Civil Service Professional Skills and Capability

The Property Asset Management Competence Framework

Introduction

Property Assets do not manage themselves – experienced and skilled people manage the construction, the acquisition, the ongoing operation, and ultimate disposal of buildings. In order to manage the government estate efficiently, economically and effectively it is vitally important that the right people, with the right skills, are doing the right job.

The term *Property Asset Management* (PAM) has been selected to cover activities associated with the whole property life-cycle – from design to demolition. There are many activities involved in property asset management – construction procurement and management; property portfolio management; workplace and facilities management; procurement and contract management; health and safety; and mechanical/electrical and building maintenance management, to name but a few. They are all within the scope of *Property Asset Management*.

Purpose of the Framework

The objective of the competence framework is to set out the generic accountabilities and responsibilities, as well as the underpinning knowledge and skills, required for those working within the Property Asset Management sector. Its purpose is to assist in the development of cadre of skilled people who have an advanced understanding of how property assets can support the strategic business objectives of their organisations, and can influence at the highest levels of management.

The Property Asset Management community

The Property Asset Management community is a diverse one. It includes those who hold specialist academic and professional qualifications as well as those who have no formal qualifications but have gained significant experience in the sector. This competence framework is primarily aimed at those who are directly involved in the management of property portfolios, although it will be of use to those whose role is to apply their PAM professional skills or experience in providing guidance and advice to others.

The PAM profession recognises the following as principal areas of activity carried out by the community:

- **Environment.** Those who work with environmental assets and the environmental aspects of property asset management, including sustainability appraisals, environmental impact assessments, contamination, regeneration, carbon management, natural and built heritage, waste and recycling.
- **Planning & Development.** Those who work in the planning and development arena, including assessments of land and property use requirements, development and regeneration appraisals, town and country planning matters, disposals and acquisitions.
- **Rural.** Those who work in the rural economy and environment, including rural estate management, and includes agriculture and forestry.
- **Commercial Property.** Those who work in the management of commercial property assets, including retail, offices, industrial and leisure. Activities include landlord and tenant matters, valuations and dilapidations.
- **Facilities Management.** A broad term to describe those who are responsible for managing and ensuring that buildings and associated services provide optimum support to the client organisation's people and business objectives. Activities include building fabric maintenance, managing building services, managing support services, space management, procurement and utilities management. Many of these activities are also carried out by third party service providers and are therefore managed by contract managers with appropriate skills.
- **Construction.** Those who work in the area of design, strategic procurement and delivery of construction projects. Work includes, managing the design and delivery of construction projects, preparing conceptual and technical design proposals undertaking building surveys and contract administration; and running construction contracts.
- **Strategic Property Management.** Those who work primarily at a strategic level (rather than operational) and who ensure that the management and use of an organisation's property portfolio is positioned as a strategic arm of business delivery.
- **Valuation.** Those who work in the valuation of property, both residential and commercial, for rent, for capital, and for the costings of replacements. Work may include valuation or activities that support valuation including property inspection, analysis or the management of these activities.

The Property Asset Management Skills Framework

All the above functions share a common pool of knowledge associated with the property management industry. However, more detailed skills and knowledge within each specialism are often achieved after rigorous study, examination, induction into a professional body, and a commitment to continuing professional development (CPD) - all of which ensure that standards of performance are maintained within the particular discipline.

This competence framework does not seek to replace obligations laid down by professional bodies, such as professional standards, CPD requirements and other specialist demands. Its purpose is to highlight the broad areas of knowledge and skills which all property asset management practitioners should demonstrate in their roles. Equally, it does not set out to replace the competencies required by the Civil Service Competency Framework (CSCF). The PAM Competence Framework is there to help PAM practitioners identify the professional skills they need to have in carrying out their role, along with the more generic CSCF competencies and behaviours. The CSCF has been created to drive the culture and behaviours which all civil servants need to demonstrate.

Both PAM and CSCF competence frameworks also provide a basis for staff appraisal reviews and identifying learning and development opportunities. The total number of competencies recommended for a job role, selected as a blend of competencies from both the generic CSCF and PAM frameworks, should be no more than six. The mix will be determined taking account of the individual, the role, and the organisation.

