

**INDIAN HEALTH SERVICE**

# Core Competencies Revised

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Facility Manager – Level I to III

Spring 2013

Competency Area	Core Competency	Competency Area	Core Competency
1. Business, Budget, & Contracting	<ul style="list-style-type: none"> <li>a. Acquisition/Contract Management</li> <li>b. Budget Development/Management</li> <li>c. Business</li> <li>d. Cost Estimating</li> <li>e. Partnering</li> </ul>	5. Performance Measures	<ul style="list-style-type: none"> <li>a. Acquiring Data</li> <li>b. Establishment and Implementation</li> <li>c. Training</li> </ul>
2. Engineering Services, Planning, and Design	<ul style="list-style-type: none"> <li>a. Data Analysis</li> <li>b. Facilities Engineering</li> <li>c. Health Facility Planning</li> <li>d. Health Systems</li> <li>e. Project Management</li> </ul>	6. Programs & Regulatory Compliance	<ul style="list-style-type: none"> <li>a. Accreditation</li> <li>b. Energy &amp; Water Conservation</li> <li>c. Historic Resource Management</li> <li>d. Legal</li> <li>e. Safety</li> <li>f. Sustainability</li> </ul>
3. Facilities Operation and Maintenance	<ul style="list-style-type: none"> <li>a. Building System Management</li> <li>b. Facility Operations</li> <li>c. Real Property Management</li> </ul>		
4. Leadership & Management	<ul style="list-style-type: none"> <li>a. Communication</li> <li>b. Cultural Competency</li> <li>c. Human Capital</li> <li>d. Leadership</li> <li>e. Organizational Knowledge</li> </ul>		

1. BUSINESS, BUDGET, & CONTRACTING	Competency Description	Source
<i>a. Acquisition, Contract Management</i>	<p>Knowledge, capabilities, and practices associated with each phase of the acquisition and contract management life cycle.</p> <p>Ability to assess the technical requirements needed to ensure delivery of and quality of services and products.</p> <p>Ability to use contract instruments as necessary to ensure contract requirements are being met.</p> <p>COR Certification for Level II &amp; III Facility Managers</p>	<p>These types of classes are available from both Federal and non-Federal sources. They tend to be unique to the way the agency, Department or Federal government works.</p> <p><b>Level I:</b></p> <ul style="list-style-type: none"> <li>• Area-provided Acquisitions, Contracting overview</li> <li>• Credit card Training</li> <li>• Green Procurement Training</li> </ul> <p><b>Level II:</b></p> <ul style="list-style-type: none"> <li>• COR Level I (minimum requirement) – FAC COR Handbook (JAN '12)</li> <li>• PMI</li> <li>• FAC-PPM I</li> <li>• Credit Card training</li> <li>• Green Procurement Training</li> </ul> <p><b>Level III:</b></p> <ul style="list-style-type: none"> <li>• COR II (requirement) – FAC COR Handbook (JAN '12)</li> <li>• FAC-PPM Level I (requirement)</li> <li>• PMI</li> <li>• Credit Card Training</li> <li>• Green Procurement Training</li> </ul>
<i>b. Budget Development Management</i>	<p>Knowledge of how to apply management principles and practices to obtain, utilize, and manage financial resources to meet program, project, and business requirements.</p>	<p>This training is typically provided at the area and service unit level and tends to be unique to the area and service<sub>unit</sub>.</p> <p><b>For reference, refer to following:</b></p> <p><a href="http://www.ihs.gov/nonmedicalprograms/DFEE/hb/index.cfm">http://www.ihs.gov/nonmedicalprograms/DFEE/hb/index.cfm</a></p> <p><b>OEHE Technical Handbook:</b></p>

	<p>Involves maintaining available resources, making resource decisions based on program/project/business need and availability of resources.</p> <p>Ability to provide guidance, develop a budget plan, defend budget plan, assess budget performance, develop alternative budget scenarios, and execute a budget.</p> <p>From Reference 1*:</p> <ol style="list-style-type: none"> <li>1. Demonstrate ability to develop and manage a project/program budget.</li> <li>2. Demonstrate knowledge of budget submission requirements.</li> <li>3. Demonstrate knowledge of historical budget records and costs and how to use in forecasting.</li> <li>4. Demonstrate ability to quantify potential for cost savings and cost avoidance. (Level III only)</li> <li>6. Demonstrate ability to identify quantitative and qualitative risks. (Level III)</li> <li>7. Demonstrate ability to advocate for funding using economic analysis.</li> <li>8. Demonstrate ability to prioritize projects/programs based on funding levels. (Level II &amp; III)</li> <li>9. Demonstrate ability to manage operating budget and produce required financial reports. (Level III)</li> <li>10. Demonstrate knowledge of invoice/expenditure approval processes.</li> <li>11. Demonstrate ability to recommend/conduct funding reallocation based on changing</li> </ol>	<p>Chapter VI - Facilities Engineering</p> <p>70 - Administration and Management</p> <p>70-1 - Introduction and Mission (02/28/1997)</p> <p>70-2 - Glossary of Terms (02/28/1997)</p> <p>70-3 - Financial Management (02/28/1997)</p> <p><b>Level I, II, and III:</b></p> <ul style="list-style-type: none"> <li>• Area OEHE overview and FEPP training</li> <li>• Local SU overview</li> <li>• UFMS Training – Area level</li> </ul>
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	<p>priorities. (Level III)  12. Demonstrate ability to conduct periodic financial reviews and produce required reports. (Level III)</p> <p>Level II &amp; III: Requires knowledge of UFMS and FEPP.</p>	
<p><i>c. Business</i></p>	<p>Knowledge of the practices associated with operations and management of any organization. This is the knowledge needed to ensure that the functions of the organization succeed through the established business processes. While the manager does not need to be an expert, they should have at least a general understanding. Depending on the level in the organization these may vary from local to program level understanding.</p> <p>Examples include: budgeting and budget/financial management and analysis for both the facilities program and specific offices; organizational skills, basic understanding of accounting systems (UFMS); understanding of administrative policy; Federal Records Management policy; personal property; correspondence; understanding of laws, Executive Orders, policies, regulations, Federal budget process and policies; travel - GOVtrip.</p>	<p>Generally these are short classes or training sessions put on by the organization, agency, Department, or the Federal program manager. They tend to be unique to the way the agency, Department or Federal government operates.</p> <p><b>LEVEL I:</b> Local Service Unit Orientation</p> <p><b>LEVEL II:</b></p> <ul style="list-style-type: none"> <li>• Area Office Orientation</li> <li>• Area Office UFMS Project Accounting overview</li> <li>• Records management</li> <li>• Personal property management</li> <li>• GovTrip training</li> </ul> <p><b>LEVEL III</b></p> <ul style="list-style-type: none"> <li>• Appropriations Law</li> <li>• Level II requirements</li> </ul>

