maxwell stephens
Recruitment

MAXWELL STEPHENS GUIDES

FOR FM PROFESSIONALS

101 Things a Facilities Manager Should Know



101 practical lessons on the skills, habits and responsibilities of the Facilities Manager's role, drawn from people working across the sector.

maxwellstephens.com • 0207 118 4848

IN THIS GUIDE

101 Things a Facilities Manager Should Know

01	Introduction	03
02	The Reality of the Role	05
03	People, Communication and Feedback	05
04	Knowledge, Technology and Responsiveness	07
05	Drive, Finance and Working Processes	07
06	Knowing Your Building and Its People	10
07	Customers, Projects and Building Systems	11
08	Money, Strategy and Core Services	12
09	Hard and Soft Services on the Ground	15
10	Judgement, Risk and Delivery	16
11	Standards, Sustainability and Staff	19
12	Visibility, Ownership and Maintenance	20
13	Resilience, Growth and Leadership	21
14	Bringing It All Together	24
15	What the Data Says	26
16	See It in Practice	27

01
Introduction

Facilities management is one of the broadest operational roles in any organisation. On a single day, a Facilities Manager may deal with a failed boiler, a contractor dispute, a budget review, a compliance inspection and a room full of frustrated colleagues. The job asks for technical knowledge, commercial sense and a great deal of judgement under pressure.

This guide brings together 101 things every Facilities Manager should know. The list was built from suggestions by people working across the sector, and it records the job as it really is, including the parts that rarely appear in a job description.

Some points are about skills, some about habits and some about the sheer range of services an FM can be responsible for. Read it straight through, or dip into the sections most relevant to your role. Either way, we hope it gives you a clear, practical picture of what good facilities management looks like.

maxwell stephens
Recruitment

The best FMs fix problems before anyone notices.



maxwellstephens.com

02
The Reality of the Role

Before the skills and the systems, it helps to be clear about what the job asks of you. These first two points set the tone for everything that follows.

1 **Interruptions to Your Spare Time.** Your evenings and weekends will not disappear entirely, but they will be interrupted from time to time. When something important happens in the building, you will be the person people call. Accept that from the start and plan your own time with it in mind.

2 **Taking Responsibility.** The simplest way to put it is this: everything relating to the facility is your problem. Whatever the issue, you are expected to resolve it or make sure someone does. That can feel like a heavy load at times, but it is the core of the job, and it has an upside. When things go wrong, people know exactly who to turn to.

03
People, Communication and Feedback

Facilities management is rarely just you and the building. You share your working day with everyone in it, and most of what you achieve, you achieve through other people.

3 **Communication.** A good Facilities Manager manages the building effectively and efficiently, and above all communicates well with everyone needed to hit the targets that have been set. If you think the role is only about the fabric and the plant, think again. You will spend much of your time with the people inside the building, so invest in your communication skills.

4 **Being a People Person.** Management is the ability to get things done through other people. As a Facilities Manager, you need to know your people: your team, your contractors, your occupiers and your stakeholders.

5 **Attention to Detail.** A strong FM is creative, decisive and genuinely invested in both the facility and the people who use it. Give the whole operation your full attention, and that means the people and the procedures as well as the building. The more care you put in, the more you get back.

6 **Feedback.** Build a reliable feedback loop with your customers. Engage with them regularly, tell them what is happening and keep them informed about progress, so that nobody is left wondering whether their issue has been heard.

CLOSE THE LOOP

Most complaints about facilities are really complaints about silence. A short update, even when the fix is not finished, protects trust far more than a perfect repair nobody was told about.

maxwell stephens
Recruitment



In facilities, everything is ultimately your problem.

maxwellstephens.com

04

Knowledge, Technology and Responsiveness

7 **Tech-Savvy.** You need a real-time view of what is happening across your operation, and it should be a two-way process. Mobile apps, helpdesk platforms and CAFM systems let everyone see the status of a job, update it and give feedback as work progresses. Keep up to date with the technology available to you. Used well, it makes the job considerably easier.

8 **Knowledgeable.** The Facilities Manager sits at the heart of the business and is expected to know a great deal: from the price of consumables and the workings of the air conditioning to budgets, security arrangements, health and safety compliance and the size of the parking spaces. Your work underpins the smooth running of the organisation, so immerse yourself in your building.

