



**STANDARD KEMAHIRAN PEKERJAAN KEBANGSAAN
(NATIONAL OCCUPATIONAL SKILLS STANDARD)**

N811-002-5:2018

**PERANCANGAN PENGURUSAN FASILITI
FACILITIES MANAGEMENT PLANNING**

LEVEL 5

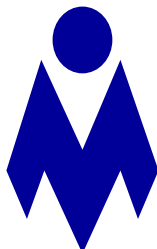


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Department of Skills Development (DSD)
Federal Government Administrative Centre
62530 PUTRAJAYA, MALAYSIA



Construction Industry Development Board
(CIDB)

NATIONAL OCCUPATIONAL SKILLS STANDARD

PERANCANGAN PENGURUSAN FASILITI

FACILITIES MANAGEMENT PLANNING

LEVEL 5

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Abbreviation

1. ABM	Akademi Binaan Malaysia
2. BCP	Business Continuity Plan
3. BIFM	British Institute of Facilities Management
4. CFM	Certified Facility Manager
5. CIDB	Construction Industry Development Board
6. CoCU	Curriculum of Competency Unit
7. CP	Competency Profile
8. CPC	Competency Profile Chart
9. CRES	Centre for Real Estate Studies
10. CSS	Customer Satisfaction Survey
11. DOSH	Department of Safety and Health
12. DSD	Department of Skills Development
13. FM	Facilities Management
14. FMA	Facility Management Association
15. FMP	Financial Management Plan
16. GFM	Global Facilities Management Sdn Bhd
17. HR	Human Resource
18. HRP	Human Resource Plan
19. HVAC	Heating, Ventilation and Air-Conditioning
20. IFMA	International Facilities Management Association
21. JKR	Jabatan Kerja Raya
22. KPI	Key Performance Index
23. MAFM	Malaysia Association of Facility Management
24. MAPMA	Malaysia Asset and Project Management Association
25. MSIC	Malaysia Standard Industrial Classification
26. MyCREST	Malaysian Carbon Reduction and Environment Sustainability Tool.

27. NOSS	National Occupational Skills Standard
28. O&M	Operation and Maintenance
29. PMP	Project Management Plan
30. PMS	Performance Management System
31. PTE	Post Training Evaluation
32. QIP	Quality Improvement Plan
33. QMP	Quality Management Plan
34. SC	Standard Content
35. SKM	Sijil Kemahiran Malaysia
36. SOP	Standard Operating Procedures
37. SP	Standard Practice
38. TEM	Tools, equipment and materials

Glossary

1. 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.
2. 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.
3. 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.
4. 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
5. 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.
6. 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.
7. Key Performance Indicators A measurable value that demonstrates how effectively a company is achieving key business objectives.
8. 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.
9. Stakeholder A person with an interest or concern in something, especially a business
10. 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.

- 11. Supply Chain A system of organizations, people, activities, information, and resources involved in moving a product or service from supplier to customer
- 12. Tactical Plan A systematic determination and scheduling of the immediate or short-term activities required in achieving the objectives of strategic plan.

Acknowledgement

The Director General of DSD would like to extend his gratitude to the organisations and individuals who have been involved in developing this Standard including:

- i. National Skills Development Council (NSDC)
- ii. Standard Technical Committee (STC)
- iii. Standard Technical Evaluation Committee (STEC)
- iv. Standard Development Committee (SDC)
- v. Facilitator
- vi. Secretariat
- vii. Construction Industrial Development Board (CIDB)
- viii. Malaysian Association of Facilities Management (MAFM)
- ix. Public Works Department (PWD)
- x. Malaysian Asset & Project Management Association (MAPMA)
- xi. Global Facilities Management Sdn. Bhd.
- xii. KFM Solutions Sdn. Bhd.
- xiii. Akademi Binaan Malaysia (ABM)
- xiv. UDA Dayaurus Sdn. Bhd.
- xv. University of Technology Malaysia (UTM)

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. Advances in current technology, to a large extent, has driven the evolution of intelligent building. Many buildings operated on closed and proprietary systems that could not communicate with one another. But now, all of these essential functions can communicate with one another and operate based on information received from a sensor in a room.

MyCREST, or the Malaysia Carbon Reduction and Environmental Sustainability Tool is another initiative from CIDB to spur the progress of Intelligent Building application and adoption in Malaysia. It takes into account of a more holistic life cycle of the building environment. It also integrates socio-economic considerations relating to the built environment and urban development.

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 Planning 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 Management Manager 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 Management Manager 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 regard, 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 Manager 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 Management
- g. Contract Management Governance
- h. Quality Control Management
- i. Project Management
- j. Technology Planning

7. Work Conditions

Facilities Management Manager generally works in a typical office environment and spend 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 Management Manager.