The PAM Competency Framework sets out three role descriptors:

Level 1 Practitioner	Level 2 Senior Practitioner	Level 3 Senior Leader

The Property Asset Management (PAM) Competencies

The principal competencies are derived from the four process areas of the Property Asset Management Capability Model (PAMCAM). These four process areas represent the life-cycle of property asset management. These are:

Strategy & Business links property assets to the high level business plan;

Planning to Deliver covers the communication and organisational skills required to embark on projects and programmes;

Deliver Change encompasses wider skills such as stakeholder management, people skills and leadership;

Operate & Maintain is about ensuring the continuity of business, asset in use, and meeting and maintaining corporate objectives.

The PAM Competence Framework and Professional Qualifications

The following professional bodies have given their support to the PAM Competence Framework and offer their own training, education and specialist qualifications, many underpinned by National Occupational Standards and supported by the Asset Skills Sector Council.

PROPERTY ASSET MANAGEMENT COMPETENCE FRAMEWORK

PAM Competence Framework Level 1 – Practitioner		Examples of…	
Competences, supporting accountabilities and responsibilities		Underpinning knowledge, understanding and skills	Demonstrating effective performance
Strategy & Business Understands how Strategic Property Asset Management helps achieve business objectives	• Understands and communicates the organisation's business priorities •	• The organisation's key delivery priorities, key stakeholders and structure • Managers' key concerns in delivering those priorities • How my work contributes to achieving the organisation's delivery priorities and addressing managers' concerns • How effective property asset management can contribute to business delivery • The relevant property information for business areas and how it can enable decision-making	• Regular discussions with senior managers to understand their priorities and concerns • Examples of how you personally have helped senior managers to achieve their delivery goals • Examples of providing managers with property information which enabled better decision-making
Planning to Deliver Uses appropriate planning tools to develop effective property solutions	• Understands how the workplace environment can help to achieve improved people management practices • Uses information and data to inform PAM decision-making • Understands and applies project and programme management methodologies • Understands procurement options and applies sound public procurement practices • Assists in the preparation of business cases • Selects and appoints consultants, agents and suppliers to meet project requirements	• Collection and presentation of data and information to inform business decisions • Financial Management: Government Accounting/Managing Public Money etc • Project/Programme Management and Risk Management • The Gateway process • Environmental and Sustainability implications • Managing People & Diversity • Understanding public sector principles of practice eg competitive tendering, VFM, EU Directives, impartiality etc • Private Finance Initiatives/Public Private Partnerships	• Examples of new initiatives, projects which have been identified areas for improvement • Examples of how data has assisted in the planning process

PAM Competence Framework (continued) Level 1 – Practitioner		Examples of…	
Competences, supporting accountabilities and responsibilities		Underpinning knowledge, understanding and skills	Demonstrating effective performance
Delivering Change Delivers successful projects and programmes using a mix of skills	• Delivers PAM projects and programmes in a professional and responsible manner • Manages teams, consultants, agents and suppliers effectively • Manages the successful performance of contracts • Communicates effectively to stakeholders and customers • Manages budgets to ensure timely delivery and within budget	• Effective communication skills: oral and written • Customer focus • People management skills • Project/Programme Management and Risk Management • Contract Management • Negotiation skills • Financial Management and option appraisal	• Examples of successful implementation plans from the PAM Plan • Examples of continuous professional development • Manager/stakeholder feedback on professionalism • Examples of effective communication of change through a variety of channels eg, face-to-face; electronic; written etc • Delivery of desired outcome on time and to budget
Operate & Maintain Maintains the functional effectiveness of the property portfolio	• Ensures the day to day effectiveness and functionality of property assets through appropriate management of resources • Collects, records and uses data to help make informed decisions about property management activities • Manages and monitors the performance of contractors, agents and suppliers to ensure quality performance • Understands and applies knowledge of statutory and contractual obligations in respect of property management • Ensures personnel and premises are protected by appropriate cost effective measures	• Principles of building construction and building services • Planning and implementation of building maintenance programmes • Contract management, performance measurement and customer skills • Public sector procurement principles and practice • Knowledge and understanding of property law • Knowledge and understanding of key property events, ie acquisition, disposal (FH,LH,PFI), rent review, lease break etc • Knowledge and application of health & safety law • Knowledge and application of environmental and energy efficiency factors in the management of property assets • Data gathering for benchmarking purposes • Emergency planning for business recovery	• Examples of where your intervention has benefitted the management of property and services • Examples of VFM or other improvements to the efficient and effective running of property and services • Positive feedback on your personal contribution from stakeholders/customers • Examples of satisfactory, or better, management of third party agents/suppliers