9 **Being Responsive.** At some point you will be the target of someone's frustration, and how you respond matters. Respond promptly to the issues that need attention. You are there to get things done, so make sure you complete those tasks efficiently and let people see that you have.

10 **Trust.** The best Facilities Managers have an intuitive feel for how building systems work and know when to dig into the detail. They do not micromanage the solution. Instead, they find capable professionals and build relationships of trust with them.

11 **Proactive.** Being proactive across communication, property management, financial management, operations and maintenance is critical. Customer satisfaction is the measure of success in facilities management, and it is earned in advance, not after the event.

12 **Keep Up to Date.** Facilities management can feel like herding cats. Find a system for sorting tasks by category so it is easier to stay on top of them. Do not push jobs to the bottom of the pile, however mundane they are. Face up to them and work through them in a planned way so that backlogs never build.

05

Drive, Finance and Working Processes

13 **Motivated.** You need a genuine drive to look after the site and everyone in it. Ambition and energy will carry you through the demanding days and keep standards and productivity high.

14 **Financial Know-How.** Understand the financial side of the role, from setting budgets to cost control and regular financial reporting. Accurate budgeting matters to the whole organisation. Make sure your financial skills are strong and that you can produce clear, reliable reports.

15 **Teamwork.** A good Facilities Manager needs a good facilities team, one in which everyone is proactive. You are only as effective as your team, so if you lead one, make sure you work together well. An effective team is well briefed, skilled and enthusiastic. A poorly run team creates more problems than it solves.

16 **Preventative Action.** Aim to be almost invisible. Deal with issues before they come to light, with little or no disruption to operations. Being described as a ghost may not sound flattering, but in facilities management it is a compliment. If problems are handled before anyone notices them, you are doing the job well.

17 **Build Working Processes.** A process works like a plan: it keeps you on track and reminds you what comes next. Fail to prepare and you prepare to fail. One simple framework for organising your work is:

- **People:** know them, develop them, look after them and manage them.
- **Process:** know your processes, understand them, remove the roadblocks and keep improving them.
- **Clients:** know them, understand their needs, deal with their priorities and communicate with them.
- **Financials:** know them, understand the levers you control, be comfortable with commercial reality and do not always think short term.

18 **Hard Work.** Being on call means you are never quite off duty. The facility keeps running whether you are there or not, so expect your phone to ring now and then when you are away.

maxwell stephens
Recruitment

Know your building. Know your people.



maxwellstephens.com

06

Knowing Your Building and Its People

19 **Know Your Building.** One of the most important things a Facilities Manager can know is where to find the information relevant to the problem in front of them, and how to get it quickly. That means knowing where the right documents are kept, who to contact and what those services cost. Knowing where your resources are saves time when you need them, and a well-organised building avoids most documentation problems.

20 **Supportive.** You provide essential support services to your customers and to your organisation's employees. That requires you to be approachable, so that people raise issues early rather than work around them.

21 **Time Management.** There are never enough hours in the day. Some days you will be rushed off your feet and others will be quieter. Managing your time well can smooth out those sudden surges, so create a schedule where you can and spread your tasks across the day.

22 **Innovative.** The role requires you to think on your feet and find new solutions to problems, whenever they arise.

23 **Workplace Wellbeing.** A good FM makes sure employees are comfortable and content in their working environment. The facility should be clean, attractive, well stocked and in full working order.

24 **Increase the Organisation's Productivity.** When something in the building is not working, it almost always affects the people who work there. Stay on top of maintenance, replenish resources promptly and keep the building fully operational.

25 **Organised.** Much of the role is a balancing act. You need to be able to distinguish between what employees need and what they want. Coordination skills are essential, and you will often feel like a juggler with many tasks in the air at once.

26 **Make the Most of Your Space.** A good FM makes the building work as efficiently as possible, whatever its size.

27 **A Happy Environment.** A good working environment means happier employees, and happier employees work more effectively.

28 **Compliance.** Know exactly which compliance requirements apply to your building and make sure every legal requirement is met.