Other related occupations are: -

- Senior Quantity Surveyor
- Resident Engineer
- Premises Manager
- Contract Manager
- Account Manager
- General Manager

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. **Member BIFM (MBIFM)**

The British Institute of Facilities Management (BIFM)
Level 5 – Qualifications in Facilities Management

b. **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.	Mohd Syaraf Rohseli	Pengurus Persatuan Perancah dan Rigger Kompeten Malaysia (PERKOM)
2.	Sahat Amin	Pengurus MSR Consultant and Resources

12. Standard Development Committee

FACILITIES MANAGEMENT PLANNING

LEVEL 5

NO	NAME	POSITION & ORGANISATION
1.	En Aljuffry bin Mohd Ariffin	Pengurus Sektor Pembangunan Personel dan Kontraktor Lembaga Pembangunan Industri Pembinaan Malaysia
2.	En Mohd Mazhar bin Mohd Marzuki	Vice President II Malaysian Association Of Facility Management (MAFM)
3.	Sr. Masnizan bin Che Mat	Pensyarah Universiti Teknologi Mara Shah Alam (UiTM) and Malaysia Asset and Project Management Association (MAPMA)
4.	Dato' Haji Mohd Zaidi bin Ilamdin	Vice President Malaysia Asset and Project Management Association (MAPMA) and Pengarah Urusan Jana Tanmia Resources Sdn Bhd
5.	En Mohd Nashriq bin Sulani	Malaysia Asset and Project Management Association (MAPMA) and Pengurus Jana Tanmia Resources Sdn Bhd
6.	Dr Linariza Haron	Pensyarah Kanan Universiti Sains Malaysia (USM) dan Malaysia Asset and Project Management Association (MAPMA)
7.	En Amir Farid bin Omar	FM Consultant Global Facilities Management Sdn Bhd (GFM)
8.	En. Ahmad Munawir bin Mohd Hanif	Lead Verifier KFM Holdings Sdn Bhd
9.	En Norazmi bin Bakar	Jurutera Elektrik Kanan JKR WP Putrajaya
10.	Ir. Haji Mohd Sabri bin Mat Deris	Pengarah Kejuruteraan (Pakar Pengurusan Aset) Unit Pengurusan Aset Kerajaan Bahagian Perundingan Pengurusan Aset

		Cawangan Perancangan Aset Bersepadu Ibu Pejabat JKR Malaysia
11.	Ir. Saiful Muzamir bin Ismail	Jurutera Mekanikal Penguasa Kanan Unit Pembangunan Kapasiti dan Transformasi Bahagian Perundingan Pengurusan Aset Cawangan Perancangan Aset Bersepadu Ibu Pejabat JKR Malaysia
12.	En. Arwin bin Yac'cob	Pengajar Akademi Binaan Malaysia Wilayah Selatan (ABM)
13.	En Rozaimi bin An	Head of Business Development UDA Dayaurus Sdn Bhd
14.	Prof. Madya Sr. Dr. Maizan bin Baba	Pengarah Pusat Kajian Harta Tanah (CRES) Fakulti Geoinformasi Dan Harta Tanah Universiti Teknologi Malaysia (UTM)
FACILITATOR		
1.	Jeffery bin Mohd Yusof Azaldin	Facilitator Jumantara Timur Sdn. Bhd.
2.	Siti Hadrawati binti Kasi	Facilitator 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	N811-002-5:2018



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	N811-002-5:2018

CU TITLE & CU CODE	CU DESCRIPTOR	WORK ACTIVITIES	PERFORMANCE CRITERIA
1. Operation and Maintenance Planning N811-002-5:2018-C01	<p>Operation and Maintenance Planning 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 with the stakeholders core business.</p> <p>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.</p> <p>The outcome of this competency is to ensure that all the operation and maintenance activities are</p>	1. Plan O&M policies and guidelines.	<p>1.1 Client's organisational goals and objectives identified based on core business activity.</p> <p>1.2 Client's FM scope of services aligned with core business operations.</p> <p>1.3 O&M policies and guidelines developed according to required scope of services.</p> <p>1.4 O&M policies and guidelines reviewed to meet with end-user satisfaction.</p> <p>1.5 Final O&M policies and guidelines documented for reference purposes.</p>
		2. Verify O&M work plan.	<p>2.1 O&M scope identified according to client's core business processes.</p> <p>2.2 Work activity approach identified for every facilities maintenance scope of services to suit client's business activities.</p> <p>2.3 O&M resource plan (man, machine, money, materials and time) prepared based on scope of works.</p> <p>2.4 O&M planning verified to comply with the O&M policies, guidelines and statutory obligations.</p>

CU TITLE & CU CODE	CU DESCRIPTOR	WORK ACTIVITIES	PERFORMANCE CRITERIA
	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 N811-002-5:2018-C02	<p>Leadership and Strategy Planning 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.</p> <p>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.</p> <p>The outcome of this 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.</p>	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.
		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.
		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
			<p>3.3 Gap between business objective and operation performance analysed for performance gap.</p> <p>3.4 Coaching and motivation session planned according to gap analysis results.</p> <p>3.1 Business objective and operation performance gap percentage monitored for improvement.</p>
		4. Plan work delegation and empowerment.	<p>4.1 Type of work delegation and empowerment identified according to job description.</p> <p>4.2 Team members for work delegation and empowerment selected based on staff competency.</p> <p>4.3 Type of work for delegation and empowerment assigned to selected team members.</p> <p>4.4 Work delegation and empowerment details explained to team members.</p> <p>4.5 Work delegation and empowerment outcome monitored for operation efficiency.</p>
		5. Nurture teamwork spirit among workers.	<p>5.1 Individual team member's role and responsibility identified from organisation chart.</p> <p>5.2 Roles and responsibility matrix explained based on job profile.</p> <p>5.3 Simplified line of communication hierarchy established to promote</p>