<p><b><i>d. Cost Estimating</i></b></p>	<p>Knowledge and practices associated with the determination, estimation, and analysis of costs.</p> <p>Skills required include data collection, cost estimating documentation, and evaluation of cost realism in proposals.</p> <p>Knowledge and ability to prepare and evaluate construction cost estimates.</p> <p><b>Level III only:</b> Knowledge of Earned Value Management (EVM) and Total Cost of Ownership.</p>	<p>These types of classes are available from both Federal and non-Federal sources (EHSC, FAI, DAU, etc.).</p> <p><b>Level I:</b></p> <ul style="list-style-type: none"> <li>• Basic Cost Estimating</li> <li>• On-The-Job Development</li> </ul> <p><b>Level II:</b></p> <ul style="list-style-type: none"> <li>• Cost Estimating - RS Means or equivalent</li> </ul> <p><b>Level III:</b></p> <ul style="list-style-type: none"> <li>• Cost Estimating</li> <li>• FAC-PPM Level I REQUIRED – See FAC PPM Handbook</li> </ul>
<p><b><i>e. Partnering</i></b></p>	<p>Knowledge, capabilities, and practices associated with the effective targeting of external and tribal partnerships and business opportunities. Includes an understanding of the IHS' strategic plan as well as ability to facilitate and manage partnerships that support IHS strategies.</p>	<p><b>Level I:</b></p> <ul style="list-style-type: none"> <li>• Basic Orientation</li> </ul> <p><b>Level II:</b></p> <ul style="list-style-type: none"> <li>• Attend Area FM meetings</li> </ul> <p><b>Level III:</b></p> <ul style="list-style-type: none"> <li>• Attend Area FM meetings</li> <li>• Attend local ASHE or other healthcare/related association meetings</li> </ul>

2. ENGINEERING SERVICES, PLANNING, AND DESIGN	Description	Source
<i>a. Data Analysis</i>	<p>Sustainability Requirements Benchmarking</p> <p>Knowledge of HSP documentation and ability to interpret results.</p> <p>Knowledge of data required to assess space requirements e.g. user population, patient flow.</p> <p>IHS Health Care Priority System Methodology</p>	<p>Some of these are short classes or training sessions are put on by the organization.</p> <p><b>Level I:</b> Sustainability webinars</p> <p><b>Level II:</b></p> <ul style="list-style-type: none"> <li>• Sustainability webinars</li> <li>• Basic HSP training</li> <li>• TMA</li> <li>• Statistical Analysis for Benchmarking</li> </ul> <p><b>Level III:</b></p> <ul style="list-style-type: none"> <li>• Advanced HSP training</li> <li>• Sustainability webinars</li> <li>• Statistical Analysis for Benchmarking</li> </ul>
<i>b. Facilities Engineering</i>	<p>Knowledge of facilities engineering, facility evaluation, cost estimating, schedules, and formulation of performance requirements and alternative analysis/scenarios.</p> <p>General knowledge of architectural, civil/structural, mechanical and electrical engineering disciplines.</p> <p>Knowledge of project management and</p>	<p>These types of classes are available from both Federal and non-Federal sources or other professional training is available from the American Society For Healthcare Engineering (ASHE) that focus specifically on healthcare facilities management and engineering.</p> <p><b>Refer to the IHS Technical Handbook Website for more details:</b>  <a href="http://www.ihs.gov/nonmedicalprograms/DFEE/hb/index.cfm">http://www.ihs.gov/nonmedicalprograms/DFEE/hb/index.cfm</a></p>

	<p>control including life cycle costs, engineering economics, and project planning and evaluation of scope, cost, and schedule. It also includes program controls such as earned value management or other measures for facility project controls.</p> <p>Knowledge of construction contracting, contractor oversight, and contracts management.</p> <p>Knowledge and skill of IHS Health Facility Data System</p> <p>Possess professional designation such as Professional Engineer (PE), Certified Healthcare Facility Manager (CHFM), Certified Facility Manager (CFM), etc.</p>	<p><b>Level I – at least 1 credential required:</b></p> <ul style="list-style-type: none"> <li>• ASHE Healthcare Construction Certificate/IFMA FMP</li> <li>• Licensed Plumber/Electrician/Welder/Mechanic</li> <li>• Associates Degree in Building Trade</li> </ul> <p><b>Level II – at least 1 credential required</b></p> <ul style="list-style-type: none"> <li>• ASHE CHFM, BOMA Building Operator Certificate, IFMA CFM</li> <li>• BS ME, CE, EE (optional); EIT desired</li> </ul> <p>Plus</p> <ul style="list-style-type: none"> <li>• COR Level II</li> <li>• HFDS Webinars</li> <li>• Cost Estimating</li> <li>• Principles/Process for Conducting Life Cycle Cost Analysis</li> </ul> <p><a href="http://www.wbdg.org/educations/lifecyclecosting.php">http://www.wbdg.org/educations/lifecyclecosting.php</a></p> <p><b>Level III:</b></p> <ul style="list-style-type: none"> <li>• Required: BS/MS ME, CE, EE, and PE</li> <li>• Level II requirements</li> </ul>
<p><b><i>c. Health Facility Planning</i></b></p>	<p>Knowledge of IHS Planning Process for renovations/expansions and knowledge of IHS OEHE Technical Handbook for Environmental Health and Engineering (Part 13)</p> <p>Knowledge of FPAA (Facility Planning Project Approval), PJD, POR, PDRI</p> <p>Understanding and utilizing the Area</p>	<p>These are classes or training sessions specific to IHS and put on by EHSC or the Area offices.</p> <p><b>Level I</b> REQUIRED:</p> <ul style="list-style-type: none"> <li>• Basic Orientation on renovation/expansion process</li> <li>• ASHE Healthcare Construction Certificate</li> </ul> <p><b>Level II</b> REQUIRED:</p>