> *"The best facilities work is the work nobody notices, because the problem never reached them.*

07

Customers, Projects and Building Systems

29 **Customer Centric.** Good facilities management means knowing your building and also understanding the people who work in it, and how the building affects their day-to-day activity. Hard services matter, but take a customer-centric view of the whole provision and ask how each part helps or hinders the people using it. Putting customers' needs at the centre, and knowing what genuinely works for them, is what distinguishes excellent FM.

30 **Tender Process.** Be ready to manage a tender from start to finish: define the right scope, issue the tender, evaluate the responses and award the contract.

31 **Capital Projects.** Capital work means liaising with architects, builders, project managers and surveyors. Make sure you are well informed and properly prepared before every meeting.

32 **Accommodation.** You will need a working knowledge of accommodation and space data, portfolio planning, relocations, space planning and utilisation.

33 **Problem Solver.** You need to handle every kind of situation, prioritise the tasks involved and get the job done. Your working principle is that there are no problems, only solutions.

34 **Interior Design.** A working knowledge of furniture, decoration and accessibility requirements will help you shape your facility. Creativity is part of the role. One practical tip that saves money is to fit stainless steel edging to wall corners in high-traffic areas. It looks smart and reduces redecoration costs.

35 **Low Maintenance.** Your ultimate goal is a facility that needs as little maintenance as possible. That is difficult to achieve, but when repairs are necessary, choose durable materials. Exposed timber window frames, for example, need repainting on average every five years, so replacing them with uPVC or aluminium may be worth considering if the budget allows.

36 **Management Systems.** As Facilities Manager you are responsible for managing every aspect of the facility, and that increasingly means managing the systems that support it. Expect to oversee some or all of the following:

- IT systems
- Room and desk booking systems
- Financial control systems
- Stock control
- Document management
- Property portfolio management systems
- Asset management systems
- Integrated workplace management systems
- Building management systems (BMS)
- Computer-aided design (CAD)

- Computer-aided facilities management (CAFM)

37 **Meet the Client's Expectations.** This one is self-explanatory. You have a job to do, so deliver what the role requires and what the client has been promised.

38 **Strategic Activities.** The role may require you to write business plans, develop FM strategies and shape wider business activity. Be ready to think beyond day-to-day operations.

08

Money, Strategy and Core Services

39 **Time Is Money.** Your most valuable commodity is time, so use your time management skills. When you prepare a report, do not make it longer than it needs to be. If you can say something clearly in 200 words, do not stretch it to 500 to make it look like more work. You will be judged on the results you deliver, not the number of words you use.

40 **Finance.** Bills, budgets and invoices are part of your daily work. Deal with them every day rather than letting them build up.

41 **Align With Company Strategy.** Know your organisation's strategy and keep your services in line with it. It is the most reliable way to make sure you are meeting your customers' needs.

42 **Admin.** Keep a digital record of everything. Good organisation makes the job easier. Administrative work can include records, filing, procurement and tenders.

43 **Customers.** Consider the needs and wants of your customers and act on them. Satisfaction surveys, relationship management tools and user groups will help you find out what needs to be done to improve the experience and morale of the people you serve.

44 **The FM Team.** As a manager you are responsible for your team. That includes recruitment, resource planning and performance management, all of which keep the team organised, effective and engaged.

45 **Property.** Know your property or portfolio thoroughly, from basement to roof space, inside and out, and maintain it to the highest standard the budget allows.

46 **Security.** The building must be well protected and safe for everyone in it. To achieve that, you need a working knowledge of:

- Access control
- Alarms
- CCTV
- Bomb threat and security incident procedures
- Visitor escorting
- Information security

- Patrolling
- Surveillance

47 **Telecommunications.** Know how your telephony, internet and Wi-Fi, meeting room technology and mobile devices work, and familiarise yourself with them from day one. When they fail, people will come to you.

48 **Logistics.** You may be responsible for vehicles or for arranging deliveries of supplies. If so, make sure vehicles are serviced regularly, and if a supplier or courier is unreliable, find one that is. Reviewing courier and postal services can save significant sums. Check whether everything really needs a premium or next-day service, and keep mailing data clean so that nothing is sent to addresses that are no longer active. Responsibility goes hand in hand with liability, so it is in your interest and your facility's to keep logistics under control.