CU TITLE & CU CODE	CU DESCRIPTOR	WORK ACTIVITIES	PERFORMANCE CRITERIA
			<p>effective and prompt communications among team members.</p> <p>5.4 Teamwork assignment and meetings organised according to project scope of services.</p> <p>5.5 Teamwork activity among team members monitored according to O&M operation activity.</p>
<p>3. Finance and Business Planning</p> <p>N811-002-5:2018-C03</p>	<p>Finance and Business Planning is the planning competency of the finances in an FM organization in order to achieve organisation financial objectives.</p> <p>The person who is competent shall be able to plan overall FM activity budget, prepare financial management planning (FMP), manage project profit and loss (P&L) and manage procurement method/approach.</p> <p>The outcome of this competency is to ensure that all the FM activities are effective in ensuring short, medium and long term sustainability of the company financially.</p>	1. Plan overall FM activity budget.	<p>1.1 O&M cost identified from FM scope of services.</p> <p>1.2 Administration & management cost identified from FM scope of services activity.</p> <p>1.3 Overall FM budget prepared based on projected FM department operational activities.</p> <p>1.4 Overall FM budget presented for management team approval.</p>
		2. Prepare financial management planning (FMP).	<p>2.1 Estimated FM cost obtained from FM overall budget plan.</p> <p>2.2 Internal and external financing source identified based on finance department policies.</p> <p>2.3 Cost of financing identified according to FM scope of services.</p> <p>2.4 FM revenue trend planned according to FM O&M activity.</p> <p>2.5 Financial management planning prepared according to FM O&M plan activity.</p>

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
N811-002-5:2018-C04	<p>importance of risk transfer to contribute to a robust business continuity plan.</p> <p>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.</p> <p>The outcome of this competency is to ensure that organisation core business will be able to operate in the case of any emergencies.</p>		<p>1.3 Impact level to operation determined based on identified potential risk</p> <p>1.4 Risk management framework determined as per risk management requirements</p>
		2. Prepare risk mitigation plan.	<p>2.1 Risk mitigation framework planned based on company's risk management plan</p> <p>2.2 Historical record assessed on similar risk mitigation for risk mitigation proposal</p> <p>2.3 Risk mitigation framework requirements proposed according to risk management plan for management consideration</p>
		3. Implement risk mitigation control.	<p>3.1 Risk mitigation plan integrated into company's activities</p> <p>3.2 Risk mitigation plan briefing conducted to ensure total awareness</p> <p>3.3 Risk mitigation plan implementation monitored according to company's risk management policy</p> <p>3.4 Risk mitigation plan feedback coordinated to determine mitigation effectiveness</p>
		4. Develop Business Continuity Plan (BCP) procedures.	<p>4.1 Potential risk and threat identified based on risk management framework.</p> <p>4.2 Potential risk classification identified according to risk management plan.</p> <p>4.3 List of key personnel identified for rapid mobilization during BCP.</p>

CU TITLE & CU CODE	CU DESCRIPTOR	WORK ACTIVITIES	PERFORMANCE CRITERIA
			<p>4.4 Contingency location and equipment identified according to facilities requirements.</p> <p>4.5 BCP documentation prepared according to SOP.</p> <p>4.6 BCP document communicated to relevant employees.</p>
<p>5. Communication Planning</p> <p>N811-002-5:2018-C05</p>	<p>Communication Planning is the competency with regards to the communication processes and exchanging of information that takes place between project team and stakeholders.</p> <p>The person who is competent shall be able to prepare FM communications plan, perform correspondence management, monitor project meetings and prepare project presentations.</p> <p>The outcome of this communication planning competency is to ensure critical information is relayed to the relevant and respective party in a timely manner.</p>	1. Prepare FM communications plan.	<p>1.1 Relevant stakeholders identified in the FM project.</p> <p>1.2 Reporting hierarchy interpreted from FM project organisation structure.</p> <p>1.3 FM communications plan prepared according to client requirement.</p> <p>1.4 FM communications plan reviewed for operations effectiveness.</p> <p>1.5 FM communication plan monitored according to FM operations activity.</p>
		2. Manage correspondence activity.	<p>2.1 Format of correspondence identified based on project reporting requirements.</p> <p>2.2 Type of correspondence checked according to SOP.</p> <p>2.3 Correspondence response timeline monitored according to stipulated timeframe.</p>
		3. Monitor project meetings	<p>3.1 Project meeting objective identified based on project progress update requirements activity.</p> <p>3.2 Project meeting schedule checked according to project progress activity.</p> <p>3.3 Minutes of meeting reviewed according to meeting objectives.</p>

