

KC IFMA fosters a culture for the open exchange of wisdom,
knowledge and experience, within the FM profession.



President's Podium WHY IFMA

In our business world we hear the word "justification" all the time. We are asked to justify why we need more employees, why we need new equipment, why do we need more space . . . and even why belong to IFMA. I recently ran across an article written by a fellow IFMA member, Gary Nosek from the Eastern Iowa Chapter, and I have included some of his thoughts along with mine below.

Facilities Management: It's a misnomer - in order to manage a facility, we need to be able to manage people, time and money. We are accountable for the facility, but we need time, money and resources to help us achieve that responsibility. IFMA is a global group of resources, sharing information and expertise to help provide solutions to the complex world of facility management. Take it or leave it . . . in my case, I need all the help I can get.

Our success is determined by our ability to maintain company assets, create and maintain a safe, efficient and comfortable work environment. Sounds simple enough, so what's the problem? Doing it with little money and no time is a problem to which we become accustomed. These things make it tough and why IFMA is such a viable resource to help us get through those things that keep us awake at night. IFMA gives us the ability to network with people or resources that have run the same gauntlets as we have, and made it. Keeping abreast of governmental regulations, EPA, ADA and Safety regulations with OSHA is ongoing. Maintaining environmental compliance requires a continuous committed focus. Developing and maintaining an environment that keeps pace with changing business and the changing workforce is relentless. Ergonomics is here to stay . . . now we are evaluating what's best for people and processes --- nothing simple about that because both continue to change. We are challenged with understanding different generations and what it takes to meet their needs, both from a management perspective as well as space requirement. We find ourselves working with all departments to help identify employee amenities or needs that help to retain employees and keep morale high as well as productivity high.

As long as we have customers with changing needs, we will be required to provide different solutions. Today's business world requires constant change that reflects innovation and character to be competitive. We will be graded on how fast we make decisions that provide solutions of value. Some skills that are necessary to be successful are not found anywhere. IFMA is not the answer to all your challenges-it is only an opportunity to expose yourself to a network of people facing similar challenges that have successes to share. In our work, our resources whether internal or external, are a key element to our success. Time is another element and how well we prioritize our time. It is very easy to say I'm too busy to add one more thing to my list. I understand I, too, suffer from the attention deficit syndrome, and time has become very precious to me. I do know this, I am learning something new all the time - thanks to my involvement with IFMA, and I have fun doing it.

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Donna Koontz, President
Kansas City IFMA Chapter



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FEBRUARY PROGRAM REVIEW

By Alan Bram
Jewish Community Campus



Presenter, Dr. Adam Holden, Head of School, Hyman Brand Hebrew Academy

Dr. Adam Holden, current Head of School at the Hyman Brand Hebrew Academy, was the guest speaker at this meeting. His presentation was about principles of moral leadership and leadership qualities. Dr. Adam Holden has been a teacher, coach, and school administrator in both the private and public education systems of Europe and the United States. He is an adjunct professor and guest lecturer for several local colleges and universities, specializing in school law. Adam is a former semi-professional athlete, playing competitive soccer for over a decade in Europe. Dr. Holden has received "Outstanding Achievement in Education" awards from the University of Kansas and USD 437, and has been named to Who's Who in American education on several occasions.

There are four qualities effective leaders need to develop. They must:

Develop a Moral Foundation. They need a personal philosophy about right and wrong that anchors their moral thinking and actions. They have to feel passionate about things that are right, and disgusted with things that are wrong. When actions or procedures are wrong they must let their voices be heard by describing what was wrong and why.

Model Moral Behavior. Probably the most important factor in helping followers develop moral character is for leaders themselves to model moral behavior. People tend to follow examples of leaders. Actions speak louder than words and what followers see leaders do is much more persuasive than what they say.

Communicate an Expectation of Moral Behavior. People need to know that others expect them to behave morally. Expectations have a powerful influence on behavior because they establish minimum standards of performance and they influence personal goal setting. When leaders tell members how they expect them to act, they often get the kind of behavior they request.

