

# Real Property Policysite

News and Views on  
Real Property and  
Workplace Policy

Summer 2001



*Air Force partners  
with City of San Antonio  
on redevelopment initiative*

## Brooks Air Force Base: A "Win-Win" Situation

### ***Succession Planning Guide***

*See Special Report Insert for the latest  
information on succession planning  
for your agency!*



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## Welcome to the Government of the 21st Century!

**O**ur mission drives us into the 21st century: "The Office of Real Property promotes collaborative and innovative Governmentwide policies, products, and services for real property, the 21st century workplace, and entrepreneurial Government activities." We reach out on a global level to share information on Federal real estate and the workplace with our industry partners and the public through this newsletter and other avenues.

**T**his is the **seventeenth** issue of REAL PROPERTY POLICYSITE, a quarterly publication of the Office of Real Property (MP), Office of Governmentwide Policy, U.S. General Services Administration, Washington, DC, which is led by Deputy Associate Administrator, David L. Bibb. Our newsletter shares the latest information on public and private sector real estate and workplace initiatives, trends, and best practices. We encourage your input. Contact us to let us know what you think, to contribute articles, or to be placed on our mailing list, by contacting the editor, Richard Ornburn, at [richard.ornburn@gsa.gov](mailto:richard.ornburn@gsa.gov), or (202) 501-2873

# New Agency Initiatives

## Air Force Embarks on Innovative Redevelopment with Brooks City-Base Project

by Larry Farlow, Office of Public Affairs, Brooks Air Force Base, Dept. of the Air Force, Texas

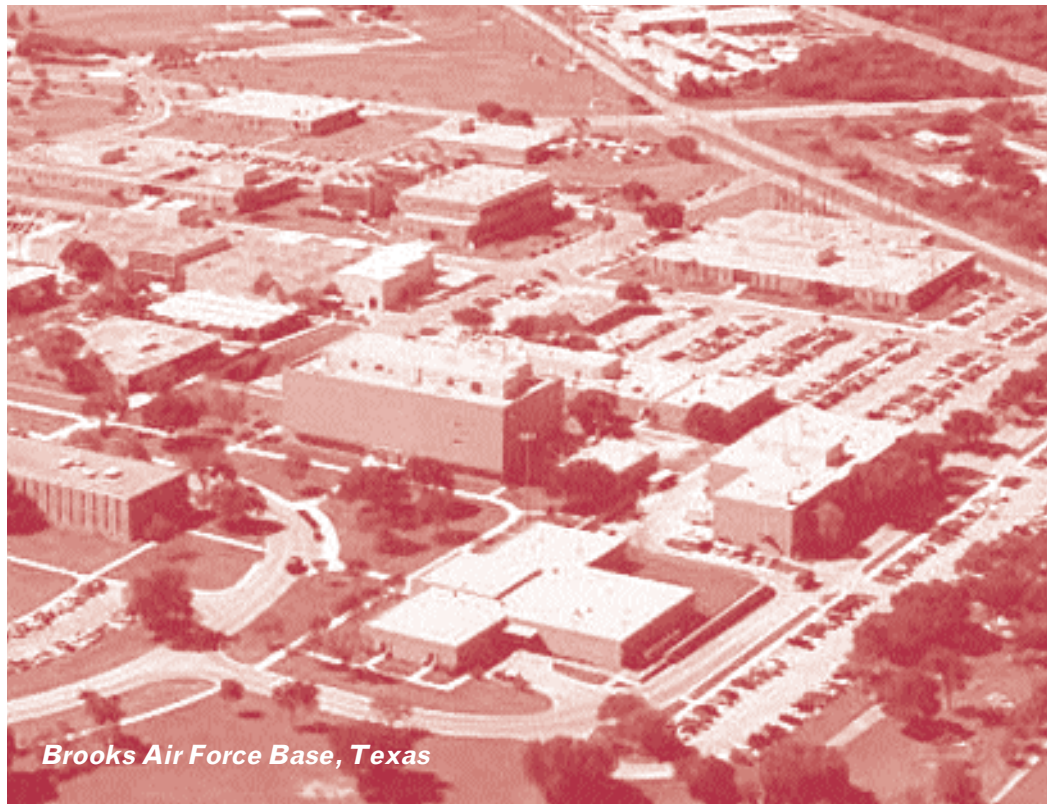
A new way for the Federal government to reduce the costs of doing business while improving capabilities is evolving on the southeast side of San Antonio in Texas. The Air Force and the City of San Antonio have joined together in a unique initiative that will result in the Brooks Air Force Base becoming the "Brooks Technology and Business Park" on October 1 this year.

The result will be a thriving bioscience, academic, environmental, technical center of excellence that will enhance Air Force missions at the base and encourage future development in Southeast San Antonio.