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 Management N811-002-5:2018-C06	<p>Human Resource Administration is a competency that involves employees resource and human capital management. It is a management of a company or organisation workforce which includes training, guidance and performance assessment of an employee. Human Resource Management also involves implementing human resource plan to ensure the company's leadership and culture is in compliance with the employment policy and labour laws.</p> <p>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.</p>	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
	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.		<p>3.3 Post training assessment performed according to work performance.</p> <p>3.4 Gap percentage reduction status updated for record purposes.</p>
		4. Prepare staff performance appraisal.	<p>4.1 Reward and penalty system identified according to O&M activity.</p> <p>4.2 Staff performance criteria identified based on designation and role.</p> <p>4.3 Staff self-appraisal and manager appraisal performed based on HR requirements</p> <p>4.4 Performance review session conducted with staff.</p> <p>4.5 Agreed staff performance appraisal result recorded according to HR policies.</p> <p>4.6 Appraisal result analysed and recommendations prepared for improvement.</p> <p>4.7 Performance appraisal report submitted to HR for approval.</p>
7. Contract Management Governance N811-002-5:2018-C07	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.	<p>1.1 Contract scope identified against deliverables scope of services</p> <p>1.2 Relevant parties associated with the contract identified according to project requirements.</p> <p>1.3 Contract conditions (rights, obligations and liabilities) interpreted according to FM scope of services.</p> <p>1.4 Contract compliance plan prepared according to FM scope of services.</p>

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

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 N811-002-5:2018-C08	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. Manage statutory compliance.	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. Evaluate vendor and service provider performance.	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 N811-002-5:2018-C09	<p>Project Management 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.</p> <p>The person who is competent shall be able to prepare Project Management Plan (PMP), assign project team members and perform project monitoring and control.</p> <p>The outcome of this competency is to ensure a successful delivery of FM projects according to the specifications and contract.</p>	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. Monitor project progress/performance.	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 Planning N811-002-5:2018-C10	<p>Technology Planning is about adopting new and latest technology available in the market into the FM lifecycle.</p> <p>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.</p> <p>The outcome of this competency is to ensure the suitable technology is adopted in order to deliver FM services effectively.</p>	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
			<p>3.3 Facilities space analysis performed according to SOP.</p> <p>3.4 Space analysis results reviewed for space utilisation improvement.</p>
		4. Plan space management consultation activity.	<p>4.1 Space related issues identified according to end-user requirements.</p> <p>4.2 Consultancy services terms of reference established according to end-user requirements.</p> <p>4.3 Space utilisation analysis carried out according to SOP.</p> <p>4.4 Space utilisation improvement and solutions proposed to end-user.</p>

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	<p>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.</p> <p>Upon completion of this competency unit, trainees shall be able to:-</p> <ol style="list-style-type: none"> 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	N811-002-5:2018-C01	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 <ul style="list-style-type: none"> • 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.	<u>ATTITUDE</u> <ul style="list-style-type: none"> • Demonstrate consistency and self-discipline in planning preparation <u>SAFETY</u> <ul style="list-style-type: none"> • 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
	<ul style="list-style-type: none"> • Organisational mission and vision • Organisational behaviour and culture • Organisation resources (manpower, machine, money, materials) <p>1.2 FM Scope of services</p> <ul style="list-style-type: none"> • Electrical system • Mechanical services • Logistics • Infrastructure • Building fabrics • Housekeeping • Landscaping works • Linen and laundry • Pest control • Waste (scheduled, domestic) • Security • Event mgmt. 	<p>1.4 Review O&M policies and guidelines.</p> <p>1.5 Record final O&M policies and guidelines.</p>	<p><u>ENVIRONMENT</u></p> <ul style="list-style-type: none"> • N/A 	<p>1.5 Final O&M policies and guidelines recorded</p>

WORK ACTIVITIES	RELATED KNOWLEDGE	RELATED SKILL	ATTITUDE/ SAFETY/ ENVIRONMENT	ASSESSMENT CRITERIA
	<ul style="list-style-type: none"> • IT • Catering • Space <p>1.3 O & M standard policies, guidelines and practices</p> <ul style="list-style-type: none"> • JKR Standard Guidelines • Related codes, standards and regulations (strata mgmt. act, OSHA, EIA, Fire, Suruhanjaya Tenaga – refer to contractor module) <p>1.4 Standard format / template (if applicable)</p>			
2. Verify O&M work plan.	<p>2.1 O&M scope</p> <ul style="list-style-type: none"> • Electrical systems • Mechanical services • Infrastructure • Building fabrics • Housekeeping • Landscaping works • Linen and laundry 	<p>2.1 Identify O&M scope.</p> <p>2.2 Identify work approach activity.</p> <p>2.3 Prepare O&M resource plan.</p> <p>2.4 Verify O&M planning.</p> <p>2.5 Compile statutory agencies rules and regulations</p>	<p><u>ATTITUDE</u></p> <ul style="list-style-type: none"> • Meticulous when carrying out TEM verification • Compliant and attention to details when delivering safety briefing <p><u>SAFETY</u></p>	<p>2.1 O&M scope listed and explained.</p> <p>2.2 Work approach activity listed and described.</p> <p>2.3 O&M resource plan generated.</p> <p>2.4 O&M planning checked and confirmed.</p> <p>2.5 Statutory agencies rules and regulations arranged and sorted.</p>