49 **Cost of Ownership.** You will be responsible for managing operating costs, rent, business rates and any other costs that apply to your facility.

50 **Front of House.** You will work closely with front of house teams to deliver a smooth, consistent service, covering conferencing, reception, the helpdesk, concierge and switchboard. Visitors, guests and clients form their first impression of the organisation through these services, so make that impression count.

SMALL SAVINGS COMPOUND

Postal, courier and consumables spend rarely looks significant line by line. Reviewed together once a year, it often shows where service levels exceed what the business actually needs.

maxwell stephens
Recruitment



Calm is a leadership skill, not a temperament.

maxwellstephens.com

09

Hard and Soft Services on the Ground

51 **Documents.** Keep on top of documentation. You need a sound working knowledge of archiving, notice boards, subscriptions and the many other records and materials a building generates.

52 **Fabric.** Building fabric may not look like a large responsibility, but it becomes critical when asbestos is involved. Decoration also falls under this heading, and everyone wants a well-presented workplace.

53 **Services.** As well as managing the building, you will look after the services within it. These may include:

- **Catering:** there are many people to feed, and you may be responsible for making sure the restaurant or canteen is well run, ordering supplies, and managing food waste, hygiene and food safety.
- **Support services:** the services that let employees do their day-to-day jobs, including telecommunications, wellness, logistics and supplies.
- **Front of house:** helpdesk, conferencing, concierge, reception and switchboard.
- **Documents:** archiving, printing and subscriptions.

There are plenty more, but these give a clear idea of the breadth of what you are responsible for.

54 **Mechanical and Electrical.** The equipment you deal with depends on the building, but you will typically be responsible for air conditioning, lifts, fire systems, generators, refrigeration, electrical testing, lighting and heating.

55 **Horticulture.** Depending on the site, you may also be in charge of the grounds, including landscaping, planting and pathways. That will appeal to anyone with green fingers. Unless you plan to enter the local flower show, though, keep the grounds simple, because more planting means more maintenance.

56 **Waste Management.** Your building will produce different categories of waste, and you are responsible for separating them and finding the best way to dispose of each. If you handle personal data, UK data protection law requires confidential documents to be destroyed securely, usually by shredding. Hazardous chemicals must also be disposed of carefully. Other routes include recycling and, as a last resort, landfill.

57 **Walk Around the Building.** Walk the building at least once every day, at a time when most people are working. It keeps you visible and removes any impression that you are unapproachable or not paying attention.

58 **Cleaning.** Nobody wants to work in a dirty environment. It is your job to keep people comfortable and to make sure health and safety standards are not breached. Cleaning responsibilities can include:

- Housekeeping
- Window cleaning
- Carpet cleaning

- Washroom and sanitary hygiene services
- Pest control
- Air conditioning filters
- Vehicle valeting

- ✓ Walk the building at least once a day while it is busy
- ✓ Clear bills, invoices and approvals before they build up
- ✓ Check that yesterday's reported issues have an update
- ✓ Look for the small faults, such as bins, lights and supplies, before users do

10
Judgement, Risk and Delivery

59 **Show Confidence in Your Ideas.** If you have an idea likely to improve the organisation's bottom line, be ready to defend it and to have it challenged. That is not a bad sign. Management will want to know that you believe it will work, and they will want to test its viability with you. If you are committed to the idea and can show you have researched it thoroughly, it is far more likely to be adopted.

60 **Reliable.** By this point in the list, it is clear how much pressure a Facilities Manager can be under, and how much they are responsible for. That is why reliability matters so much. People need to know you will be there, and that you will do what you said.

61 **Risk.** Risk covers health, safety, environmental and insurance risks. Keep up to date with the legislation and guidance that applies to each.

62 **Prioritisation.** Sometimes there are simply too many tasks and it is easy to get bogged down. Step back and look at your list, and you will often find that some items are minor. Prioritise so that important jobs are never left to escalate.

63 **Preparation.** A to-do list, or something like it, is the place to start. Plan your workload so it never becomes overwhelming. A well-prepared workload is also much easier to delegate.

64 **Project Management.** If a building is being refurbished or the organisation is relocating, you will very likely manage the project. That calls for strong organisational skills and the ability to stay calm when others around you are not.