On Dec. 14, 2000, Air Force Secretary F. Whitten Peters signed a non-binding agreement with the City of San Antonio, Texas to convey Brooks' 1,310 acres of land to the City of San Antonio. The Air Force will then lease back mission-essential facilities while the city will develop the remaining land with business and academia that complement the high-tech flavor that already exists at Brooks.

The Air Force was asked by Congress to enhance Brooks' mission capabilities through the creation of public and private partnerships, to maintain flexibility to meet current and future Air Force mission requirements and to significantly reduce base operating support costs. Money saved can then be spent by the Air Force to support other missions.

"The Air Force will save a significant sum in O&M costs; and both the city



and the Air Force will share in the revenues generated by commercial and academic activities (at Brooks)," Peters said. "That's the definition of a 'win-win' situation."

The Air Force expects to save \$8 to \$10 million in the city-base's first few years of implementation, according to Jimmy Dishner, Deputy Assistant Secretary of the Air Force for Installations. Savings are expected to rise in subsequent years.

"Over the life of this agreement, the value of the property is over \$60 million," Dishner said. "The potential here is to drive down the costs equal

to the value of the property, so \$7 million is just the beginning."

Key to the success of the "Base Efficiency Project," Section 136(b)(4) of Public Law (Pub. L.) 106-246, enacted by Congress July 13, 2000, is the directive to consult with the Community and for the parties to submit a Master Plan to Congress.

Currently, except for the transition of leasehold interests held by non-Federal parties on Brooks AFB, the parties have not determined the exact nature and sequence of the facilities

*continued on next page*

# New Agency Initiatives

***“The Air Force expects to save \$8 to \$10 million in the city-base's first few years of implementation..... Savings are expected to rise in subsequent years.”***

- Achieve long-term benefits to the community and the Air Force.

Unlike a traditional real estate transaction where there is an exchange of land for money or other consideration with no continuing relationship between the parties, the Brooks City-Base transaction will establish a partnership between the City and the Air Force under which development and operation of the Park are intended to create success for both parties over an extended period of time.

The transfer of current Brooks AFB land, facilities and utility systems will be made at the fair market value established by a General Services Administration certified appraisal, dated January 29, 2001. The fair market value for Brooks AFB property was established as \$64.2 million and consists of three components: the value of the Air Force's leasehold interest; the value of the utility systems; and the value of the vacant land.

The Air Force will receive fair market value consideration primarily through the value of rent abatements provided by the City. The value of the rent abatement serves as the major component of consideration for the transaction. Additionally, the City will provide essential services at no cost to the Air Force. The Air Force and the City also have agreed to a profit-sharing arrangement that will allow both parties to realize the benefits of the future value of the Brooks Technology & Business Park.

It is estimated that the Air Force will save \$8-10 million per year by the third to fifth year after Brooks City-Base Project implementation and that the total annual savings amount will increase as the remainder of the Park is developed. ■

## **AIR FORCE from page 3**

and land that will be released for use, reuse, and development to the City. The Master Leaseback Lease approach, contemplated as part of the final transaction, provides both parties with a mechanism for allowing potentially complex transition and development issues to be separately determined following initial transfer and leaseback.

To that end, the City and the Air Force, working in tandem, have agreed that the primary objectives of the transaction should include the

following criteria:

- Provide for a significant reduction in operating or Base Operating Support (“BOS”) costs for Brooks City-Base.
- Demonstrate that the fair market value (FMV) for Brooks City-Base property (land, facilities and utility systems) will be received by the Air Force.
- Demonstrate that the future Brooks Technology & Business Park will operate as a financially self-sustaining enterprise (cost-neutral to the City).

# New Agency Initiatives

## OPM Implements Innovative Energy Conservation Effort

by Ray Spicer, U.S. Office of Personnel Management

The Office of Personnel Management (OPM) has recently completed a very successful series of energy conservation projects using an Energy Savings Performance Contract (ESPC) at their agency headquarters, the Theodore Roosevelt Building (TRB), located in Washington, DC.

The 3.1 million dollar project was OPM's first experience with a "public-private" partnership of this type. GSA and OPM established an agreement early in the process which encouraged everyone involved to be creative and innovative and to focus on maximizing the potential benefits an ESPC could bring to this project.

The experience and expertise that both agencies brought to bear on this process enabled the designers to develop a project that will reduce energy use at the TRB over 17% and produce an estimated \$326,000 in energy savings annually over 10 years without any out-of-pocket expense to OPM or GSA.

The entire project was developed under an Area Wide Utility Agreement between the Potomac Electric Power Company (Pepco) and the General Services Administration which fostered a unique partnership between OPM, a delegated agency, and Pepco Energy Services, a subsidiary of Pepco.