WORK ACTIVITIES	RELATED KNOWLEDGE	RELATED SKILL	ATTITUDE/ SAFETY/ ENVIRONMENT	ASSESSMENT CRITERIA
	<ul style="list-style-type: none"> • Pest control • Waste (scheduled, domestic) • Security • IT • Space <p>2.2 Planning technique (resource) and tools such as Gantt Chart, PERT Analysis, CPM, Work Breakdown Structure (WBS)</p> <p>2.3 Maintenance approach (preventive, predictive, corrective)</p> <p>2.4 Statutory regulations and requirements such as CIDB Act, Suruhanjaya Tenaga, DOSH, SPAN, Akta Kilang & Jentera, Akta BOMBA, Akta Pengurusan Sisa Pepejal & Pembersihan</p>		<ul style="list-style-type: none"> • Comply with safety standard <p><u>ENVIRONMENT</u></p> <ul style="list-style-type: none"> • 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.	<u>ATTITUDE</u> <ul style="list-style-type: none"> Timely in conducting meeting Meticulous in verifying work progress <u>SAFETY</u> <ul style="list-style-type: none"> Comply with safety standard <u>ENVIRONMENT</u> <ul style="list-style-type: none"> 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.	<u>ATTITUDE</u> <ul style="list-style-type: none"> • Meticulous in identifying TEM. • Attention to details when preparing inventory <u>SAFETY</u> <ul style="list-style-type: none"> • Comply with safety standard <u>ENVIRONMENT</u> <ul style="list-style-type: none"> • 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, 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.	<u>ATTITUDE</u> <ul style="list-style-type: none"> • Meticulous in checking technical data. • Analytical when analysing data <u>SAFETY</u> <ul style="list-style-type: none"> • Comply with safety standards <u>ENVIRONMENT</u>	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 <ul style="list-style-type: none"> • Extension of contract • Award (best performance, etc) • Profit sharing 5.6 Penalty system <ul style="list-style-type: none"> • Payment deduction • Termination • Blacklisted 	5.4 Perform monitoring, assessment and analysis. 5.5 Prepare overall performance report.	<ul style="list-style-type: none"> • 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.	<u>ATTITUDE</u> <ul style="list-style-type: none"> • Meticulous in checking technical data. • Resourceful when preparing proposal <u>SAFETY</u> <ul style="list-style-type: none"> • Comply with safety standards <u>ENVIRONMENT</u> <ul style="list-style-type: none"> • 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
- 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

15.2. 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	<p>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.</p> <p>Upon completion of this competency unit, trainees shall be able to:-</p> <ol style="list-style-type: none"> 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	N811-002-5:2018-C02	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.	<u>ATTITUDE</u> <ul style="list-style-type: none"> • 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		<u>SAFETY</u> <ul style="list-style-type: none"> Comply with safety standard <u>ENVIRONMENT</u> <ul style="list-style-type: none"> 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.	<u>ATTITUDE</u> <ul style="list-style-type: none"> Resourceful in gathering information. Time conscious in arranging activity. Comprehensive in completing task. <u>SAFETY</u> <ul style="list-style-type: none"> Comply with safety standard <u>ENVIRONMENT</u> <ul style="list-style-type: none"> 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.	<u>ATTITUDE</u> <ul style="list-style-type: none"> • 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. <u>SAFETY</u> <ul style="list-style-type: none"> • Comply with safety standard <u>ENVIRONMENT</u> <ul style="list-style-type: none"> • 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 descriptions	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.	<u>ATTITUDE</u> <ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • Effective communications when performs coaching. • Demonstrate consistency and self-discipline in planning preparation <p><u>SAFETY</u></p> <ul style="list-style-type: none"> • Comply with safety standard <p><u>ENVIRONMENT</u></p> <ul style="list-style-type: none"> • 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	<p><u>ATTITUDE</u></p> <ul style="list-style-type: none"> • 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 <p><u>SAFETY</u></p>	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
			<ul style="list-style-type: none"> • Comply with safety standard <u>ENVIRONMENT</u> <ul style="list-style-type: none"> • 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

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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- 4 Peter Barret, David Baldry (2003) Facilities Management Towards Best Practice. Second Edition. Blackwell Publishing. ISBN: 0-632-06445-5