	ICRA checklist	<ul style="list-style-type: none"> <li>• Basic Health Systems Planning</li> <li>• Space Planning</li> </ul> <p><b>Level III</b></p> <ul style="list-style-type: none"> <li>• Level II requirements plus one of the following</li> <li>• Advanced Health Systems planning</li> <li>• Implementing Deep Retrofits</li> </ul> <p><a href="http://apps1.eere.energy.gov/femp/training/course_detail_live.cfm/CourseDateID387">http://apps1.eere.energy.gov/femp/training/course_detail_live.cfm/CourseDateID387</a></p>
<i>d. Health Systems</i>	<p>Knowledge and skill in:</p> <ul style="list-style-type: none"> <li>- Health Care Market and Demand</li> <li>- Community Needs</li> <li>- Health Care Performance Measures</li> <li>- Coordinating Processes</li> <li>- Estimating Resource Requirements</li> <li>- Guidelines for Design and Construction of Health Facilities</li> <li>- IHS Health System Planning software</li> <li>- IHS staffing determinations</li> <li>- HHS/IHS Approval process for projects</li> <li>- Knowledge of FPAA, PDRI, PJD, POR</li> </ul> <p>These skills are dynamic and are always being updated to keep up with technologically advanced systems.</p>	<p><b>Level I:</b></p> <ul style="list-style-type: none"> <li>• Basic awareness through on-the-job development</li> </ul> <p><b>Level II:</b></p> <ul style="list-style-type: none"> <li>• Health Systems Planning</li> <li>• Space Planning</li> </ul> <p><b>Level III:</b></p> <ul style="list-style-type: none"> <li>• Level II training Plus two of the following:</li> <li>• A&amp;E Design Guidelines</li> <li>• Service Unit/Area Office overview of Government Performance Results Act (GPRA)</li> </ul>

<p><b><i>e. Project Management</i></b></p>	<p>Knowledge, capabilities, and practices associated with formulating, planning, implementing, managing, tracking, and evaluating work and risks, ranging from one-time projects to program-level work (Initiation, Execution, Closeout, &amp; Training). Includes knowledge associated with finance, budgeting, risk assessment, schedule, SOW's, configuration management, contract technical management, project controls, development, evaluation of project technical requirements. Critical ability is to achieve the appropriate balance between resources, schedule, and attainment of technical requirements.</p>	<p>These types of classes are available from both Federal and non-Federal sources. Many of these issues are not unique nor are they training unique to Federal personnel.</p> <p>COR and FAC PPM Certification training through EHSC, DAU, FAI, other</p> <p>Level I: Basic Project Management training</p> <p>Level II:</p> <ul style="list-style-type: none"> <li>• PMI training</li> <li>• COR I</li> <li>• FAC-PPM I</li> <li>• Technical handbook Awareness <a href="http://www.ihs.gov/OEHE/index.cfm?module=handbook">http://www.ihs.gov/OEHE/index.cfm?module=handbook</a></li> <li>• Area/Engineering Services PM training, as required</li> </ul> <p>Level III:</p> <ul style="list-style-type: none"> <li>• PMI training</li> <li>• FAC COR I</li> <li>• FAC-PPM I</li> <li>• Technical handbook - <a href="http://www.ihs.gov/OEHE/index.cfm?module=handbook">http://www.ihs.gov/OEHE/index.cfm?module=handbook</a></li> </ul>
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3. FACILITIES OPERATION AND MAINTENANCE	Competency Description	Source
<p><i>a. Building System Management</i></p>	<p>Knowledge of the operation of heating, air conditioning, refrigeration, and ventilation systems.</p> <p>Knowledge of building operation plans.</p> <p>Knowledge of building services: janitorial, security, landscaping, grounds keeping, recycling program and waste removal, parking, pest control, in-house vs. outsourced services, and other.</p> <p>Knowledge and ability to serve or manage as Project Officer/Contracting Officer Representative for service contracts.</p> <p>Ability to monitor and oversee the performance of contractors and staff and investigate and resolve complaints from building occupants.</p> <p>Knowledge of purchasing supplies and equipment for the property and making arrangements with specialists for repairs that cannot be handled by regular maintenance staff.</p>	<p>Available through a variety of sources including EHSC, professional development associations (ASHE, ASHRAE, BOMA, UW, local sources), on-the-job development.</p> <p><b>Level I</b> One of the following:</p> <ul style="list-style-type: none"> <li>• Basic Plan Review</li> <li>• On-line course on building systems</li> <li>• Building Codes</li> </ul> <p><b>Level II</b> One of the following:</p> <ul style="list-style-type: none"> <li>• Level I courses</li> <li>• Management of the Energy Star Portfolio</li> <li>• Basic High-Efficiency Building standards</li> <li>• LEED for Existing Buildings</li> </ul> <p>PLUS Required:</p> <ul style="list-style-type: none"> <li>• FAC COR Level I</li> <li>• Installation-specific building system training such as: Chillers, boilers, dehumidifiers, etc. Certifications as required.</li> </ul> <p><b>Level III</b> Two of the following:</p> <ul style="list-style-type: none"> <li>• Level II courses</li> <li>• Energy Star Building documentation</li> </ul>