PAM Competence Framework Level 2 – Senior Practitioner (including Project Sponsor)	Examples of…	
Competences, supporting accountabilities and responsibilities	Underpinning knowledge, understanding and skills	Demonstrating effective performance
Strategy & Business Understands how Strategic Property Asset Management helps achieve business objectives	• Develops the organisational Property Asset Management Plan • Aligns PAM objectives to the organisation's business objectives • Builds effective business-based relationships with senior managers • Understands cross-government initiatives and how they interlink with own organisation • Works in partnership with other business/resource managers to improve corporate performance through PAM	• The organisation's corporate delivery strategy and success measures • The enablers and barriers to delivery of the organisation's priorities • The organisation's policy framework • The key differences and concerns of different business units within the organisation • The organisation's property portfolio • How the PAM strategy aligns with and helps achieve the organisation's delivery strategy • **Project Sponsor role: Achieving Excellence Guide 2**	• Representing PAM both internally and externally and promoting its role • Examples of aligning the PAM strategy to the organisation's business eg what changes made, influence on business, active involvement in the business planning process • Diagnosis of performance problems using data and information and successful actions to solve them • Regular discussion with managers to understand their priorities and concerns. Examples of positive feedback on those relationships and your delivery
Planning to Deliver Uses appropriate planning tools to develop effective property solutions	• Identifies and evaluates PAM initiatives for making improvements to organisational delivery • Designs and develops projects and programmes in accordance with the PAM Plan • Brigades resources/teams to ensure delivery of projects/programmes • Advises on how property-related initiatives (such as workplace design) can help to achieve improved people management practices • Uses information and data on the asset management life-cycle to inform PAM decision-making • Evaluates procurement options and applies sound public procurement principles to PAM projects • Identifies stakeholders and plans communication strategies • Prepares business cases and makes appropriate bids for funding • Researches and analyses available suppliers to meet project requirements	• Knowledge of the asset management life-cycle and the impact of key property events in the context of the business, ie lease expiry, rent review etc • Analysis and interpretation of data and information to inform business decisions • Consultancy skills to advise and support business managers • Financial planning and option appraisal • Project/Programme Management and Risk management techniques • The objectives of OGC's Achieving Excellence in Construction and Common Minimum Standards • OGC Gateway Review process • Value management and Benefits management • Understanding of public sector procurement principles and practice, eg VFM, EU Directives, impartiality etc • The likely legislative, regulatory, ethical and social impacts of change programmes • Environment and sustainability implications • **Project Sponsor role: Achieving Excellence Guide 2**	• Examples of actions which have had the desired impact and improved business results • Examples of improvements made to PAM policy and services as a result of evaluation • Examples of facilitating managerial planning processes which have included effective consultation and partnership working • Insightful diagnosis of organisational performance and resulting action plans • Joint identification of project/programme risks with team and stakeholders • Examples of well prepared business cases

PAM Competence Framework (continued) Level 2 – Senior Practitioner (including Project Sponsor)	Examples of…	
Competences, supporting accountabilities and responsibilities	Underpinning knowledge, understanding and skills	Demonstrating effective performance
Delivering Change Delivers successful projects and programmes using a mix of skills	• Co-ordinates and leads activities to ensure an integrated approach to PAM projects and programmes • Assesses organisational performance from data and management information and takes appropriate action to improve • Identifies and aligns with other corporate functions, such as HR and ICT to facilitate change • Effects the communication plan to ensure information is cascaded effectively • Manages projects/programmes to ensure delivery of objectives to cost, quality and time constraints	• Effective communication skills at all levels • Stakeholder management • Personal Leadership and People Management skills • Managing Change Management programmes • Project/Programme Management and Risk Management • Contract Management/Performance Management • Negotiation skills • Financial Management/budgetary control • Evaluation and post project review • **Project Sponsor role: Achieving Excellence Guide 2**	• Examples of successful collaboration with colleagues to make change happen • Examples of personal leadership and recognition of professional expertise • Examples where PAM initiatives have been used to support change • Successful high-level consultancy interventions • Examples of managing short-term activity whilst maintaining focus on long-term programme
Operate & Maintain Maintains the functional effectiveness of the property portfolio	• Strives for high performance across the property portfolio • Establishes, monitors and reviews standards and performance criteria for property asset management • Analyses data to make informed decisions about improving property performance • Ensures the property portfolio meets legal requirements for health and safety • Develops and supports the PAM team	• Benchmarking of property and property services performance data • Awareness of current property management trends and issues • Timely decision-making on impending property events • Contract performance and control of agents and suppliers • Risk management and contingency planning • Health & Safety policy and practice	• An efficient and effective property portfolio which supports the business operation • Plans and processes in place to ensure early and effective remedial action in the event of unscheduled events or emergencies • Examples where sub-standard property performance has been remedied satisfactorily