Develop Moral Policies and Programs. Policies and programs should be designed so people are rewarded for acting morally rather than immorally.

There are three types of leaders.

The Bureaucratic Administrator- the "rules" approach

The administrator is interested only in maintaining efficiency rather than effectiveness, by enforcing fixed rules and applying the "chain of command" control structure. The problem with this style is that legitimate human needs may be neglected because the ability to intercede was not spelled out in the rules.

The Professional Manager - "social contract" approach

This style reflects the proverbial "company man or woman", but with more flexibility than the Bureaucratic Administrator. The Professional Manager's style is based on the organization's "social contract" between the managers and corporate executives. This agreement includes the explicit or implicit set of ethics and ground rules that govern the manager's behavior. The major ethical problem with this style is that the corporate culture may be amoral or immoral, and this will dominate the Professional Manager's approach due to the social contract.

The Transforming Leader - the "personal ethic" approach

This style is grounded on a personal ethic. This type of leader elevates the values and motives of others and is not hesitant to counter the "social contract" if it is deemed amoral or immoral. Transforming Leaders base their effectiveness on relationships and they actively motivate others to reach personal growth and self-actualization.

Every leader needs to:

1. Create and commit to a guiding philosophy.
2. Establish and publish clear expectations for all employees.
3. Live your mission.
4. Reward good conduct - firmly discourage negative behavior.
5. Evaluate and discuss ethical dilemmas - help your employees understand how you define a successful program.

Leadership fails when:

1. You don't establish a sense of urgency.
2. You don't establish powerful coalitions to build your base of support.
3. There is lack of clarity of your vision.
4. You fail to develop short-term wins.
5. You declare victory too soon.
6. You don't maintain the culture.

The good leader is a moral person who respects those he works with. The leader models the behavior expected of others. Actions speak louder than words.



Members listen.



Members listen.

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Human Resources and Facility Management... A Necessary partnership!

By Suzanne Layton
SPHR (Senior Professional in Human Resources)
and former Facility Manager

Facility Management and Human Resources are partners in the corporate service business. We all serve the same customers: the owners, the employees, and the board of directors. Most often, our customers are internal; the cogs that keep the company wheel moving toward success. To that end, it seems reasonable for Facility and Human Resource Departments to form a strong alliance. In my experience, most decisions affecting one area often really affect the other.

Up-sizing, Down-sizing, Right-sizing, Remodeling, Moving and just the day-to-day issues of multitudes of humans working together can create stress. Employees experiencing added stress often make more mistakes, incur additional time off and contribute toward increased medical expenses. The optimal choice is to help everyone involved take ownership in the corporate changes

and attempt to eliminate what I call "self-imposed stress". This is the stress that results from poor planning, lack of effective communication and general disorganization.

Situations that I have been involved in where we experienced the fewest unplanned glitches, were those where more than one person brainstormed. We used timelines, partnered with vendors and involved the employees. As Managers, often we forget that something that seems like a small detail to us is actually a very large part of someone's regular workday. For example, installing a new copier might seem like a welcome and positive change. However, forgetting to tell the employees in advance that they will now need a log-in code for accounting purposes and having them try to unsuccessfully run copies the first day, will not let the new copier be viewed as an improvement.

This is very similar to a common Human Resources situation when group insurance coverages are moved, but the new ID cards do not arrive prior to the effective date. To the employees, the new coverage is not a benefit when they can't use it. Employees are one of our single biggest corporate expenditures and one of our greatest resources. Why not ask them for input when a change is looming? Some companies even pay suggestion fees for such input. Employees always have a more hands-on approach and make very "do-able" suggestions toward the project's success. Additionally, the Human Resources department often has a good pulse on the employee morale and can help make transitions more successful.

It's hard to think of everyone that will be affected by a given change. Even so, that's the job of the Facilities and Human Resources Departments. In some cases, one person does both jobs. In others, it will require coordination of two very diverse departments. In either situation, the benefactors will be the company and the employees. By working together, costs will be better controlled and anticipated, and employees will feel more ownership for the success of the project. The bottom line is that we want our projects to be a success the first time, so who better to partner with than Human Resources and our employees?

