	5	10		
NOSS-CU03	Finance and Business Planning	Plan overall FM activity budget	20	30	165	16.5
		Prepare Financial Management Plan	20	30		
		Manage P&L	20	30		
		Manage procurement method	5	10		
NOSS-CU04	Risk Management Control	Identify FM project risk	5	10	125	12.5
		Prepare risk mitigation plan	10	20		
		Implement risk mitigation control	10	20		
		Develop BCP	20	30		
NOSS-CU05	Communication Monitoring	Prepare FM Communication Plan	20	30	110	11
		Perform correspondence management	5	10		
		Monitor project meetings	5	10		
		Prepare project presentations	10	20		
NOSS-CU06	Human Resource Planning	Prepare recruitments and employment requirements	10	20	140	14
		Perform TNA	20	30		
		Establish training plan	10	20		

CU CODE	COMPETENCY UNIT TITLE	WORK ACTIVITIES	RELATED KNOWLEDGE (HOURS)	RELATED SKILL (HOURS)	TRAINING DURATION (HOURS)	SKILL CREDIT
		Prepare staff performance appraisal	10	20		
20NOSS-CU07	Contract Management Governance	Perform contract interpretations and compliance	20	30	125	12.5
		Monitor contract compliance	5	10		
		Manage service level performance	5	10		
		Coordinate change order management activity	10	20		
		Perform contract closure	5	10		
NOSS-CU08	Quality Control Management	Prepare Quality Management Plan	20	30	155	15.5
		Propose CSS improvements	10	20		
		Perform statutory compliance plan	10	20		
		Perform vendor assessment	10	20		
		Verify and sign off project reports	5	10		
NOSS-CU09	Project Management Coordination	Prepare PMP	20	30	150	15
		Assign project team members	20	30		
		Perform project monitoring and control	20	30		

CU CODE	COMPETENCY UNIT TITLE	WORK ACTIVITIES	RELATED KNOWLEDGE (HOURS)	RELATED SKILL (HOURS)	TRAINING DURATION (HOURS)	SKILL CREDIT
NOSS-CU10	Technology Management Coordination	Identify suitable FM technology	10	20	160	16
		Plan new technology adoption	20	30		
		Plan facilities space analysis	20	30		
		Plan space consultation activity	10	20		
TOTAL HOURS (CORE COMPETENCY)			555	950	1505	150.5
N/A	N/A	N/A	N/A	N/A	N/A	N/A
TOTAL HOURS (ELECTIVE COMPETENCY)			X	X	X	X