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	<p>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 financially.</p> <p>Upon completion of this competency unit, trainees shall be able to:-</p> <ol style="list-style-type: none"> 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	N811-002-5:2018-C03	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	<u>ATTITUDE</u> <ul style="list-style-type: none"> • 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)		<u>SAFETY</u> <ul style="list-style-type: none"> • Comply with safety standard <u>ENVIRONMENT</u> <ul style="list-style-type: none"> • 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	<u>ATTITUDE</u> <ul style="list-style-type: none"> • 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. <u>SAFETY</u> <ul style="list-style-type: none"> • Comply with safety standard <u>ENVIRONMENT</u> <ul style="list-style-type: none"> • 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	<u>ATTITUDE</u> <ul style="list-style-type: none"> • 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. <u>SAFETY</u> <ul style="list-style-type: none"> • Comply with safety standard <u>ENVIRONMENT</u> <ul style="list-style-type: none"> • 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	<u>ATTITUDE</u> <ul style="list-style-type: none"> • 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
	<p>method, direct purchase</p> <p>4.3 Procurement process and procedures.</p> <p>4.4 Identify procurement cost.</p> <p>4.5 Implement procurement activity</p>		<ul style="list-style-type: none"> • Effective communications when performs coaching. • Demonstrate consistency and self-discipline in planning preparation <p><u>SAFETY</u></p> <ul style="list-style-type: none"> • Comply with safety standard <p><u>ENVIRONMENT</u></p> <ul style="list-style-type: none"> • 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	<p>The outcome of this coordination competency is to ensure that organisation core business will be able to operate in the case of any emergencies.</p> <p>Upon completion of this competency unit, trainees shall be able to:-</p> <ol style="list-style-type: none"> 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	N811-002-5:2018-C04	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	<u>ATTITUDE</u> <ul style="list-style-type: none"> • 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
			<u>SAFETY</u> <ul style="list-style-type: none"> • Comply with safety standard <u>ENVIRONMENT</u> <ul style="list-style-type: none"> • 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	<u>ATTITUDE</u> <ul style="list-style-type: none"> • 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. <u>SAFETY</u> <ul style="list-style-type: none"> • Comply with safety standard <u>ENVIRONMENT</u> <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • 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	<u>ATTITUDE</u> <ul style="list-style-type: none"> • 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. <u>SAFETY</u> <ul style="list-style-type: none"> • Comply with safety standard <u>ENVIRONMENT</u> <ul style="list-style-type: none"> • 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
	<ul style="list-style-type: none"> • 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.	<u>ATTITUDE</u> <ul style="list-style-type: none"> • 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 <u>SAFETY</u> <ul style="list-style-type: none"> • Comply with safety standard <u>ENVIRONMENT</u> <ul style="list-style-type: none"> • 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

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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	<p>The outcome of this communication planning competency is to ensure critical information is relayed to the relevant and respective party in a timely manner.</p> <p>Upon completion of this competency unit, trainees shall be able to:-</p> <ol style="list-style-type: none"> 1. Prepare FM communications plan 2. Perform correspondence management 3. Monitor project meetings 4. Prepare project presentations 		
TRAINING PRE-REQUISITE			
CU CODE	N811-002-5:2018-C05	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.	<u>ATTITUDE</u> <ul style="list-style-type: none"> • 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
			<u>SAFETY</u> <ul style="list-style-type: none"> • Comply with safety standard <u>ENVIRONMENT</u> <ul style="list-style-type: none"> • 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.	<u>ATTITUDE</u> <ul style="list-style-type: none"> • 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. <u>SAFETY</u> <ul style="list-style-type: none"> • Comply with safety standard <u>ENVIRONMENT</u> <ul style="list-style-type: none"> • 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	<u>ATTITUDE</u> <ul style="list-style-type: none"> • 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. <u>SAFETY</u> <ul style="list-style-type: none"> • Comply with safety standard <u>ENVIRONMENT</u> <ul style="list-style-type: none"> • 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.	<u>ATTITUDE</u> <ul style="list-style-type: none"> • 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
			<ul style="list-style-type: none"> • Effective communications when performs coaching. • Demonstrate consistency and self-discipline in planning preparation <p><u>SAFETY</u></p> <ul style="list-style-type: none"> • Comply with safety standard <p><u>ENVIRONMENT</u></p> <ul style="list-style-type: none"> • 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