	<p>Ability to be responsible for the daily operations of a single building or complex.</p> <p>Knowledge and ability to ensure the property is safe, healthy, and properly maintained through routine inspection of grounds, facility, and equipment to determine whether repairs or maintenance is required.</p> <p>Knowledge and ability to operate building control systems.</p>	<ul style="list-style-type: none"> <li>• Advanced High-Efficiency Building standards</li> </ul> <p>PLUS the following are required:</p> <ul style="list-style-type: none"> <li>• COR Level II</li> <li>• Technical Handbook knowledge <a href="http://www.ihs.gov/OEHE/index.cfm?module=handbook">http://www.ihs.gov/OEHE/index.cfm?module=handbook</a></li> <li>• Installation-specific building system training such as: Chillers, dehumidifiers, etc. Certifications as required.</li> </ul>
<p><b><i>b. Facility Operations</i></b></p>	<p>Knowledge of operation and maintenance of buildings and associated infrastructure, building services, calculations, basic measurement, and equipment related to healthcare facilities.</p> <p>Ability to operate facilities in compliance with occupational safety, environmental laws and regulations including knowledge required to develop and manage a comprehensive program of facilities management services.</p> <p>Knowledge of latest best practices in healthcare facility operations.</p>	<p>Generally these are short classes or training sessions sponsored by the local area facility program, EHSC, or national vendors. Some of the training will be unique to the way the Indian Health Service operates e.g. CMMS training.</p> <p><b>Refer to the IHS Technical Handbook Website for more details:</b> <a href="http://www.ihs.gov/OEHE/index.cfm?module=handbook">http://www.ihs.gov/OEHE/index.cfm?module=handbook</a></p> <p><b>Level I</b> Engineering Practices</p> <ul style="list-style-type: none"> <li>• ASHE FM Boot Camp or IHS Facilities Orientation REQUIRED</li> </ul> <p>PLUS one of the following or an equivalent</p> <ul style="list-style-type: none"> <li>• Basic HVAC</li> <li>• Basic Electrical Systems</li> <li>• Basic Building Systems</li> <li>• Basic Plumbing</li> </ul>

	<p>Knowledge of work order program management (CMMS or other), building automation systems, access control systems, security systems, fire and life safety, preventive maintenance program, and public utility coordination.</p> <p>Knowledge of project funding and limitations: M&amp;I, Quarters Return, Facility Support Account, M&amp;M, etc.</p>	<ul style="list-style-type: none"> <li>• Area-provided Basic CMMS training</li> <li>• Facility O&amp;M Funds Overview by Area</li> </ul> <p><b>Level II</b> Engineering Practices (Three of the following, or equivalent)</p> <ul style="list-style-type: none"> <li>• Re/Retro-Commissioning</li> <li>• ASHRAE – Indoor Air Quality</li> <li>• ASHRAE – Thermal Comfort</li> <li>• ASHRAE – HVAC Essentials</li> <li>• Medical Gas Systems, as required</li> <li>• ASHE Health Care Facility Management and Construction Infection Prevention Control</li> <li>• CMMS Advanced Training</li> <li>• Optimizing Operations and Maintenance <a href="http://www.wbdg.org/education/opt_om.php">http://www.wbdg.org/education/opt_om.php</a></li> <li>• Operations, Maintenance, and Commissioning <a href="http://apps1.eere.energy.gov/femp/training/course_detail_ondemand.dfm/Coursel_d=13">http://apps1.eere.energy.gov/femp/training/course_detail_ondemand.dfm/Coursel_d=13</a></li> </ul> <p><b>Level III</b> Engineering Practices (Four of the following or equivalent)</p> <ul style="list-style-type: none"> <li>• Level II Requirements</li> <li>• CMMS Advanced Training</li> <li>• H&amp;C, M&amp;M, and third party funding Overview by IHS FAC staff</li> </ul> <p>Other training resources include professional development entities (UW, ASHE, BOMA, ASHRAE).</p>
<p><b><i>c. Real Property Management</i></b></p>	<p>Knowledge of requirements &amp; processes to manage real property including buildings, quarters, land, leases and other interests in property for healthcare</p>	<p>Generally these are short classes or training sessions put on by federal and non-federal sources including IHS Realty program, EHSC, BLM, HHS, or HQ. Some training will be unique to the way IHS operates.</p>

	<p>operations with emphasis on administrative, financial, and communication abilities.</p> <p>Knowledge of HFDS, QMIS, IHS Quarters Management Policy, quarters inspection protocols, leasing authority/delegations, tenant/IHS relationship.</p>	<p><b>Level I:</b></p> <ul style="list-style-type: none"> <li>• Area Office Training on Real Property</li> <li>• Specific IHS training: Realty Basics, Quarters Management(if necessary)</li> </ul> <p><b>Level II:</b></p> <ul style="list-style-type: none"> <li>• Level I requirements plus two of the following:</li> <li>• Historic Preservation (if applicable to the installation); or</li> <li>• Health Systems Planning</li> <li>• HFDS webinars or online classes</li> <li>• GSA training</li> <li>• For those with quarters: Bureau of Land Management’s iQMIS</li> </ul> <p><b>Level III:</b></p> <ul style="list-style-type: none"> <li>• Level II requirements</li> <li>• Advanced federal real property training through IHS HQ RPM</li> </ul>
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<b>4. LEADERSHIP AND MANAGEMENT</b>	<b>Description</b>	<b>Source</b>
<i>a. Communication</i>	<p>The knowledge and ability to communicate effectively both orally and in writing to lead, influence, motivate, negotiate, resolve problems, provide guidance both technical and non-technical, respond to requests, by:</p> <ul style="list-style-type: none"> <li>• Write clear, concise, and well organized documents</li> <li>• Speak in clear, concise and well organized</li> </ul>	<p>Formal classes are available from both Federal and non-Federal sources. These issues are not unique nor the training unique to Federal personnel.</p> <p><b>Level I:</b></p> <ul style="list-style-type: none"> <li>• Mentoring</li> <li>• On-the-job development</li> </ul> <p><b>Level II:</b></p> <ul style="list-style-type: none"> <li>• Professional Presentation Skills or equal</li> </ul>