A feasibility study was conducted to create a priority list of energy conservation opportunities. The information gathered from the study was analyzed using the DOE2

Building Life Cycle Cost (BLCC) analysis to refine the estimated energy savings.

The OPM/PEPCO ESPC:

- Guaranteed the savings estimated in the feasibility study;
- Limited the opportunity for change orders by using design build concepts;
- Included contingency funds to cover unforeseen conditions and to ensure no out-of-pocket costs to OPM during construction; and,
- Permits early pay-off or contract buy-down at the agency's discretion without penalty to OPM.

***The experience and expertise that OPM and GSA brought to bear on this process enabled the designers to develop a project that will reduce energy use at the TRB over 17%.***

The team began work in 1999 to plan the construction of two energy conservation projects in consecutive phases 1) retrofitting TRB's 16,000 fluorescent lighting fixtures with a payback estimated at less than three years, and 2) replacing TRB's three original 1,000 ton R-11 centrifugal chillers with a payback of 9.3 years.

The lighting retrofit was achieved on schedule with a final project cost of \$312,468. The new lighting equipment

carries a 5 year warranty on the tubes and ballasts which further reduces initial maintenance costs for OPM. Operating costs for the TRB lighting were reduced from \$355,026 to \$235,794 (post retrofit) for a savings reduction of \$119,232.

The new chiller project was commissioned on schedule, with a total cost of \$1.279 million. The project replaced three 1,000 ton Carrier centrifugal chillers, with two new 920 ton high efficiency Carrier centrifugal chillers.

A major advantage of ESPC's over standard construction contracts is the opportunity for the customer to extend the original terms to include other energy conservation opportunities under the existing contract.

This option allowed OPM to complete two smaller energy conservation projects which were identified after the start of the TRB

lighting project by taking advantage of the unused contract balance. The projects included a new Armstrong "Steam Eye" steam trap monitoring system (with payback of less than four years) and a new Aquatrac water treatment monitoring system (with payback of one year).

For more information on this innovative energy conservation project, contact Ray Spicer of OPM by email at [RMSPICER@opm.gov](mailto:RMSPICER@opm.gov). ■

# Real Estate Policy

## Guidelines for Public Access Defibrillation Programs in Federal Facilities

by John Thomas, GSA Office of Real Property

**T**he Guidelines for Public Access Defibrillation Programs in Federal Facilities were published in the Federal Register on May 23, 2001. The Department of Health and Human Services (HHS) and the General Services Administration (GSA) have worked collaboratively over the past year to develop the guidelines. They provide a general framework for initiating a design process for public access defibrillation (PAD) programs in Federal facilities and provide basic information to familiarize facilities leadership with the essential elements of a PAD program. The guidelines are not intended to exhaustively address or cover all aspects of Automated External Defibrillator (AED) or PAD

programs. They are aimed at outlining the key elements of a PAD program so that facility-specific, detailed plans and programs can be developed in an informed manner.

In creating these Guidelines, GSA and HHS cooperated and consulted with other Federal agencies, including the Office of Personnel Management, Department of Transportation, Department of Justice, Department of Interior, and the Department of Veterans Affairs, and other interested parties,

such as the City of Chicago (i.e., O'Hare International and Midway Airports). GSA and HHS have also consulted with nonprofit organizations, such as the American Heart Association and the American Red Cross, and have met with representatives of the AED manufacturing industry. Contact John D. Thomas on (202) 501-0365 for more information. ■

***In creating these Guidelines, GSA and HHS cooperated and consulted with other Federal agencies...***



***GSA Headquarters Building, Washington, DC***



# Succession Planning Guide

*“An organization’s people --- its human capital --- are its most critical asset in managing for results.”*

*Comptroller General of the U.S.  
January 2001*

**A Special Section  
of *Real Property  
Policysite***

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**GSA would like to thank the members of the Succession Planning Working Group for their efforts in developing this Guide.**





# Succession Planning Guide



## A. Introduction

Who will succeed our current government workforce? With predictions ranging from one-third to one-half of today's workers eligible for retirement in the next five years, succession planning is a means to address what has recently been termed the "crisis in human capital."

In addition to retirement eligibility, factors such as downsizing, the lure of private company benefits, lack of younger recruits, and fewer overall new hires have all contributed to the current situation. Viewing employees as "human capital" means seeing them

as assets or investments to be valued and managed, rather than "human resources" which are consumed with the goal of minimizing costs. Once an organization's employees are viewed as human capital, their value is critical to the organization's success and even viability.