Suzanne Layton is a Human Resources Manager for a manufacturing company and more than once has held positions combining the Facilities and Human Resources Management responsibilities. She can be reached at Suzanne@kci-inc.com

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MARCH MEETING PREVIEW

By Jackie Coleman
Scott Rice Office Works

MARCH 18, 2003 AT
YELLOW TRANSPORTATION
10990 ROE AVENUE, OVERLAND PARK, KANSAS
TIME: 11:30 A.M. TO 1:00 P.M.
MEMBERS: \$15.00; NON-MEMBERS: \$20.00

**Workplace Legal Issues Affecting Facilities Management:
A Program For Facilities Managers and Human Resource
Professionals**

Presented By:

**Michael L. Blumenthal & Nancy M. Leonard
Constangy, Brooks & Smith, LLC**

PLEASE INVITE YOUR HUMAN RESOURCE PROFESSIONALS

Kansas City Chapter - International Facilities Management Association

We live in a litigious time. There is no shortage of lawsuits or lawyers, and your organization may become the next target if you ignore the workplace legal issues relating to facilities management. This program has been specifically designed to help facilities managers, human resource professionals, and event staff successfully manage the complexities of physical access and safety for visitors and employees at your facility. The seminar will also cover responsibilities of employers and facilities managers under the Americans with Disabilities Act, applicable anti-discrimination statutes, and the Occupational Safety and Health Act.

Special emphasis will be on Title I (Employment) and Title III (Public Accommodations) of the ADA. This seminar will provide guidance for employment initiatives and help you to ensure that your facility is accessible to visitors and employees with disabilities.

You will learn:

- The definition of "disability" under the Americans with Disabilities Act.
- How to make "readily achievable" modifications to your facility.
- When to provide "reasonable accommodations" to an employee with a disability.
- How and when to provide "auxiliary aids" for visitors and employees at your facility.
- How to identify, review and support priority barrier removal projects.
- How the equal opportunity and anti-discrimination laws apply to facilities management.
- How to prevent and respond to complaints of discrimination and harassment.
- How to ensure that your facility meets OSHA requirements.

Presenters

Michael L. Blumenthal

Michael Blumenthal is a member in the Kansas City, Missouri office of Constangy, Brooks & Smith, LLC. Mike's entire legal career has been devoted to representing employers in workplace matters. His practice focuses on employment counseling and litigation, with particular emphasis on policy development and problem avoidance. Mike received his law degree from the University of Kansas, and he is a frequent speaker at employment law seminars and continuing legal education seminars. Mike is also an active member of the American Bar Association's Labor and Employment Section and Committee on Employee Rights and Responsibilities, the Kansas City Metropolitan Bar Association's Labor & Employment Law Committee (where he is the immediate past chairman), the Society for Human Resource Management, and the Human Resource Management Association of Johnson County (where he is the current Vice President and former Chairman of the Government and Legal Affairs Committee). He is admitted to practice before the courts of Kansas, Missouri, and Georgia.

Nancy M. Leonard

Nancy M. Leonard is a senior associate in the Kansas City office of Constangy, Brooks & Smith,

LLC. Nancy has practiced employment law since graduating from the Washington University School of Law in 1992. Prior to beginning private practice, Nancy was an Assistant Attorney General in Missouri where she was responsible for litigating employment lawsuits and providing legal advice to over twenty-five government agencies concerning compliance with the ADA and the FMLA. Nancy also has extensive and unique experience defending disability discrimination claims. Nancy is admitted to practice before the courts of Missouri, Kansas, Illinois, and Arizona.

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Professional Development Opportunities Abound

By Linda DeTienne, CFM
Vice President – Education
KC IFMA Chapter

The mission statement of the Kansas City Chapter of IFMA is:

To foster a culture for the open exchange of wisdom, knowledge and experience, within the FM profession.