65 **FM Training.** FM apprenticeships lead to recognised qualifications, and there is a wide range of courses to strengthen your knowledge and experience. Use them, whether you are starting out or filling a gap.

66 **Coordination.** From cleaners and security officers to contractors working on or off site, you will be relied on to make sure everyone is in the right place at the right time with the right materials and equipment.

67 **Deliver Value for Money.** Cheap rarely equals quality. Keep spending under control, but make sure your facility still delivers a high-quality service and genuine value for money to the people who use it.

68 **Managing Contractors.** However much you trust your contractors, always monitor them and make sure they deliver the hours and the work that were contracted. Even good contractors, left unsupervised, can let a job drag on and cause disruption for longer than necessary. Hold them to what was agreed, and apply the contractual remedies if work is not delivered on time.

69 **Regulations and Legislation.** Compliance is paramount. A non-compliant facility can face costly penalties and serious operational risk. Keep up to date with the regulations, legislation and accreditations that apply to your site.

70 **Calm.** Problems tend to arrive all at once. One minute everything is running smoothly, the next there are issues all over the building, phones are ringing and every department wants to be first in the queue. Staying calm, difficult as it can be, and reassuring people that you will resolve things as quickly as possible builds their confidence in you. Taking five quiet minutes to work out the most efficient way through multiple problems is time well spent. When you are seen to act with calm efficiency, the people who rely on you trust your judgement more.

> **How do you decide what to fix first when everything arrives at once?**
>
> Separate what is unsafe or stopping people working from what is merely inconvenient. Deal with safety and business-critical failures first, tell everyone else when they can expect a response, and then keep that promise.

maxwell stephens
Recruitment

Trust your contractors, but check the work.



maxwellstephens.com

11

Standards, Sustainability and Staff

71 **Discipline.** A disciplined approach is essential if the building is to be properly maintained and every piece of equipment and every facility is to perform as it should.

72 **Adaptable.** Management decisions mean some facilities change constantly to meet the needs of customers, clients and employees. Adapting easily to those changes, and meeting the challenges of a shifting environment, is part of the job.

73 **Corporate Social Responsibility.** You may be responsible for sustainability, charity events, sponsorship, energy and community activity that supports a responsible approach to business. This calls for creativity as well as organisation, so that events run smoothly, people enjoy them and leave with a positive view of the building and the organisation.

74 **Sustainability.** A building that is not financially sustainable puts everyone's job at risk, including the FM's. Managing the maintenance and service budget effectively keeps the facility open and the people in it employed. It shows how much responsibility sits with the role.

75 **Commitment.** Facilities management demands real commitment to the facility and the job. Avoid taking a position you do not believe is right for you while waiting for something better. To manage a facility well, you need to be in it for the long term.

76 **Service Charge.** Few things damage a building's appeal faster than a service charge that keeps rising. That is why budget control matters so much. The better you contain costs and negotiate with suppliers, the longer occupiers will stay, and long-term occupiers are far preferable to short-term ones.

77 **Wellness.** Help employees feel valued, and improve productivity, by supporting workplace wellness. Depending on the organisation, that might include childcare, sports and fitness facilities, medical or health services and social spaces. Make sure air conditioning filters are cleaned regularly and heating systems are serviced, so that people are comfortable whatever they are doing.

78 **Team Worker.** Work with your team rather than having them simply work for you. Barking orders does not earn respect. Strike a balance between authority and approachability. When you work alongside your team rather than from behind a desk, more gets done and you can see progress, or the lack of it, for yourself.

79 **Space.** If time is money, space is even more so. That often means giving more space to the core business and less to the facilities team's own workspace. If your team starts to feel cramped, make sure they get outside somewhere bright and open for a short break each day, so they are reminded there is life beyond facilities management.

80 **Knowledge of KPIs.** Know the key performance indicators that matter for your services and your contracts, and how they are measured. Recognised industry guidance, such as that published by IWFM (formerly BIFM), is a useful benchmark when setting and reviewing them.

> *"Trust your contractors, and check the work anyway.*

12

Visibility, Ownership and Maintenance

81 **Supplies.** A facility needs a huge range of supplies, and it is your job to keep them stocked, from batteries and stationery to uniforms and tools. Your store room should have almost everything anyone could reasonably ask for.