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# Succession Planning Guide

*Succession Planning Working Group members (L.-R.) Andrea Kuhn (GSA), Emma Greenfield (Energy), and Marjorie Lomax (GSA) at monthly meeting.*



## **B. Federal Real Property Council Succession Planning Working Group**

The Federal Real Property Council identified succession planning as one of its top challenges and formed a working group composed of federal agency representatives. The working group was chartered to study succession planning and develop tools and resources which agencies could use as they face an unprecedented, yet expected exodus

of experienced workers and managers in the real property field. The working group was chaired by Gary Arnold of the Social Security Administration (SSA) and facilitated by Marjorie Lomax and Andrea Wohlfeld Kuhn of GSA's Office of Real Property. Working group members are listed on page S3 and can be contacted for agency-specific information.

## **C. Working Group Activities**

- Held monthly meetings following working group inception in July 2000
- Outlined agency problems and situations
- Examined existing programs for recruiting and training employees
- Evaluated programs outside the Federal Government
- Sought speakers who presented possible solutions

# Succession Planning Guide

## D. Working Group Findings/Lessons Learned

- Problems originally thought to be unique were actually common among agencies
- Vast amounts of materials, programs and approaches already available among agencies are not widely shared or in many cases not even known beyond individual agencies
- Development of generic positions and skills sets was determined to be the best approach



- By working together, agencies can often achieve a better return on investment, attracting and retaining highly effective employees. However, there is no “one size fits all” solution and agencies may need to act independently
- The most important skills at the entry level are analysis/problem solving, communications, and interpersonal relations
- Additional skills, particularly real estate, finance, and business can be added through training
- The focus needs to be on a job that allows the incumbent to go (and grow) in many directions. The current structure of the personnel system’s many and frequently overlapping position descriptions does not always support that
- It serves no purpose for agencies to “steal” employees from each other
- Ideally, agencies should share resources and consider joint programs (e.g., assignments for interns, recruitment)
- The Federal Government is in competition with all employers, and the earlier it can identify needs and initiate recruitment the better (for example, waiting until a student’s senior year of college was determined to be too late)
- Evaluate current positions in light of future requirements; new hires may need different skills from those whose positions become vacant

# Succession Planning Guide

## E. Generic Skills Set

The working group determined that competency in certain skills formed a basis for all positions, regardless of position description. As shown, the working group ranked general communications and analytical skills higher than specific, technical skills. The rationale behind this approach is that entry-level employees with good communications and analytical skills can be hired and then given on the job training to gain experience in the technicalities of the real estate field.

### Working Group Ranking of Skills

- Communication
- Presentation Skills
- Computer Skills
- Problem Solving
- Interpersonal Relations
- Customer Service
- Team Building
- Analytical Skills
- Business Acumen
- Financial Analysis
- Real Estate
- Basic Appraisal Skills
- Acquisition/Disposal Skills
- Management/Leasing Skills
- Intergovernmental Coordination
- Political Acumen

## F. Core Competencies/Skills Set for Managerial Positions

The working group built on the concept of the generic skills set and developed a similar set for the following managerial positions: Building Manager, Project Manager, Asset Manger, Space

Manager/Planner, and Real Estate Managers. A more detailed list of competencies and skills, including those found at varying levels and the recommended training for each level, can be found at the working group's succession planning website at: <http://www.gsa.gov/Portal/offering.jsp?detail=longDesc&OID=115074>.

### Working Group Skills for Managers

- Analytical
- Communication (Oral and Writing)
- Contracting
- Customer Service
- Creative Thinking
- Decisiveness
- Flexibility
- Influencing/Negotiating
- Information Management
- Integrity/Honesty
- Interpersonal
- Leadership
- Liaison
- Management
- Organizational Awareness
- Planning/Evaluating
- Policy Development and Analysis
- Problem Solving
- Real Estate
- Reasoning
- Stress Tolerance
- Teamwork
- Technical Competency
- Vision

## G. Recruiting

Recruiting is a key element for strategic management of human capital. Working group members concluded that recruitment must start early. Don't wait to target college students in their senior year as they may already have previous commitments. Coop arrangements (work/study) and internships, which cover several years, are ideal for providing benefits to both employers and students.