PAM Competence Framework Level 3 – Senior Leader (including SRO)		Examples of…	
Competences, supporting accountabilities and responsibilities		Underpinning knowledge, understanding and skills	Demonstrating effective performance
Strategy & Business Understands how Strategic Property Asset Management helps achieve business objectives	• Influences organisational strategy implementation through Strategic Property Asset Management • Translates organisational goals into PAM strategy, actions and measures • Evaluates the contribution of Strategic Property Asset Management to organisational performance • Champions Strategic Property Asset Management through the organisation's senior management team • Develops and influences corporate policy decisions where Strategic Property Asset Management plays a key role	• The likely future direction and issues for the organisation • The wider government delivery agenda and the organisation's links to it • Good practice delivery across the civil service and the key cross-government delivery issues • The key elements of a PAM strategy • How to translate organisational strategy into a property asset management strategy and ensure its delivery • How Strategic Property Asset Management can help the organisation prepare for the future direction and issues for the organisation • How Strategic Property Asset Management is developing across other organisations (public & private) and how to make the most of opportunities • **SRO role: Achieving Excellence Guide 2**	• Representing PAM both internally and externally and promoting its role • Examples of aligning the PAM strategy to the organisation's business eg what changes made, influence on business, active involvement in the business planning process • Diagnosis of performance problems using data and information and successful actions to solve them • Regular discussion with managers to understand their priorities and concerns. Examples of positive feedback on those relationships and your delivery
Planning to Deliver Uses appropriate planning tools to develop effective property solutions	• Works with stakeholders to design and deliver the PAM strategy • Agrees success criteria for PAM performance and leads performance • Understands future trends and develops opportunities for PAM to deliver extra value • Builds an effective and efficient PAM infrastructure to deliver organisational success	• How property enables organisational delivery • The organisation's risk management framework • Financial evaluation of options • Recruitment of suitably qualified, experienced and skilled people in to the right posts • Engagement with senior stakeholders • Environmental and sustainability impacts • **SRO role: Achieving Excellence Guide 2**	• Examples of actions which have had the desired impact and improved business results • Examples of improvements made to PAM policy and services as a result of evaluation • Examples of facilitating managerial planning processes which have included effective consultation and partnership working • Insightful diagnosis of organisational performance and resulting action plans • Joint identification of project/programme risks with team and stakeholders • Examples of well prepared business cases
Delivering Change Delivers successful projects and programmes using a mix of skills	• Leads major Strategic Property Asset Management change programmes • Leads change and influences stakeholders to deliver sustainable benefits	• How to design, champion and measure an effective change programme • Current best practice in the area of strategic asset management • The Leader's role in facilitating change, eg assessing change climate, building readiness and capability, reinforcing change, harnessing resources • **SRO role: Achieving Excellence Guide 2**	• Examples of successful collaboration with colleagues to make change happen • Examples of personal leadership and recognition of professional expertise • Examples where PAM initiatives have been used to support change • Successful high-level consultancy interventions • Examples of managing short-term activity whilst maintaining focus on long-term programme