	<p>manner</p> <ul style="list-style-type: none"> <li>• Listen effectively and communicate understanding</li> <li>• Give direction</li> <li>• Actively clarify interpretations and confirm understanding</li> <li>• Make oral presentations</li> <li>• Present information visually</li> <li>• Use communication technologies</li> <li>• Conduct effective meetings</li> <li>• Comprehend written and graphic information</li> <li>• Comprehend financial and technical information</li> <li>• Negotiate for services, resources, information and commitments</li> <li>• Establish personal and professional networks</li> </ul>	<ul style="list-style-type: none"> <li>• Group Facilitation Methods</li> <li>• 2 Annual Professional Presentations</li> <li>• Committee Officer Position</li> </ul> <p>Level III:</p> <ul style="list-style-type: none"> <li>• Professional Presentation Skills or equal</li> <li>• Group Facilitation Methods</li> <li>• 4 Annual Professional Presentations</li> <li>• Committee Chair Position</li> </ul>
<p><b>b. Cultural Competency</b></p>	<p>Ability to function effectively in the context of cultural differences as demonstrated by:</p> <ul style="list-style-type: none"> <li>• Awareness, acceptance, and valuing of cultural differences;</li> <li>• Awareness of one’s own culture and values;</li> <li>• Understanding the range of dynamics that result from the interaction between people of different cultures;</li> <li>• Developing cultural knowledge of the particular community served or to</li> </ul>	<p><b>Level I:</b> Local orientation</p> <p><b>Level II &amp; III:</b></p> <ul style="list-style-type: none"> <li>• OEHE Leadership Initiative Cultural Competence Module</li> <li>• Architect/Engineer Requirement in design found at: <a href="http://www.ihs.gov/OEHE/hb/pdf/02102.pdf">http://www.ihs.gov/OEHE/hb/pdf/02102.pdf</a></li> </ul> <p><i>* Adapted from Cross, T., Basron, B., Dennis, K., and Isaacs, M. (1989). Towards a Culturally Competent System of Care, Vol. 1. Washington D.C., Georgetown University.</i></p>

	<p>access cultural brokers who may have that knowledge;</p> <ul style="list-style-type: none"> <li>• Ability to adapt individual interventions, programs, and policies to fit the cultural context of the individual, family, or community.*</li> </ul>	
<p><b><i>c. Human Capital</i></b></p>	<p>This includes knowledge and skills in two general categories: 1) when personnel are directly managed, and 2) when dealing with people outside the direct control of the manager that he must deal with and influence. The manager must be knowledgeable and skilled in both categories. Examples include team building; mentoring / coaching; motivational skills; conflict management; communication; influencing where the direct authority is not there; efficient use and long range staffing planning; interpersonal skills; partnering; relationship building; staff professional development; personnel management; etc. Depending on the level in the organization these may vary from local to program level understanding.</p> <p>Awareness of federal human resources.</p> <p>Demonstrate knowledge and ability to:</p> <ul style="list-style-type: none"> <li>o Evaluate and manage the facility staff's support of organizational goals and objectives.</li> </ul>	<p>These types of classes are available from both Federal and non-Federal sources.</p> <p><b>Level I:</b></p> <ul style="list-style-type: none"> <li>• Service Unit orientation and mentoring by local supervisor</li> </ul> <p><b>Level II:</b> Two of the following</p> <ul style="list-style-type: none"> <li>• Emotional Intelligence</li> <li>• Decision-Making Skills</li> <li>• OEHE Leadership Modules or equal</li> <li>• Federal Supervisor Training</li> <li>• Compliance with Human Resources training</li> </ul> <p><b>Level III:</b> Three of the following</p> <ul style="list-style-type: none"> <li>• Level II courses</li> <li>• Group Facilitation</li> <li>• Advanced Federal Supervisor Training</li> </ul>

	<ul style="list-style-type: none"> <li>o Assure the facility and its operation complies with laws and regulations</li> <li>o Monitor and assure changes in the facility function and services</li> <li>o Monitor information and trends about human and environmental concerns</li> <li>o Ensure training is conducted to maintain safe and effective use of the facility</li> <li>o Conduct due diligence studies</li> </ul>	
<b>d. Leadership</b>	<p>Knowledge and skill in:</p> <ul style="list-style-type: none"> <li>- Creative thinking</li> <li>- Innovation</li> <li>- Vision</li> <li>- Flexibility</li> <li>- Coordinating</li> <li>- Political / external awareness</li> <li>- Strategic Thinking</li> <li>- Cultivating relationships</li> <li>- Problem solving</li> </ul> <p>These are the skills that will move an organization and/or program forward and improve it, not just keep things in the current condition.</p>	<p><b>Level I</b> – Mentoring by local supervisor</p> <p><b>Level II: ( Minimum 1)</b></p> <ul style="list-style-type: none"> <li>• Myers/Briggs, DISC or other personality assessment instrument</li> <li>• OEHE Leadership Training or equal</li> <li>• USPHS Leadership Training or equal</li> </ul> <p><b>Level III (Minimum 2):</b></p> <ul style="list-style-type: none"> <li>• 360 Evaluations</li> <li>• OEHE Leadership Training or equal</li> <li>• Emerging Leadership Development Program or equal</li> </ul>
<b>e. Organizational Knowledge</b>	<p>Demonstrate understanding of organizational planning</p> <p>Knowledge and understanding of HHS and</p>	<p><b>Level I:</b></p> <ul style="list-style-type: none"> <li>• Area Office orientation</li> <li>• Area OEHE Orientation</li> </ul>