82 **Manage Complaints.** Deal with complaints quickly, and keep the person who complained informed about what you are doing and what the outcome is. It shows them they are valued and that you have taken the complaint seriously.

83 **Lose the Suit Occasionally.** You need to look smart for much of the job, but a suit is not the right clothing for inspecting access voids and crawl spaces. You may be surprised by what the original builders left in hard-to-reach corners. If you have building plans, check they are accurate as you survey. If they are not, make notes and commission someone capable of updating them and supplying revised copies.

84 **Business Continuity Plan.** A continuity plan is essential if the business is to recover from a fire or major failure. It may mean staff moving to alternative premises prepared to replicate the existing operation. Facilities management is relied on heavily in these circumstances to make the move as smooth as possible.

85 **Ownership.** Your team looks to you. If something goes wrong within it, whether or not it was your fault, take ownership. It is your team, and you are responsible for it.

86 **Mandatory Maintenance.** Make certain that lifts, escalators, fire alarms and other safety-critical systems are inspected, tested and serviced at the intervals the law and manufacturers require. If a contractor fails to attend, escalate it immediately. If it is not done, you are the one who will be held accountable.

87 **Arrive First.** Being first in each morning gives you the chance to walk the building and spot anything wrong before anyone else does, such as bins that have not been emptied. You can either head off the complaint or let the person likely to raise it know you are already on it.

88 **Professional Integrity.** Integrity is part of who you are. Maintain it and your staff and end users will respect you for it.

89 **Maintenance.** Maintenance covers a wide range of tasks, and you will often be the practical, go-to figure around the facility who keeps it safe and in working order.

90 **Qualifications.** Not every employer requires specific qualifications, but a health and safety qualification from IOSH or NEBOSH is strongly recommended. Other routes include a degree in facilities management and IWFM qualifications and membership. The more relevant qualifications you hold, the stronger your position in the job market.

KEEP RECORDS CURRENT

Accurate plans, asset registers and maintenance records turn an emergency into a manageable problem. Update them as you find discrepancies, not when an auditor asks.

13
Resilience, Growth and Leadership

91 **Strong Networking Skills.** Networking with other FMs at conferences, events and meetings builds a circle of people who understand your world. When you meet a problem that has you baffled, there will always be someone to call. However long you have been in the profession, there is always something new to learn.

92 **Staff Handling.** As the FM you are responsible for your team, and few things are more damaging than a team that does not work. Good management skills matter, and you can develop them through regular team meetings and appraisals. A short morning meeting to talk through the day ahead works well, and if the budget allows, provide breakfast. When an end user compliments a member of staff, pass it on. Small gestures like these are highly motivating.

93 **Emergency Responses.** On the occasions you are away, someone must be available to deal with any emergency, from heating or air conditioning failures to electrical faults, fire, flooding and security incidents. Make sure every relevant person has a contact number for you and for whoever is covering emergency response in your absence. There should never be a time when nobody can be reached.

94 **Optimistic.** An optimistic outlook has a positive effect on everyone around you. If an IT failure stops people working, reassure them that the engineer is on the way. The same applies if the heating breaks down, although it is wise to have portable heaters ready if the engineer is going to be a while.

95 **Flexible.** In a building that operates 24/7, you need flexibility to meet the demands of the role. You may schedule shifts, and you may occasionally need to work longer hours to make sure problems are resolved. The job can sometimes affect your holiday plans, and there may be periods when you are on call around the clock. Flexibility is essential.

96 **Go Green.** Reducing environmental impact also saves money, improves client and employee satisfaction and strengthens the organisation's reputation. Cutting carbon is not a passing phase. It is now a core part of facilities management, with wide-ranging benefits. Build your sustainability programme around the organisation's goals, using lifecycle analysis and energy consumption data to target the biggest gains.

97 **Public Speaking.** If you are not used to speaking to groups, large or small, now is the time to learn. Facilities management is increasingly recognised at board level, so you may be presenting ideas, facts and figures to senior leaders. You will also need to motivate your team and, from time to time, address groups of building users.

98 **Interested in Self-Improvement.** Be willing to develop your skills and experience throughout your career, whether by returning to study or by attending events. Facilities management keeps changing, which is why you should be committed to developing yourself too.