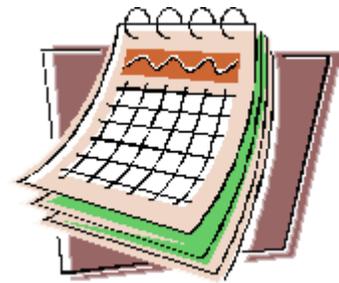
And we certainly have no shortage of educational opportunities and workshops at our disposal, whether right here in the Kansas City area, or from national offerings. In future issues of The Facilitator, we will be attempting to list more educational opportunities in the area as we become aware of them, whether offered as an IFMA program, or from another professional organization, etc. Ron Burns, with Color Art, is our KC IFMA Chapter Liaison and is establishing contacts with other professional organizations in an attempt to share information on educational opportunities. If you are members of a professional organization that offers educational meetings, workshops, etc., or if you become aware of sessions that would be of interest to your fellow facility managers, please let Ron know about them. We will do all we can to communicate notice of such meetings. Email the information to rburns@colorartkc.com or call him at 913-888-6464.

Here are some upcoming professional development opportunities:

- March 11, Recreation Facilities Management, offered through KC IFMA, no cost, Jewish Community Campus. Register at alanb@jewishkc.org.
- March 18, IFMA monthly meeting. FM, Human Resources and the Law. Details forthcoming.
- March 20, Emergency Management & Homeland Security - the Local Perspective, offered by Partnership for Emergency Planning. Location: Johnson County Community College. No cost, but RSVP required. More information: detienne@ncricat.comwww.ifma.org.
- April 9-11, The Total Facility Management Show, Chicago, IL. www.tfmshow.com.
- April 10 - ASID Spring Expo, Neutrality 2003. Overland Park Convention Center, 9 a.m. - 12:30 p.m. Cynthia Leibrock, Principal of Easy Access to Health. CEU of .3 available. More information 816-415-3305.
- April 18, Communications Seminar: We've Got to Stop Meeting Like This, Dr. Steven Beebe,

presenter, location TBD. Offered through KC IFMA. CFM Maintenance points offered for attendance. Details forthcoming.

- NEW CFM Study Group being formed. On several occasions in the past, our members have joined together to study the core competencies involved in becoming a Certified Facility Manager. The 2003 class is forming NOW and will be limited to 30 individuals. While details are still being finalized, we will commence toward the end of April and meet for 1 ½ to 2 hours, one afternoon/evening per week, for approximately six weeks. It is a free opportunity that will cost you only your time. To add your name to the list of participants, contact Linda DeTienne, CFM, at detienne@ncricat.com, or (913) 663-4111.
- May 20, Mold in Facility Management: Mold is Not Your Friend. Jay Portnoy, M.D. and Kevin Kennedy with Children's Mercy Hospital presenters. Offered through KC IFMA. More information forthcoming.



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Chapter Hosts IFMA National Course

By Linda DeTienne
NCRI



Glin Jay, CFM, Instructor

The Kansas City Chapter hosted the National IFMA course: "People, Places & Processes - Facility Function for Facility Managers" on February 11-13, 2003, in the Overland Park Convention Center.

Twenty-nine participants attended the three-day course, which encompassed planning and organizing the facility function, managing personnel assigned, administering the function, and managing the delivery of it.

Glin Jay, CFM, was the instructor who led the group through the learning process to sustain a basic role as facility manager and become the chief change agent for the integration of facility management into the corporate culture and strategic plan. Participants took an in-depth look into the 10 key elements affecting development of the Facility Function Model: Management and Leadership; Team; Policies, Procedures and Practices; Trends and Fads; Business Type; Budget; Core Business; Purpose; Needs Assessment; and Customer Service.

The Chapter hopes to bring more classes of this nature to Kansas City to provide educational and developmental opportunities to our members. Special thanks to our Education Committee, chaired and co-chaired by Galen Swanigan, CFM, Hallmark, and Brittany Gamble, BNIM Architects, for their leadership in pulling this event together. Other members of the Education Committee are: Alan Bram, Steve Greife, Constance Thornton, Susan Cain, Robert Rives, Karen Vincent and Linda DeTienne.