	<p>IHS mission, strategic plan, and goals.</p> <p>Knowledge of organizational structure of IHS OEHE HQ and Area level.</p>	<ul style="list-style-type: none"> <li>• Participation in area FM meetings</li> </ul> <p><b>Level II:</b> (Minimum 1)</p> <ul style="list-style-type: none"> <li>• EHSC OEHE Orientation</li> <li>• IHS Facility Orientation</li> </ul> <p><b>Level III:</b> (Minimum 1)</p> <ul style="list-style-type: none"> <li>• EHSC OEHE Orientation</li> <li>• IHS Advanced Facility Orientation</li> <li>• Emerging Leadership Development Program or Equal</li> </ul> <p>For more information, go to  <a href="http://www.ihs.gov/index.cfm?module=HealthcareSupport">http://www.ihs.gov/index.cfm?module=HealthcareSupport</a></p>
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5. PERFORMANCE MEASURES	Description	Source
<i>a. Acquiring Data</i>	<ol style="list-style-type: none"> <li>1. Demonstrate knowledge of the differences between quantitative and qualitative data and how to gather/calculate each.</li> <li>2. Demonstrate knowledge of key building performance measures, where and how to read them, and reporting requirements.</li> <li>3. Demonstrate knowledge of what data is necessary to enable “continuous retuning.”</li> <li>4. Demonstrate ability to determine what records provide the best data for strategic decision making to achieve the desired outcome.</li> </ol>	<p>Level I:</p> <ul style="list-style-type: none"> <li>• Area Orientation</li> <li>• Basic CMMS training</li> </ul> <p>Level II:</p> <ul style="list-style-type: none"> <li>• Area Orientation</li> <li>• HFDS training webinar</li> <li>• EPA Portfolio Energy Star</li> <li>• Basic to Intermediate CMMS training</li> </ul> <p>Level III:</p> <ul style="list-style-type: none"> <li>• Area Orientation</li> <li>• HFDS Training Webinar– FEDS</li> <li>• EPA Portfolio Energy Star</li> <li>• Basic to Intermediate CMMS training</li> <li>• Building Retuning Training: <a href="http://retuningtraining.labworks.org/training/lms/">http://retuningtraining.labworks.org/training/lms/</a></li> </ul>
<i>b. Establishment and Implementation</i>	<p>Level I:</p> <ol style="list-style-type: none"> <li>1. Demonstrate ability to use performance measures to inform decision makers.</li> </ol> <p>Level II &amp; III</p> <ol style="list-style-type: none"> <li>1. Demonstrate knowledge of cascading performance indicators used to measure how well the mission, management, program and</li> </ol>	<p>Level I</p> <ul style="list-style-type: none"> <li>• Mentoring and coaching by Level II/III supervisor</li> </ul> <p>Level II</p> <ul style="list-style-type: none"> <li>• Participation in SU administration/Quality Improvement, safety, management, meetings</li> </ul>

	<p>individual goals are being met (GPRA/PMAP).</p> <ol style="list-style-type: none"> <li>2. Demonstrate ability to establish baselines from which progress toward attainment of goals can be measured.</li> <li>3. Demonstrate ability to establish feedback systems to support continuous improvement of organizational processes, practices and results (outcomes).</li> <li>4. Demonstrates understanding that investments in training and in facilities in general, are not often immediately visible or measurable but can manifest over period of years.</li> <li>5. Demonstrate ability to perform a sensitivity analysis on proposed measures to determine controllable/uncontrollable drivers such as weather, funding, retirement, individual performance, training, etc.</li> <li>6. Demonstrate knowledge of performance indicators such as Facilities Condition Index, Current Replacement Value, Plant Replacement Value, and Sustainment Rate.</li> <li>7. Demonstrate ability to understand, provide input for, and use additional performance indicators such as cost effectiveness, customer satisfaction, and process efficiencies developed by the organization to measure the qualitative aspects of facilities operations and management.</li> </ol>	<p>Level III</p> <ul style="list-style-type: none"> <li>• Participation in Area OEHE workshop and meetings</li> <li>• Volunteering on workgroups, Area facility boards</li> </ul>
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<p><b><i>c. Training</i></b></p>	<p>Demonstrate knowledge of IHS Facility Manager Core Competency set.</p> <p>Maintenance of Professional skills and development</p> <p>Demonstrate the requirements under the Federal Buildings Personnel Training Act 2010.</p> <p>Demonstrate knowledge of how to use <a href="http://www.FMI.gov">www.FMI.gov</a> to view core competencies, methods to demonstrate them, curriculum and to report compliance with the law.</p>	<p><b>Level I</b></p> <ul style="list-style-type: none"> <li>• Attend one professional training annually.</li> <li>• Participate in one on-line training session annually.</li> <li>• Register and maintain profile in <a href="http://www.fmi.gov">www.fmi.gov</a></li> <li>• Discuss training plan with supervisor annually.</li> </ul> <p><b>Level II</b></p> <ul style="list-style-type: none"> <li>• Attend one professional training annually and complete two on-line classes.</li> <li>• Federal Supervisor Training</li> <li>• IDP in place for staff and self.</li> </ul> <p><b>Level III</b></p> <ul style="list-style-type: none"> <li>• Attend one professional training annually and complete three online classes.</li> <li>• Participate in ASHE or other facility management professional organization activities/meetings.</li> <li>• IDP in place for staff and self.</li> <li>• Advanced Federal Human Resources/Supervisor Training</li> </ul>
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6. PROGRAMS AND REGULATORY COMPLIANCE	Description	Source
<i>a. Accreditation</i>	<p>Demonstrate knowledge of NFPA standards related to healthcare facilities, Joint Commission (JC), Accreditation Association for Ambulatory Health Care(AAAHC), Center for Medicare and Medicaid (CMS) and how to apply standards to maintain accreditation</p> <p>Knowledge of FM role in accreditation process.</p> <p>Demonstrate knowledge of Environment of Care (EOC) Standards</p>	<p>Formal training available through EHSC and non-federal technical sources such as NFPA, JC, AAAHC and other professional development organizations.</p> <p>Level I:</p> <ul style="list-style-type: none"> <li>• One ASHE course on Environment of Care (EOC)</li> <li>• NFPA 101/99 Overview with local Supervisor</li> <li>• Overview of facility-specific accreditation with IHS FAC Staff</li> </ul> <p><b>Level II:</b></p> <ul style="list-style-type: none"> <li>• Two ASHE courses on Environment of Care</li> <li>• NFPA 101 and 99 REQUIRED</li> <li>• Infection Control in Facility Operation and Maintenance and Renovation</li> <li>• IHS Healthcare Safety Accreditation</li> <li>• Development and Implementation of EOC Management Plans</li> </ul> <p><b>Level III</b></p> <ul style="list-style-type: none"> <li>• Three ASHE courses on Environment of Care</li> <li>• Level II requirements</li> <li>• Successful Adoption and Implementation of EOC Management Plans</li> </ul>
<i>b. Energy and Water Conservation</i>	<p>Ability to develop short and long term plans to meet requirements of current Executive Orders, policies and laws.</p>	<p>These types of classes are available from both Federal and non-Federal sources (EHSC, DOE FEMP, EPA, AEE, etc.) as traditional and online training.</p>