PAM Competence Framework (continued) Level 3 – Senior Leader (including SRO)		Examples of…	
Competences, supporting accountabilities and responsibilities		Underpinning knowledge, understanding and skills	Demonstrating effective performance
Operate & Maintain Maintains the functional effectiveness of the property portfolio	• Addresses organisational capability gaps through organisational design and development • Maintains effective PAM team to deliver an efficient and effective property portfolio • Undertakes periodic reviews to ensure the effectiveness of the corporate PAM intelligent client capability	• Recruitment of suitably qualified, experienced and skilled people in to the right posts • Career development through a mixture of incentives and benefits • Meeting the needs of the organisation through the delivery of a strategic property asset management plan • Contingency planning/corporate resilience • Analysis of corporate performance	• Promotion of professional skills through training, development and achievement of qualifications • An efficient and effective property portfolio which supports the business operation • Examples of best practice or lead performance • Plans and processes in place to ensure early and effective remedial action in the event of unscheduled events or emergencies • Examples where sub-standard property performance has been remedied satisfactorily

PROPERTY ASSET MANAGEMENT COMPETENCY FRAMEWORK. Strategy and Business – understands how strategic property asset management helps achieve business objectives

	Level 1 – Practitioner	Level 2 – Senior Practitioner (including Project Sponsor)	Level 3 – Senior Leader (including SRO)
Competences, supporting accountabilities and responsibilities	• Understands and communicates the organisation's business priorities • Understands how the organisation's business objectives assist PAM decision-making	• Develops the organisational Property Asset Management Plan • Aligns PAM objectives to the organisation's business objectives • Builds effective business-based relationships with senior managers • Understands cross-government initiatives and how they interlink with own organisation • Works in partnership with other business/resource managers to improve corporate performance through PAM	• Influences organisational strategy implementation through Strategic Property Asset Management • Translates organisational goals into PAM strategy, actions and measures • Evaluates the contribution of Strategic Property Asset Management to organisational performance • Champions Strategic Property Asset Management through the organisation's senior management team • Develops and influences corporate policy decisions where Strategic Property Asset Management plays a key role
Underpinning knowledge, understanding and skills	• The organisation's key delivery priorities, key stakeholders and structure • Managers' key concerns in delivering those priorities • How my work contributes to achieving the organisation's delivery priorities and addressing mangers' concerns • How effective property asset management can contribute to business delivery • The relevant property information for business areas and how it can enable decision-making	• The organisation's corporate delivery strategy and success measures • The enablers and barriers to delivery of the organisation's priorities • The organisation's policy framework • The key differences and concerns of different business units within the organisation • The organisation's property portfolio • How the PAM strategy aligns with and helps achieve the organisation's delivery strategy • **Project Sponsor role: Achieving Excellence Guide 2**	• The likely future direction and issues for the organisation • The wider government delivery agenda and the organisation's links to it • Good practice delivery across the civil service and the key cross-government delivery issues • The key elements of a PAM strategy • How to translate organisational strategy into a property asset management strategy and ensure its delivery • How Strategic Property Asset Management can help the organisation prepare for the future direction and issues for the organisation • How Strategic Property Asset Management is developing across other organisations (public & private) and how to make the most of opportunities • **SRO role: Achieving Excellence Guide 2**
Demonstrating effective performance	• Regular discussions with senior managers to understand their priorities and concerns • Examples of how you personally have helped senior managers to achieve their delivery goals • Examples of providing managers with property information which enabled better decision-making	• Representing PAM both internally and externally and promoting its role • Examples of aligning the PAM strategy to the organisation's business e.g. what changes made, influence on business, active involvement in the business planning process • Diagnosis of performance problems using data and information and successful actions to solve them • Regular discussion with managers to understand their priorities and concerns. Examples of positive feedback on those relationships and your delivery	• Representing PAM both internally and externally and promoting its role • Examples of aligning the PAM strategy to the organisation's business e.g. what changes made, influence on business, active involvement in the business planning process • Diagnosis of performance problems using data and information and successful actions to solve them • Regular discussion with managers to understand their priorities and concerns. Examples of positive feedback on those relationships and your delivery

PROPERTY ASSET MANAGEMENT COMPETENCY FRAMEWORK. Planning to Deliver – Uses appropriate planning tools to develop effective propriety solutions