# Succession Planning Guide

## 1. Recruiting Tips and Tools

**Benefits of Federal Employment:**  
*When seeking new employees, the group concluded agencies would do well to emphasize the benefits of Federal employment, including the following:*

- Rapid career growth (intern programs and career ladders can provide advancement to mid-level management within 3 years)
- Salary supplements including periodic pay raises, cost-of-living increases, and possible cash awards for superior work performance
- Special salary rates which may be higher than basic pay, depending on area, location, or occupational group
- On-the-job as well as classroom training
- Student loan repayment program
- Tuition assistance for college-level and advanced degree programs
- Immediate health and life insurance benefits
- Retirement plan featuring investment options and portability
- Generous vacation, holiday and sick leave benefits
- Transportation subsidies
- Flexible work schedules, possibly including alternative work schedules, teleworking from home or a center, flextime, etc.
- Family-friendly environment, including family leave policy and flexible hours, and in some cases, childcare subsidy and on-site day-care
- Employment transferability throughout the Federal Government with nationwide locations
- Credit union availability
- Fitness centers and health programs



***“...Strategic human capital management is a pervasive challenge in the Federal Government. At many agencies, human capital shortfalls have contributed to serious programmatic problems and risks.”***

***Comptroller General of the U.S., January 2001***

# Succession Planning Guide

## **Recruiting Strategy: Each agency needs to develop a recruiting strategy:**

- Develop a “brand,” or corporate image for your agency
- Create an image that students can relate to (i.e. photos which include minority groups, females, persons with disabilities, and college students)
- Have brochures and literature which reflect this brand
- Send recent graduates as recruiters to college campuses
- Dress casually when recruiting at colleges

- Promote an on-line application process
- Emphasize Federal employment benefits (as shown on page S7)
- Emphasize public service opportunities, and the chance to “make a difference”
- Train recruiters

## **Recruiting Tools: Agencies should use a variety of recruiting tools, including:**

- Centralized web-based job listings through OPM at [www.opm.gov](http://www.opm.gov)

- Develop your own agency-specific web-site with detailed information on mission, programs, etc.
- Sample agency brochures and a generic brochure developed by the working group are available for agency-specific modifications at <http://www.gsa.gov/Portal/offering.jsp?detail=longDesc&OID=115074>
- OPM Service Center (see detailed description under OPM section)
- Intern Programs (see detailed description under OPM section)



## **H. Agency Programs**

### **1. Office of Personnel Management [www.opm.gov](http://www.opm.gov)**

#### *Mission*

The U.S. Office of Personnel Management (OPM) supports the Federal Government's ability to have the best workforce possible to do the best job possible. OPM leads Federal agencies in shaping human resources management systems to effectively recruit, develop, manage and retain a high quality and diverse workforce. The agency serves Federal agencies, employees, retirees, their families, and the public by providing technical assistance, employment information, pay administration, and benefits delivery.

#### *OPM Service Center*

<http://www.opm.gov/employ/html/servcntr.htm>

OPM provides its reimbursable staffing assistance through a nationwide network of Service Centers. Each of the Centers

provides advice and assistance in all areas of staffing and human resource management, including: examining for internal and external selection, workforce restructuring and downsizing, assistance in recruiting and employment information, and technical assistance in other areas like organizational design and succession planning.

#### *Intern Programs*

- The Student Educational Employment Program is designed to help agencies recruit and attract outstanding students at all levels: high school, vocational and technical, associate degree, baccalaureate degree, graduate degree, and professional degree students. Under the Student Career Experience Program component, students may be eligible for permanent placement within an agency.
- The Federal Career Intern Program (<http://www.opm.gov/careerintern/index.htm>) is designed to help agencies recruit

# Succession Planning Guide

## 5 Step Workforce Planning Model

<http://www.opm.gov/workforceplanning/index.htm>

### 1 SET STRATEGIC DIRECTION

- Organize and Mobilize Strategic Partners
- Set Vision/Mission/Values/Objectives
- Review Organizational Structure
- Conduct Business Process Reengineering
- Set Measures for Organizational Performance
- Position HR to be an Active Partner

### 2 SUPPLY, DEMAND & DISCREPANCIES

- Analyze Workforce
- Conduct Competency Assessment and Analysis
- Compare Workforce Needs Against Available Skills

### 3 DEVELOP ACTION PLAN

- Design a Workforce Plan to Address Skills Gaps
- Set Specific Goals
- Develop HR Infrastructure to Support the Plan

### 4 IMPLEMENT ACTION PLAN

- Communicate the Workforce Plan
- Gain Organizational Buy-In
- Conduct Recruiting, Hiring, and Placement
- Conduct Succession Planning
- Restructure Where Needed
- Implement Retention Strategies

### 5 MONITOR, EVALUATE & REVISE

- Assess Success & Failures
- Adjust Plan as Needed
- Address New Workforce and Organizational Issues

and attract exceptional individuals into a variety of occupations. Intended for positions at grade levels GS-5, 7, and 9, individuals are appointed to a 2-year internship. Upon successful completion of an internship, interns may be eligible for permanent placement within an agency.

- The Presidential Management Intern Program (PMI) (<http://www.pmi.opm.gov/>) was established by Presidential Executive Order in 1977. It is designed to attract outstanding graduate students from a wide variety of academic disciplines who have an interest in, and commitment to, a career in the

analysis and management of public policies and programs. It is a two year internship program, which enables graduate degree students to be appointed to Federal positions as PMIs and to also have the opportunity to be converted to a permanent Federal civil service position following their successful internship.