Ability to assess design and building plans to ensure the most effective energy conserving equipment is being considered.

Knowledge of EPA Energy Star Portfolio.

Demonstrate knowledge and ability to develop and/or coordinate:

- o Water Audit
- o Energy Audit
- o A green purchasing program

**Level I  
Energy Conservation**

REQUIRED:

- Energy 101 (Online training)  
[http://apps1.eere.energy.gov/femp/training/course\\_detail\\_ondemand.cfm/CourseID=6](http://apps1.eere.energy.gov/femp/training/course_detail_ondemand.cfm/CourseID=6)

PLUS ONE OF THE FOLLOWING;

- Control Systems (On-site manufacturer provided, specific to the facility)
- Mechanical Equipment (Manufacturer provided, specific to the facility's equipment)
- IHS Sustainability Webinars, DOE webinars, FEMP (minimum 6)

Water Efficiency (One of the following):

- Water Audit
- On-site review of water conservation laws and standards with local Area IHS FAC staff
- Low-flow plumbing fixtures

**Level II  
Energy Conservation**

- Level I plus 3 of the following:
- Advanced Digital Control Systems (On-site manufacturer provided, specific to the facility)
- Mechanical Equipment (Manufacturer provided, specific to the facility's equipment)
- Association of Energy Engineer training
- GovEnergy attendance

		<ul style="list-style-type: none"> <li>• On-site energy generation</li> <li>• Energy laws and standards including energy audit review</li> <li>• EPA Energy Star Portfolio <a href="http://www.energystar.gov/index.cfm?c=business.bus_internet_presentations">http://www.energystar.gov/index.cfm?c=business.bus_internet_presentations</a></li> <li>• Participation in energy audit</li> </ul> <p>Water Efficiency:</p> <p><b>REQUIRED</b></p> <ul style="list-style-type: none"> <li>• “Water Assessment in Federal Facilities” (Online) <a href="http://apps1.eere.energy.gov/femp/training/course_detail_ondemand.cfm/CourseId=132">http://apps1.eere.energy.gov/femp/training/course_detail_ondemand.cfm/CourseId=132</a></li> </ul> <p><b>PLUS</b> One of the following</p> <ul style="list-style-type: none"> <li>• Water conservation strategies</li> <li>• Water conservation laws and standards</li> <li>• Xeriscaping</li> </ul> <p><b>Level III</b></p> <p>Energy Conservation</p> <ul style="list-style-type: none"> <li>• Level II plus Four of the following:</li> <li>• Advanced Digital Control Systems (On-site manufacturer provided, specific to the facility)</li> <li>• Mechanical Equipment (Manufacturer provided, specific to the facility’s equipment)</li> <li>• Energy laws and standards including energy audit review</li> <li>• CEM Certification</li> </ul> <p>Water Efficiency (Two of the following):</p> <ul style="list-style-type: none"> <li>• See Level II requirements plus</li> </ul>
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		<ul style="list-style-type: none"> <li>• Successful implementation of Water Conservation Plan(Required)</li> </ul>
<b>c. Historic Resource Management</b>	<p>Knowledge of Federal Preservation Law and 36 CFR Part 800 Sections 106 &amp; 110, National Historic Preservation Act of 1966 as amended and the National Environmental Protection Act.</p> <p>Ability to address compliance with the law in federal undertakings.</p> <p>Knowledge of state and tribal environmental programs including State/Tribal Historic Preservation office.</p>	<p>Generally these are classes put on by the IHS, EPA or other non-federal sources.</p> <p><b>Level I:</b> Historic Properties overview training by IHS FAC Staff</p> <p><b>Level II:</b></p> <ul style="list-style-type: none"> <li>• IHS NEPA training</li> <li>• Section 106 Secretary Standards training provided by Area Office Historic Preservation Officer</li> </ul> <p><b>Level III</b></p> <ul style="list-style-type: none"> <li>• IHS NEPA training</li> <li>• Section 106 Essentials by Advisory Committee on Historic Preservation, as required</li> </ul>
<b>d. Legal</b>	<p>Ethics/Law - Knowledge of applicable Federal statues, regulations, Executive Orders, and rules including knowledge of topics such as federal procurements, claims, agreements, fiscal matters, personnel matters, environmental matters, FOIA, Congressional inquiries, ethics, patents, and intellectual property as they pertain to Federal facilities and federal real property.</p>	<p>Generally these are short classes or training sessions put on by both federal and non-federal training sources:</p> <p><b>Level I</b></p> <ul style="list-style-type: none"> <li>• Basic Area Office Orientation</li> </ul> <p><b>Level II</b></p> <ul style="list-style-type: none"> <li>• Online or in person Appropriations law (8-hr)</li> </ul> <p><b>Level III</b></p> <ul style="list-style-type: none"> <li>• Appropriations Law(3-day)</li> <li>• Ethics Training</li> </ul>