References for Learning Material Development

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15.6. Human Resource 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	Human Resource Management		
LEARNING OUTCOME	<p>The outcome of this competency is to ensure that human resource, as the most important asset of any organizations are managed, trained and motivated at the highest level of employee's expectation and satisfaction.</p> <p>Upon completion of this competency unit, trainees shall be able to:-</p> <ol style="list-style-type: none"> 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	N811-002-5:2018-C06	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.	<u>ATTITUDE</u> <ul style="list-style-type: none"> • 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.	<u>SAFETY</u> <ul style="list-style-type: none"> • Comply with safety standard <u>ENVIRONMENT</u> <ul style="list-style-type: none"> • 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	<u>ATTITUDE</u> <ul style="list-style-type: none"> • 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. <u>SAFETY</u> <ul style="list-style-type: none"> • Comply with safety standard <u>ENVIRONMENT</u> <ul style="list-style-type: none"> • 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	<u>ATTITUDE</u> <ul style="list-style-type: none"> • 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. <u>SAFETY</u> <ul style="list-style-type: none"> • Comply with safety standard <u>ENVIRONMENT</u> 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.	<u>ATTITUDE</u> <ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Effective communications when performs coaching. • Demonstrate consistency and self-discipline in planning preparation. <p><u>SAFETY</u></p> <ul style="list-style-type: none"> • Comply with safety standard <p><u>ENVIRONMENT</u></p> <ul style="list-style-type: none"> • 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	<p>The outcome of this competency is to ensure that contracts are govern to the interest of every parties involved within the contract.</p> <p>Upon completion of this competency unit, trainees shall be able to:-</p> <ol style="list-style-type: none"> 1. Perform contract interpretations and compliance 2. Monitor contract compliance 3. Manage performance service level 4. Coordinate change order management 5. Perform contract closure 		
TRAINING PRE-REQUISITE			
CU CODE	N811-002-5:2018-C07	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.	<u>ATTITUDE</u> <ul style="list-style-type: none"> • 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		<u>SAFETY</u> <ul style="list-style-type: none"> • Comply with safety standard <u>ENVIRONMENT</u> <ul style="list-style-type: none"> • 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	<u>ATTITUDE</u> <ul style="list-style-type: none"> • Resourceful in gathering information. • Time conscious in arranging activity. • Comprehensive in completing task. • Sense of belonging. • Demonstrate consistency and self-discipline in planning preparation. <u>SAFETY</u> <ul style="list-style-type: none"> • Comply with safety standard <u>ENVIRONMENT</u> <ul style="list-style-type: none"> • 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 performance service level	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.	<u>ATTITUDE</u> <ul style="list-style-type: none"> • Resourceful in gathering information. • Time conscious in arranging activity. • Comprehensive in completing task. • Sense of belonging. • Demonstrate consistency and self-discipline in planning preparation. <u>SAFETY</u> <ul style="list-style-type: none"> • Comply with safety standard <u>ENVIRONMENT</u> 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	<u>ATTITUDE</u> <ul style="list-style-type: none"> • 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
			<u>SAFETY</u> <ul style="list-style-type: none"> • Comply with safety standard <u>ENVIRONMENT</u> <ul style="list-style-type: none"> • 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	<u>ATTITUDE</u> <ul style="list-style-type: none"> • Resourceful in gathering information. • Time conscious in arranging activity. • Comprehensive in completing task. • Sense of belonging. • Demonstrate consistency and self-discipline in planning preparation. <u>SAFETY</u> <ul style="list-style-type: none"> • Comply with safety standard <u>ENVIRONMENT</u> 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

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

15.8. 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	<p>The outcome of this competency is to ensure the FM delivered services are of the highest quality with an acceptable service level.</p> <p>Upon completion of this competency unit, trainees shall be able to:-</p> <ol style="list-style-type: none"> 1. Prepare Quality Management Plan (QMP) 2. Propose Customer Satisfaction Survey (CSS) improvements 3. Manage statutory compliance 4. Evaluate vendor and service provider activity 5. Verify and sign off project report 		
TRAINING PRE-REQUISITE			
CU CODE	N811-002-5:2018-C08	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.	<u>ATTITUDE</u> <ul style="list-style-type: none"> • 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
			<u>SAFETY</u> <ul style="list-style-type: none"> • Comply with safety standard <u>ENVIRONMENT</u> <ul style="list-style-type: none"> • 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	<u>ATTITUDE</u> <ul style="list-style-type: none"> • Resourceful in gathering information. • Time conscious in arranging activity. • Comprehensive in completing task. • Sense of belonging. • Demonstrate consistency and self-discipline in planning preparation. <u>SAFETY</u> <ul style="list-style-type: none"> • Comply with safety standard <u>ENVIRONMENT</u> <ul style="list-style-type: none"> • 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. Manage statutory compliance	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	<u>ATTITUDE</u> <ul style="list-style-type: none"> • Resourceful in gathering information. • Time conscious in arranging activity. • Comprehensive in completing task. • Sense of belonging. • Demonstrate consistency and self-discipline in planning preparation. <u>SAFETY</u> <ul style="list-style-type: none"> • Comply with safety standard <u>ENVIRONMENT</u> 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. Evaluate vendor and service provider activity.	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	<u>ATTITUDE</u> <ul style="list-style-type: none"> • 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
			<u>SAFETY</u> <ul style="list-style-type: none"> • Comply with safety standard <u>ENVIRONMENT</u> <ul style="list-style-type: none"> • 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	<u>ATTITUDE</u> <ul style="list-style-type: none"> • Resourceful in gathering information. • Time conscious in arranging activity. • Comprehensive in completing task. • Sense of belonging. • Demonstrate consistency and self-discipline in planning preparation. <u>SAFETY</u> <ul style="list-style-type: none"> • Comply with safety standard <u>ENVIRONMENT</u> 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

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
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15.9. Project 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	Project Management		
LEARNING OUTCOME	<p>The outcome of this competency is to ensure a successful delivery of FM projects according to the specifications and contract.</p> <p>Upon completion of this competency unit, trainees shall be able to:-</p> <ol style="list-style-type: none"> 1. Prepare Project Management Plan (PMP) document 2. Assign project team members 3. Monitor project progress/performance 		
TRAINING PRE-REQUISITE			
CU CODE	N811-002-5:2018-C09	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.	<u>ATTITUDE</u> <ul style="list-style-type: none"> • Resourceful in gathering information. • Time conscious in arranging activity. • Comprehensive in completing task. • Sense of belonging. • Demonstrate consistency and self-discipline in planning preparation. <u>SAFETY</u>	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
			<ul style="list-style-type: none"> Comply with safety standard <u>ENVIRONMENT</u> <ul style="list-style-type: none"> 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	<u>ATTITUDE</u> <ul style="list-style-type: none"> Resourceful in gathering information. Time conscious in arranging activity. Comprehensive in completing task. Sense of belonging. Demonstrate consistency and self-discipline in planning preparation. <u>SAFETY</u> <ul style="list-style-type: none"> Comply with safety standard <u>ENVIRONMENT</u> <ul style="list-style-type: none"> 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	<u>ATTITUDE</u> <ul style="list-style-type: none"> • Resourceful in gathering information. • Time conscious in arranging activity. • Comprehensive in completing task. • Sense of belonging. • Demonstrate consistency and self-discipline in planning preparation. <u>SAFETY</u> <ul style="list-style-type: none"> • Comply with safety standard <u>ENVIRONMENT</u> 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