### *Workforce Planning Model*

Recognizing the importance for agencies to begin workforce planning efforts now, the Human Resource Management Council and OPM designed a **Workforce Planning Model** (immediate left) to ensure that Federal agencies have the information and tools necessary to devise successful workforce plans. A new website with retirement statistics and projections is available at: [www.opm.gov/feddata/retire](http://www.opm.gov/feddata/retire).

## 2. Department of Defense

### *Defense Acquisition Workforce Improvement Act (DAWIA)*

In terms of Succession Planning, a significant event for members of the Defense acquisition workforce was passage of the Defense Acquisition Workforce Improvement Act (DAWIA) of 1990. The Act calls for professionalism of the acquisition workforce, including education, training, experience, and career management.

### *Facilities Engineering Career Field*

Currently, a proposal for a new facilities career field is under consideration. If approved, this will serve the dual purpose of creating new education and training opportunities for employees in facilities related career fields, and mandate certification requirements at DAWIA-established levels.

# Succession Planning Guide



## *Defense Acquisition University (DAU) <http://www.dau.mil/>*

The Defense Acquisition University (DAU) provides mandatory, assignment-specific, and continuing education courses for military and civilian acquisition personnel. Its mission is to provide the acquisition

community with the right learning products and services to make smart business decisions.

## *Naval Facilities Engineering Command's Professional Development Center <http://cmcell.navfac.navy.mil>*

This three-year intern program provides training, rotational assignments and a career ladder with permanent placement after program completion. The program has proven particularly successful in recruiting generalists who can be trained for realty specialist positions. Unlike other career fields, there is no college degree program that provides specific training for Department of Defense (DOD) realty specialist career fields. Similar intern programs are operated by other Navy and DOD components and have proven successful in recruiting recent college graduates and providing education and training opportunities to ensure competency and advancement.

## **3. General Services Administration [www.gsa.gov](http://www.gsa.gov)**

The General Services Administration (GSA) is addressing succession planning by facilitating working groups such as the FRPC-sponsored one, and by instituting an educational and training program for employees. The Public Buildings Service (PBS) is providing leadership growth opportunities to employees through PBS Academy, which links training and developmental activities to PBS business goals.

Components include corporate sponsored training (through universities or the Federal Executive Institute), developmental

assignments, and details to national and regional GSA offices, customer agencies, and the private sector. Many of GSA's Office of Real Property recent hires are in the 300 job series, which has enabled the Office to hire generalists with varied backgrounds.

## *GSA Online University*

This Internet portal provides access to a virtual campus with 300 courses, including basic skills, computer software and managerial skills. By using a computer with a modem and internet connection, GSA employees can register and take courses online.

## *Federal Acquisition Institute <http://www.faionline.com>*

A selection of online courses is available for contract specialists and others interested in the Federal acquisition process. Current offerings include Contracting Orientation, Market Research for Acquisition Officers, Contracting Officer Representative Mentor, and Acquisition Planning for Contract Specialists. These courses are not limited to GSA employees.

## **4. General Accounting Office [www.gao.gov](http://www.gao.gov)**

The General Accounting Office (GAO) is the investigative arm of Congress. The agency's mission is to help improve the performance and accountability of the Federal Government for the American people. In this context, GAO has brought the crisis of human capital to the attention of Congress by providing testimony and issuing reports such as "Meeting the Governmentwide High-Risk Challenge" and "Federal Employee Retirements."



# Succession Planning Guide

## 5. Department of Energy [www.hr.doe.gov/pers](http://www.hr.doe.gov/pers)

The Department of Energy (DOE) provides the framework for the comprehensive and balanced national energy program through the development, coordination and administration of the energy initiatives undertaken by the Federal Government. The Department is primarily concerned with the long-term, high-risk, high-payoff research and development of nuclear and non-nuclear energy technology; the marketing of Federal power; energy conservation; a central energy information program and environmental restoration and waste management activities. The DOE is also responsible for the Nation's nuclear weapons program and site restoration management activities.

In order to address this mission, the Department introduced the Workforce for the 21st Century Initiative (Workforce 21). Under this initiative, the Department prudently and effectively manages its current resources, and engages in vigorous workforce analysis and planning for the future.

The DOE Office of Administration's recruitment brochure and other information can be accessed at the Working Group's Succession Planning website at <http://www.gsa.gov/Portal/offering.jsp?detail=longDesc&OID=115074>

## 6. Social Security Administration

The Social Security Administration's

Office of Facilities Management (OFM) is developing core competencies, skills sets, training goals and career paths for facilities operations and maintenance positions. At the same time, OFM has rewritten job descriptions to reflect recent changes in job requirements, notably the addition of CAD capability as a baseline requirement for virtually all jobs. The changes have been successfully negotiated with the union.