Small discussion groups aided in problem solving exercises.

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We've Got to Stop Meeting Like This! Skills for Improving Team Meetings

What: This 2 ½ hour workshop is designed to improve efficiency and effectiveness of meetings?
You will learn:

- How to use the four phases that occur in typical meetings for maximum effectiveness
- How to avoid the most common problems that occur in meetings
- How to achieve the two necessary elements that every meeting needs
- How to develop clear meeting goals
- How to strategically organize an agenda
- How to solve problems in meetings
- How to enhance interaction and participation in meetings
- How to make meetings shorter, but accomplish more
- How to manage difficult personalities in meetings
- How to keep a meeting on track even if you are not the meeting leader
- How to avoid the common pitfalls of brainstorming
- How to get people to prepare for meetings before the meeting begins



This workshop is followed by a session, "A Leader's Skill in Listening" from 11:30 a.m.-1:00 p.m.

Who:

Dr. Steven Beebe is the author and co-author of nine books used at over 1,200 universities throughout the world. His co-authored book, *Communicating in Small Groups*, is the number one book used to teach group communication, teamwork, and meeting management in U.S. colleges and universities. Dr. Beebe is a communication consultant listing such clients as IBM, 3M, Motorola, Prentis-Hall, Knight Ridder Publishing, as well as the U.S. Department of Education, U.S. Department of Defense and the Governor of Texas Executive Development Program. He has been a

Visiting Scholar at both Oxford and Cambridge universities in England. The National Speaker's Association named Dr. Beebe Outstanding Communication Professor in America in 1996. He has received numerous teaching awards at each university at which he has taught. He is serving his 17th year as Chair and Professor of Communication Studies at Southwest Texas State University.

When: Tuesday, April 22nd, 8:30 a.m.-11:30 a.m.

Where: To be determined

Cost: Morning Workshop Only: Members \$35.00; Non-members \$45.00
Morning Workshop and Lunchtime Program "A Leader's Skill in Listening": Members \$40.00; Non-members \$50.00
Lunchtime Program only: Members \$15.00; Non-members \$20.00

We accept cash, checks, MasterCard, or VISA

How to register: Watch for your E-vite on the internet.

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CFM Study Group Forming

By Linda DeTienne, CFM
Vice President, Education
KC IFMA Chapter

CFM – Certified Facility Manager: A truly reliable standard for recognizing the achievements of facility managers. On a global scale, the CFM designation serves as a standard measurement of abilities and experience in the management of facilities. Companies around the world can apply this criterion on staff hiring or advancements, knowing the skill level of those candidates rates among the very best.

The Kansas City Chapter of IFMA is forming a study group to learn more about the IFMA core competencies and help prepare those individuals who desire to sit for the exam and become a CFM! The study will be led by Teena Shouse, CFM, General Manager of Employee Services for Sprint. Teena is an instructor for IFMA headquarters and was responsible for writing the book used for the national course on CFM Review.

We will commence toward the end of April, will meet one afternoon/evening per week, for 1 ½ to 2 hours, with sessions running through May. Classes will be held at the Sprint Campus. Now you are asking: What will this cost? Your investment is your time and your talents. No fee, no tuition, no registration fee. Will you ever have a better opportunity to learn for free?

If you wish to be placed on the list for the class, or even if you are thinking about it and would like to receive more information when developed, please contact Linda DeTienne, CFM. You can reach Linda at NCRI – National Catastrophe Restoration, Inc. at detienne@ncricat.com, or 913-663-4111.

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CFM'S KNOW - DO YOU?

Following is a question which might appear on the CFM (Certified Facility Manager) exam. Can you answer it?

Who are the facility manager's customers?

- A. Other department managers.
- B. Staff and other employees.
- C. All building occupants.
- D. Executive management.

Answer to last month's question: A. Program, schematics, design development, construction turn over.

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Quick Pix



Donna Koontz and Jennell Hall







Host Alan Bram surprised everyone with a cake prize giveaway.



Looking to see if they won the cake!



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