<p><i>e. Safety</i></p>	<p>Code compliance - Knowledge of Federal and State OSHA regulations, policies, and procedures necessary to ensure healthcare facilities are in compliance</p> <p>Environmental health and safety - Knowledge of Federal, State, and tribal OSHA regulations, policies, and procedures to develop and implement preventive measures regarding work-related and environmental health-related injuries, illnesses and deaths - IHS – Webcident</p>	<p>These types of classes are available from both Federal and non-Federal sources including EHSC.</p> <p><b>Level I REQUIRED:</b></p> <ul style="list-style-type: none"> <li>• NFPA 70E with Arc Flash Analysis</li> </ul> <p><b>PLUS TWO OF THE FOLLOWING:</b></p> <ul style="list-style-type: none"> <li>• NFPA 101 Overview by IHS FAC Staff</li> <li>• OSHA Worker Safety – 10 hr card</li> <li>• Asbestos management for maintenance workers (<u>required</u> if asbestos present with annual awareness refresher course)</li> </ul> <p><b>Level II Required:</b></p> <ul style="list-style-type: none"> <li>• NFPA 101 – Life Safety Code</li> </ul> <p><b>PLUS THREE OF THE FOLLOWING:</b></p> <ul style="list-style-type: none"> <li>• NFPA 99 – Healthcare Facilities</li> <li>• NFPA 70E + Task Hazard Analysis</li> <li>• Asbestos management for maintenance workers</li> <li>• OSHA – 10 or 30-hour training with card</li> <li>• Basic Safety Overview for Facility Managers</li> </ul> <p><b>Level III</b></p> <ul style="list-style-type: none"> <li>• NFPA 101 – Life Safety Code refresher, minimum every 5 yrs</li> <li>• NFPA 99 – Healthcare Facilities refresher, minimum every 5 yrs</li> <li>• Level II requirements</li> </ul>
<p><i>f. Sustainability</i></p>	<p>Knowledge of environmental engineering, environmental law,</p>	<p>These types of classes are available from both Federal and non-Federal sources, in both traditional and online classes. Classes or training sessions</p>

chemistry, biology, geology, and hydrogeology to maintain a proactive stance regarding environmental stewardship including protection and restoration of resources such as ground water, surface water, soils, sediments, air, and natural resources.

Knowledge of the IHS Environmental Review Manual and its interaction with facility activities.

Knowledge of IHS Sustainability Policy, IHS Strategic Sustainability Performance Plan, and Environmental Management System (EMS).

Knowledge of alternative work strategies, baseline energy consumption, conservation strategies, and sustainability best practices.

1. Demonstrate knowledge and ability to develop and/or coordinate:
  - o A recycling program
  - o A HAZMAT reduction program
  - o Alternative transportation and workplace strategies
  - o Sustainability audit and inspection programs
  - o Universal Waste Audit

may be put on by the Area, IHS, Department, or the Federal program manager.

### **Level I**

Orientation by IHS FAC staff on one of the following:

- On-site review of the *Guiding Principles (Federal Leadership in High Performance and Sustainable Buildings Memorandum of Understanding)*
- Environmental Audit or
- IHS Sustainability Webinar, DOE webinars, FEMP (6 annually)

### **Level II**

- One from Level I requirements and

Two of the following:

- Recycling – waste reduction
- Bio-based products (online training resource): USDA Biopreferred Program - [http://www.biopreferred.gov/AccessTraining\\_Resources.aspx](http://www.biopreferred.gov/AccessTraining_Resources.aspx)
- Chemical and Pesticide Management
- NEPA - IHS specific
- Environmental Management – Participation in IHS Environmental Audit of Facility or EMS workshop

### **Level III**

Four of the following:

- Level II requirements
- Knowledge of Sustainable Buildings Checklist from IHS Sustainable Buildings Implementation Plan (SBIP)
- EPA Portfolio Manager [http://www.energystar.gov/index.cfm?c=evaluate\\_performance\\_bus\\_portfoliomanager](http://www.energystar.gov/index.cfm?c=evaluate_performance_bus_portfoliomanager)

2. Demonstrate knowledge of how the above comes together in the “Sustainability Section” of the Facility Master Plan.
3. Demonstrate knowledge of the Sustainable Facilities Tool – [www.SFTool.gov](http://www.SFTool.gov)
4. Demonstrate ability to work with subject matter experts to calculate the “qualitative impacts” of sustainability program.
  - Waste reduction
  - Greenhouse Gas reduction
  - Operational impacts
  - Community impacts
5. Demonstrate knowledge of implementing a “recognition program” for sustainability efforts.

Knowledge of Federal Water and Energy Management and the FM’s role in meeting goals, including:

- Energy Policy Act 2005 (EPAAct)
- Guiding Principles MOU (2006)
- 10 CFR 433, 434, 435 (2007)
- Executive Order 13423 – Strengthening Federal Environmental, Energy, and Transportation Management (2007)
- Environmental Independence and Security Act(EISA)(2007)
- Executive Order 13514 – Federal

	Leadership in Environmental, Energy, and Economic Performance (2009)	
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References:

1. Federal Buildings Personnel Training Act, Core Competencies, June 2012,  
[http://www.gsa.gov/graphics/ogp/FBPTA\\_CORE\\_COMPETENCIES\\_14JUNE2012.pdf](http://www.gsa.gov/graphics/ogp/FBPTA_CORE_COMPETENCIES_14JUNE2012.pdf)
2. Core Competencies for Federal Facilities Asset Management through 2020, National Research Council, The National Academies Press, 2008
3. HHS Real Property Human Capital Management Plan, OFMP/ASAM, June 2006