*Succession Planning Working Group members (facing L.-R.) Cynthia Ehinger (CIA), Steve Van Rees (OPM), and Gary Arnold (SSA), Working Group Chair, at monthly meeting.*

## I. Resources

### National Academy of Public Administration (NAPA)

<http://www.hrm.napawash.org/>

The Center for Human Resources Management (CHRM) is designed to help organizations strengthen their capacity to develop and deliver effective human resources programs. The Center provides research, information, education, and consulting services. The Working Group found their publication "Managing Succession and Developing Leadership: Growing the Next Generation of Public Services" to be a good resource.

***Within five years, up to half of the Government's 1.6 million full-time employees will be eligible to retire or take early retirement, according to OPM data.***

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Office of Real Property

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### National Academy of Sciences, Federal Facilities Council

<http://www4.nationalacademies.org/cets/ffc.nsf>

The Federal Facilities Council (FFC) is a cooperative association of 21 Federal agencies with interests and responsibilities related to all aspects of facility design, acquisition, management, maintenance, and evaluation. The FFC's mission is to identify and advance technologies, processes, and management practices that improve the performance of Federal facilities over their entire life-cycle, from planning to disposal.

### Government Executive Magazine

<http://www.govexec.com/humancapital/>

The recent series on human capital provides information on policy, federal agencies' approaches, and resources available.

### FPMI Communications

<http://www.fpmi.com/>

### International Facility Management Association (IFMA)

<http://www.ifma.com/>

### Building Owners and Managers Association (BOMA)

<http://www.boma.org/>

### Building Owners and Managers Institute (BOMI)

<http://207.114.2.97/index.html>

### National Association of Colleges and Employers

<http://www.naceweb.org/index2.cfm>

*This Guide is available online at:*

**<http://www.gsa.gov/Portal/offering.jsp?detail=longDesc&OID=115074>**

# Energy Conservation

## Saving\$ \$en\$e

*summarized with permission from Energy Decisions Magazine, article by Mike Lobash, April 2001 issue; submitted by Bob Harding, GSA Office of Real Property*

**P**erformance improvements in lighting controls give facility executives new opportunities to cut energy use.

In the past facility managers installed lighting controls in an effort to reduce cost and hopefully improve the comfort of the occupant. In some cases this worked, but in others, those without proper design and use of technology, the results have been less than desirable.

In some cases, improper use of technology resulted in lights switching off, even when the room was still occupied; lights switching on even when the room was unoccupied; responding to complaints from occupants regarding inadequate lighting, and in other cases, the desired energy reduction was not realized.

Recent technological improvements in lighting and sensor controls, along with the recent rise in energy costs, have bought facility managers back to take another look at their options. "Despite problems some facilities experienced in the past, lighting controls today offer improved performance and can significantly reduce lighting-related energy costs while meeting the demands for today's work environment."

Industry experts realize that simplicity and ease of use is key to facility managers willingness to again try lighting controls. Many of the complaints (barriers) of the previous generations of lighting controls were caused by misuse of controls (using office type sensors in

restroom) or use of old technology requiring employers to frequently have to reset timers. Newer technology has provided such improvements as passive infrared (PIR) and ultrasonic sensors, combinations of the two and programmable controls.

Lighting controls now include manual and automatic dimming systems, clock switches, and integrated systems that react to many variables including occupancy patterns and day-lighting levels. As it is highly unlikely that one lighting control system would meet all the needs of

any facility, the integration of multiple controls for maximum efficiency. The key is proper integration of systems.

"Savings from properly implemented lighting control strategy range from 20-40 percent." Of course it's a case of what you put in is what you get out. Employees must recognize the fact that they are critical to the energy conservation efforts of the facility and must participate in management's efforts.

To help determine if lighting controls would benefit a facility, facility managers can use a logging system that can be obtained from many lighting control manufacturers. The logging system monitors when the lights are left on in a room and compares the information to room occupancy patterns. ■

## How Do You Calculate Benefits of Urban Forests?

*from CIVITAS2004-Sustainable Cities News, April 17, 2001 article; submitted by Bob Harding, GSA Office of Real Property*

**O**ne way is through the use of new software available to urban planners. Planners can now analyze the environmental and economic benefits of urban forests and trees using software designed by American Forests, a conservation organization that specializes in urban forestry.

CITYgreen is a software tool that helps people understand the value of trees to the local environment. Planners and natural resources professionals use the program to test

landscape ordinances, evaluate site plans, and model development scenarios that capture the benefits of trees. The application conducts complex statistical analyses of ecosystem services and creates easy-to-understand maps and reports.