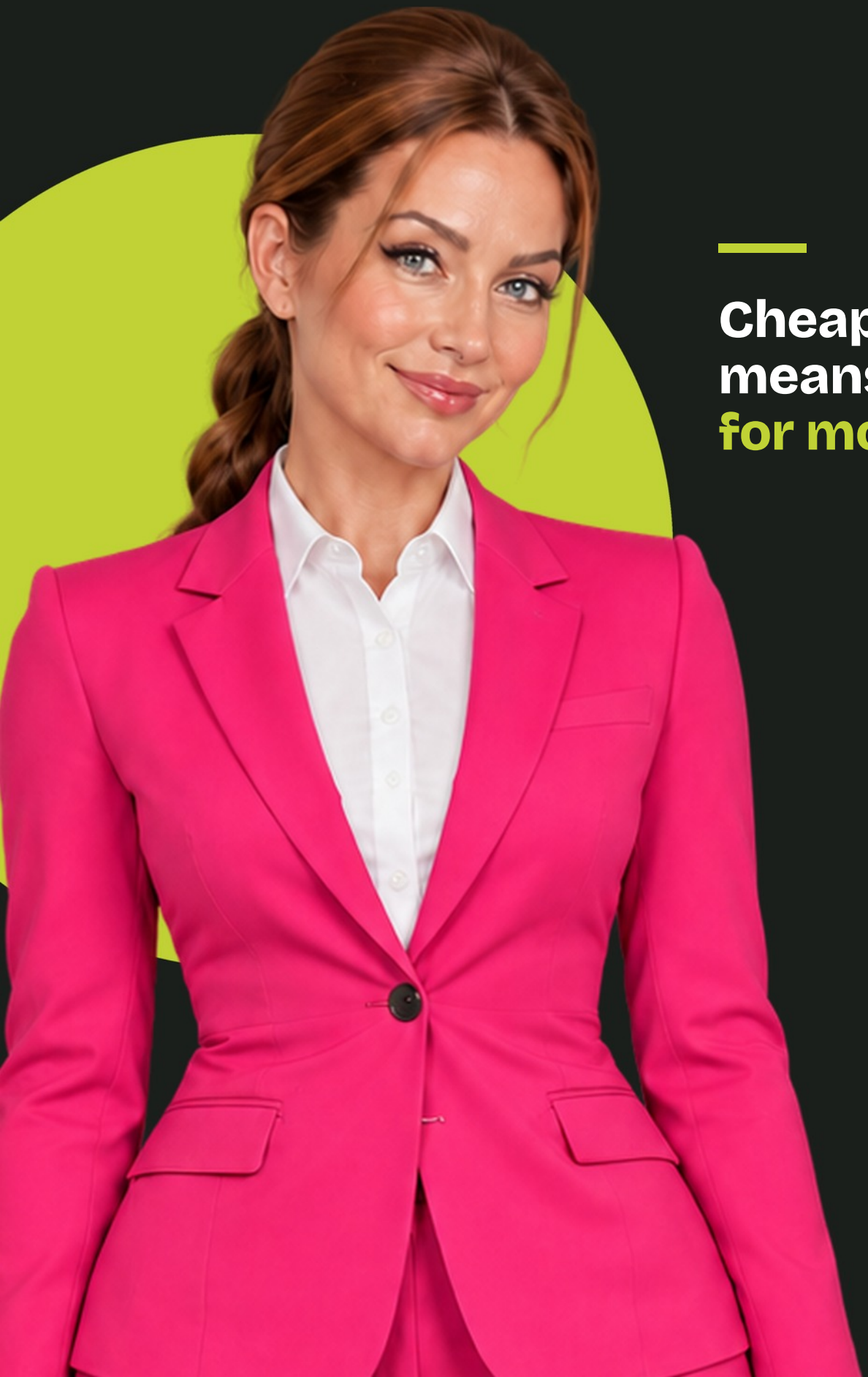
99 **Transactions.** Keep accurate transaction records. That can include agency management, lease obligations, property taxation, tenure and more.

100 **Delegation.** In a large facility you cannot do everything yourself, and you should not try. Giving team members real responsibility motivates them because it shows you have confidence in their abilities. Delegate wherever you sensibly can, and concentrate your own time on the tasks only you can do.