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15.10. Technology 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 Planning		
LEARNING OUTCOME	<p>The outcome of this competency is to ensure the suitable technology and space management is adopted in order to deliver FM services effectively.</p> <p>Upon completion of this competency unit, trainees shall be able to:-</p> <ol style="list-style-type: none"> 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	N811-002-5:2018-C10	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	<u>ATTITUDE</u> <ul style="list-style-type: none"> • 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.

WORK ACTIVITIES	RELATED KNOWLEDGE	RELATED SKILL	ATTITUDE/ SAFETY/ ENVIRONMENT	ASSESSMENT CRITERIA
			<u>SAFETY</u> <ul style="list-style-type: none"> • Comply with safety standard <u>ENVIRONMENT</u> <ul style="list-style-type: none"> • 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	<u>ATTITUDE</u> <ul style="list-style-type: none"> • Resourceful in gathering information. • Time conscious in arranging activity. • Comprehensive in completing task. • Sense of belonging. • Demonstrate consistency and self-discipline in planning preparation. <u>SAFETY</u> <ul style="list-style-type: none"> • Comply with safety standard <u>ENVIRONMENT</u> <ul style="list-style-type: none"> • 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	<u>ATTITUDE</u> <ul style="list-style-type: none"> • Resourceful in gathering information. • Time conscious in arranging activity. • Comprehensive in completing task. • Sense of belonging. • Demonstrate consistency and self-discipline in planning preparation. <u>SAFETY</u> <ul style="list-style-type: none"> • Comply with safety standard <u>ENVIRONMENT</u> 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	<u>ATTITUDE</u> <ul style="list-style-type: none"> • 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
			<u>SAFETY</u> <ul style="list-style-type: none"> • Comply with safety standard <u>ENVIRONMENT</u> <ul style="list-style-type: none"> • 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

References for Learning Material Development

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- 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

16. Tools, Equipment and Materials (TEM)

FACILITIES MANAGEMENT PLANNING

LEVEL 5

CU No.	CU CODE	COMPETENCY UNIT TITLE
CU1	N811-002-5:2018-C01	Operation and Maintenance (O&M) Planning
CU2	N811-002-5:2018-C02	Leadership and Strategy Planning
CU3	N811-002-5:2018-C03	Finance and Business Planning
CU4	N811-002-5:2018-C04	Risk Management Control
CU5	N811-002-5:2018-C05	Communication Planning
CU6	N811-002-5:2018-C06	Human Resource Administration
CU7	N811-002-5:2018-C07	Contract Management Governance
CU8	N811-002-5:2018-C08	Quality Control Management
CU9	N811-002-5:2018-C09	Project Management
CU10	N811-002-5:2018-C10	Technology 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
N811-002-5:2018-C01	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		
N811-002-5:2018-C02	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		
N811-002- 5:2018-C03	Finance and Business Planning	Plan overall FM activity budget	20	30	165	16.5
		Prepare Financial Management Plan (FMP)	20	30		
		Manage P&L	20	30		
		Manage procurement method	5	10		
N811-002- 5:2018-C04	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		
N811-002- 5:2018-C05	Communication Planning	Prepare FM Communication Plan	20	30	110	11
		Manage correspondence activity	5	10		
		Monitor project meetings	5	10		
		Prepare project presentations	10	20		
N811-002- 5:2018-C06	Human Resource Management	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		
N811-002-5:2018-C07	Contract Management Governance	Perform contract interpretations and compliance	20	30	125	12.5
		Monitor contract compliance	5	10		
		Manage performance service level	5	10		
		Coordinate change order management activity	10	20		
		Perform contract closure	5	10		
N811-002-5:2018-C08	Quality Control Management	Prepare Quality Management Plan	20	30	155	15.5
		Propose CSS improvements	10	20		
		Manage statutory compliance	10	20		
		Evaluate vendor and service provider performance	10	20		
		Verify and sign off project reports	5	10		
N811-002-5:2018-C09	Project Management	Prepare Project Management Plan (PMP) document	20	30	150	15
		Assign project team members	20	30		

CU CODE	COMPETENCY UNIT TITLE	WORK ACTIVITIES	RELATED KNOWLEDGE (HOURS)	RELATED SKILL (HOURS)	TRAINING DURATION (HOURS)	SKILL CREDIT
		Monitor project progress / performance	20	30		
N811-002- 5:2018-C10	Technology Planning	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