	Level 1 – Practitioner	Level 2 – Senior Practitioner (including Project Sponsor)	Level 3 – Senior Leader (including SRO)
Competences, supporting accountabilities and responsibilities	• Understands how the workplace environment can help to achieve improved people management practices • Uses information and data to inform PAM decision-making • Understands and applies project and programme management methodologies • Understands procurement options and applies sound public procurement practices, including environmental considerations • Assists in the preparation of business cases • Selects and appoints consultants, agents and suppliers to meet project requirements	• Identifies and evaluates PAM initiatives for making improvements to organisational delivery • Designs and develops projects and programmes in accordance with the PAM Plan • Brigades resources/teams to ensure delivery of projects/programmes • Advises on how property-related initiatives (such as workplace design) can help to achieve improved people management practices • Uses information and data on the asset management life-cycle to inform PAM decision-making • Evaluates procurement options and applies sound public procurement principles to PAM projects, including environmental considerations throughout the procurement lifecycle • Identifies stakeholders and plans communication strategies • Prepares business cases and makes appropriate bids for funding • Researches and analyses available suppliers to meet project requirements	• Works with stakeholders to design and deliver the PAM strategy • Agrees success criteria for PAM performance and leads performance • Understands future trends and develops opportunities for PAM to deliver extra value • Builds an effective and efficient PAM infrastructure to deliver organisational success
Underpinning knowledge, understanding and skills	• Collection and presentation of data and information to inform business decisions • Financial Management: Government Accounting/Managing Public Money etc • Project/Programme Management and Risk Management • The Gateway process • Environmental and Sustainability implications • Managing People & Diversity • Understanding public sector principles of practice e.g. competitive tendering, VFM, EU Directives, impartiality etc • Private Finance Initiatives/Public Private Partnerships	• Knowledge of the asset management life-cycle and the impact of key property events in the context of the business, i.e. lease expiry, rent review etc • Analysis and interpretation of data and information to inform business decisions • Consultancy skills to advise and support business managers • Financial planning and option appraisal • Project/Programme Management and Risk management techniques • The objectives of OGC's Achieving Excellence in Construction and Common Minimum Standards • The Gateway Review process • Value management and Benefits management • Understanding of public sector procurement principles and practice, e.g. VFM, EU Directives, impartiality etc • The likely legislative, regulatory, ethical and social impacts of change programmes • Environment and sustainability implications • **Project Sponsor role: Achieving Excellence Guide 2**	• How property enables organisational delivery • The organisation's risk management framework • Financial evaluation of options • Recruitment of suitably qualified, experienced and skilled people in to the right posts • Engagement with senior stakeholders • Environmental and sustainability impacts • **SRO role: Achieving Excellence Guide 2**
Demonstrating effective performance	• Examples of new initiatives, projects which have been identified areas for improvement • Examples of how data has assisted in the planning process	• Examples of actions which have had the desired impact and improved business results • Examples of improvements made to PAM policy and services as a result of evaluation • Examples of facilitating managerial planning processes which have included effective consultation and partnership working • Insightful diagnosis of organisational performance and resulting action plans • Joint identification of project/programme risks with team and stakeholders • Examples of well prepared business cases	• Examples of actions which have had the desired impact and improved business results • Examples of improvements made to PAM policy and services as a result of evaluation • Examples of facilitating managerial planning processes which have included effective consultation and partnership working • Insightful diagnosis of organisational performance and resulting action plans • Joint identification of project/programme risks with team and stakeholders • Examples of well prepared business cases

PROPERTY ASSET MANAGEMENT COMPETENCY FRAMEWORK. Delivering change – Delivers successful projects and programmes using a mix of skills