101 **Weekly Fire Alarm Test.** In a large building, ask a member of the team in the zone being tested to activate the call point. It involves more people in fire safety and helps you recruit volunteers for roles such as fire wardens.

> *"Delegation is how a good FM scales their judgement.*

maxwell stephens
Recruitment



Cheap rarely means value for money.

maxwellstephens.com

14

Bringing It All Together

No Facilities Manager needs to be an expert in all 101 of these areas on day one. What the list shows is the range of the role: people, buildings, money, risk and services, often all at the same time. The strongest FMs combine that breadth with sound judgement about where to focus.

Whether you are building your own career in facilities management or hiring someone to lead your workplace, these are the qualities worth looking for and developing. Maxwell Stephens has specialised in facilities management, estates and workplace recruitment since 2006, from offices in London and Darlington. To talk about your next move or your next hire, call 0207 118 4848, email info@maxwellstephens.com or visit maxwellstephens.com.

maxwell stephens
Recruitment

You cannot do it all. Delegate well.



maxwellstephens.com

THE EVIDENCE

What the Data Says

What UK and industry data shows about the scale, cost pressures and risks that Facilities Managers work with.

£102bn

The UK workplace and facilities management sector is worth £102bn and 1.2 million jobs to the UK economy, according to IWFM.

Source: IWFM, Market Outlook 2025

84%

84% of FM leaders worldwide identify escalating operating costs and budget constraints as their top concern.

Source: JLL, Global State of Facilities Management Report 2025

£22.9 billion

Workplace injuries and ill health from current working conditions cost Great Britain an estimated £22.9 billion in 2023/24.

Source: Health and Safety Executive, Key figures for Great Britain 2024 to 2025, 2026

30%

Independent analysis found advanced Class A building energy management systems deliver average energy and carbon savings of around 30%.

Source: Building Controls Industry Association (BCIA), Government raises the bar on commercial building efficiency: now operational performance must follow, 2026

2006

Maxwell Stephens has specialised in Facilities Management, estates and workplace recruitment since 2006.

Source: Maxwell Stephens, 2026

Sources were checked in September 2026. Select a source to open the original research. Maxwell Stephens figures are drawn from our own published vacancies and placement records.

CASE STUDY

See It in Practice

Facilities Manager Recruitment for Egon Zehnder

Egon Zehnder engaged Maxwell Stephens to recruit a Facilities Manager for its Grade A London headquarters in Victoria, around 24,000 sq ft of premium accommodation. The role spanned hard and soft services, health, safety and fire safety compliance, contractor and supplier management, budgets and business continuity support, and the appointee would operate alone while being highly visible to partners and visiting clients. We assessed shortlisted candidates against technical, commercial, service and behavioural competencies rather than technical skill alone. The appointed Facilities Manager combined technical expertise, commercial awareness and a strong customer service ethic, and quickly became a trusted member of the organisation.

It shows how many of the 101 things in this guide, from compliance and contractor oversight to budgets and customer focus, come together in a single Facilities Manager role.

Read the full case study · **Browse all case studies**

FROM THE BLOG

Related Reading

- What Does a Facilities Manager Do?
- Cross-Functional Skills Every Facilities Manager Needs
- The Biggest Challenges Facing Facilities Managers Today

MAXWELL STEPHENS INSIGHTS

Continue Reading

- **The Maxwell Stephens Guide to Modern FM Leadership**
- **Why Great FM Leaders Think Like Business Leaders**
- **Facilities Management Career Guide**

Browse the Insights library

maxwell stephens
Recruitment

Talk to Maxwell Stephens

Whether you are hiring or planning your next move, talk to us in confidence.

Contact us **Current vacancies**

0207 118 4848 · info@maxwellstephens.com · maxwellstephens.com

A FINE POSITION TO BE IN

maxwell stephens
Recruitment

Maxwell Stephens Recruitment is registered in England and Wales No. 02660883

CONTACT
t: 0207 118 4848

w: www.maxwellstephens.com
e: info@maxwellstephens.com

LONDON
Golden Cross House
8 Duncannon Street
Strand
London
WC2N 4JF