	Level 1 – Practitioner	Level 2 – Senior Practitioner (including Project Sponsor)	Level 3 – Senior Leader (including SRO)
Competences, supporting accountabilities and responsibilities	• Delivers PAM projects and programmes in a professional and responsible manner • Manages teams, consultants, agents and suppliers effectively • Manages the successful performance of contracts • Communicates effectively to stakeholders and customers • Manages budgets to ensure timely delivery and within budget	• Co-ordinates and leads activities to ensure an integrated approach to PAM projects and programmes • Assesses organisational performance from data and management information and takes appropriate action to improve • Identifies and aligns with other corporate functions, such as HR and ICT to facilitate change • Effects the communication plan to ensure information is cascaded effectively • Manages projects/programmes to ensure delivery of objectives to cost, quality and time constraints	• Leads major Strategic Property Asset Management change programmes • Leads change and influences stakeholders to deliver sustainable benefits
Underpinning knowledge, understanding and skills	• Effective communication skills: oral and written • Customer focus • People management skills • Project/Programme Management and Risk Management • Contract Management • Negotiation skills • Financial Management and option appraisal	• Effective communication skills at all levels • Stakeholder management • Personal Leadership and People Management skills • Managing Change Management programmes • Project/Programme Management and Risk Management • Contract Management/Performance Management • Negotiation skills • Financial Management/budgetary control • Evaluation and post project review • **Project Sponsor role: Achieving Excellence Guide 2**	• How to design, champion and measure an effective change programme • Current best practice in the area of strategic asset management • The Leader's role in facilitating change, e.g. assessing change climate, building readiness and capability, reinforcing change, harnessing resources • **SRO role: Achieving Excellence Guide 2**
Demonstrating effective performance	• Examples of successful implementation plans from the PAM Plan • Examples of continuous professional development • Manager/stakeholder feedback on professionalism • Examples of effective communication of change through a variety of channels e.g., face-to-face; electronic; written etc • Delivery of desired outcome on time and to budget	• Examples of successful collaboration with colleagues to make change happen • Examples of personal leadership and recognition of professional expertise • Examples where PAM initiatives have been used to support change • Successful high-level consultancy interventions • Examples of managing short-term activity whilst maintaining focus on long-term programme	• Examples of successful collaboration with colleagues to make change happen • Examples of personal leadership and recognition of professional expertise • Examples where PAM initiatives have been used to support change • Successful high-level consultancy interventions • Examples of managing short-term activity whilst maintaining focus on long-term programme

PROPERTY ASSET MANAGEMENT COMPETENCY FRAMEWORK. Operate and Maintain – Maintains the functional effectiveness of the property portfolio

	Level 1 – Practitioner	Level 2 – Senior Practitioner (including Project Sponsor)	Level 3 – Senior Leader (including SRO)
Competences, supporting accountabilities and responsibilities	• Ensures the day to day effectiveness and functionality of property assets through appropriate management of resources • Collects, records and uses data to help make informed decisions about property management activities • Manages and monitors the performance of contractors, agents and suppliers to ensure quality performance • Understands and applies knowledge of statutory and contractual obligations in respect of property management • Ensures personnel and premises are protected by appropriate cost effective measures	• Strives for high performance across the property portfolio • Establishes, monitors and reviews standards and performance criteria for property asset management • Analyses data to make informed decisions about improving property performance • Ensures the property portfolio meets legal requirements for health and safety • Develops and supports the PAM team	• Addresses organisational capability gaps through organisational design and development • Maintains effective PAM team to deliver an efficient and effective property portfolio • Undertakes periodic reviews to ensure the effectiveness of the corporate PAM intelligent client capability
Underpinning knowledge, understanding and skills	• Principles of building construction and building services • Planning and implementation of building maintenance programmes • Contract management, performance measurement and customer skills • Public sector procurement principles and practice • Knowledge and understanding of property law • Knowledge and understanding of key property events, i.e. acquisition, disposal (FH,LH,PFI), rent review, lease break etc • Knowledge and application of health & safety law • Knowledge and application of environmental and energy efficiency factors in the management of property assets • Data gathering for benchmarking purposes • Emergency planning for business recovery	• Benchmarking of property and property services performance data • Awareness of current property management trends and issues • Timely decision-making on impending property events • Contract performance and control of agents and suppliers • Risk management and contingency planning • Health & Safety policy and practice	• Recruitment of suitably qualified, experienced and skilled people in to the right posts • Career development through a mixture of incentives and benefits • Meeting the needs of the organisation through the delivery of a strategic property asset management plan • Contingency planning/corporate resilience • Analysis of corporate performance
Demonstrating effective performance	• Examples of where your intervention has benefitted the management of property and services • Examples of VFM or other improvements to the efficient and effective running of property and services • Positive feedback on your personal contribution from stakeholders/customers • Examples of satisfactory, or better, management of third party agents/suppliers	• An efficient and effective property portfolio which supports the business operation • Plans and processes in place to ensure early and effective remedial action in the event of unscheduled events or emergencies • Examples where sub-standard property performance has been remedied satisfactorily	• Promotion of professional skills through training, development and achievement of qualifications • An efficient and effective property portfolio which supports the business operation • Examples of best practice or lead performance • Plans and processes in place to ensure early and effective remedial action in the event of unscheduled events or emergencies • Examples where sub-standard property performance has been remedied satisfactorily