CITYgreen was developed by American Forests' Urban Forest Center. Information about CITYgreen and other urban forest projects is available on their website at <http://www.americanforests.org> (click on "Trees, Cities & Sprawl"). ■

# The Internet

## E-RealEstate

by **Dennis Goldstein, GSA Office of Real Property**

**Introduction:** Does the Internet have an impact on real estate? What is the extent of the impact? The Office of Real Property has been studying this and we have completed the initial phases of the study on the impact of the Internet on real estate in the Federal Government. The report summarizes the findings and identifies the next steps to be undertaken as part of the study.

The tasks that were identified and completed by the study team included:

- The survey and review of a sample of commercial realty supporting web sites; and
- The identification and cataloging of various types of e-RealEstate applications used by the private sector.

As the study proceeded, it became clear that the information identified during the performance of these tasks should be made available on a timely basis to as many interested parties as possible. The use of web-enabled software to manage real estate functions in the Government is growing and access to the results of our effort was deemed to be a high priority. Therefore, the team developed a web site where information on emerging uses of the Internet as it relates to real estate has been posted. It is the best way to disseminate the information being developed during the study. The site includes a catalog of web-enabled software, issue papers, case studies, and related topics.

**Study Methodology:** The study team reviewed real estate related

internet sites to ascertain the types of functions, software, and applications that were prevalent in the private sector as they relate to real estate activities that are relevant to the Government. More specifically, the team was interested in identifying applications that focused on commercial real estate and on the management aspects of commercial real estate. These included commercial real estate sales, construction, renovation, and leasing, as well as management functions

necessary to support these activities. The team examined sites and software that focused on personnel tracking, budgeting, financial management and reporting, and other similar functions necessary for the support of commercial real estate activities.

The study team has developed "partnering" relationships with private sector real estate and e-RealEstate organizations, internal GSA organizations, and international organizations. As such, a wide variety of contributors to the study have been solicited and relationships with these

interested parties are being fostered.

**Findings:** It is clear that e-RealEstate is in its infancy. The view of most real estate organizations is "look before you leap." One can find Internet sites where commercial real estate is advertised, leased, and sold; but the purpose of these sites is to get the buyer and seller in contact with each other, not to complete the transaction via the Internet. The issue is not the lack of web-enabled software or developers of software, but a general reluctance to alter their mode of operations. A typical reaction to using the web for real estate transactions is "real estate is a personal business - a business that

***The use of web-enabled software to manage real estate functions in the Government is growing and access to the results of our effort was deemed to a high priority. Therefore, the team developed a web site where information on emerging uses of the Internet as it relates to real estate has been posted...***

must be conducted face-to-face." Nevertheless, real estate business is slowly beginning to move towards the use of web-enabled software.

**Continuing Study Priorities:** Responses to a web-enabled survey of Government agencies active in real estate are being analyzed. We anticipate that the analysis will be available shortly; we hope that this analysis will yield a clearer picture of the use of the Internet and web-enabled software by the Government real estate community. Contact Dennis Goldstein on (202) 219-0608 for more information on this initiative. ■

## Transportation Law Requires Federal Telework Compliance

by **Billy Michael, GSA Office of Real Property**

**A** new Federal telework (aka telecommute) law passed in October of last year has wide-ranging implications for all Federal employees. Public Law No. 106-346, § 359 requires that all eligible employees of Federal agencies be given the option to participate in telework to the maximum extent possible without diminished employee performance.

Section 359 establishes a program to reduce traffic congestion that will allow eligible employees of Federal agencies to participate in telecommuting to the maximum extent possible without diminished employee performance. Within one year, the Office of Personnel Management must evaluate the effectiveness of the program and report to Congress. Each agency participating in the program has to develop criteria to be used in implementing such a policy and ensure that managerial, logistical, organizational, or other barriers to full implementation and successful functioning of the policy are removed. Each agency should also provide for adequate administrative, human resources, technical, and logistical support for carrying out the policy.

Under the law, 25 percent of eligible teleworkers must be allowed the option to telework within the first year of the Act, with full compliance (100 percent) within four years.

All Federal agencies were required to submit their telework policies to the Director of the Office of

Personnel Management no later than April 16, 2001.

### ***Need help meeting telework targets?***

If you need help in meeting telework targets, plan to attend Working Ahead of the Curve: Telework!, the annual conference of the International Telework Association and Council (ITAC), to be held September 23-25, 2001, at the Kansas City Convention Center, Kansas City, Missouri.

ITAC's conference will feature leading experts in the field of telework, including specialists from corporate, government and educational sectors. Sessions and workshops include:

- Telework best practices
- International issues

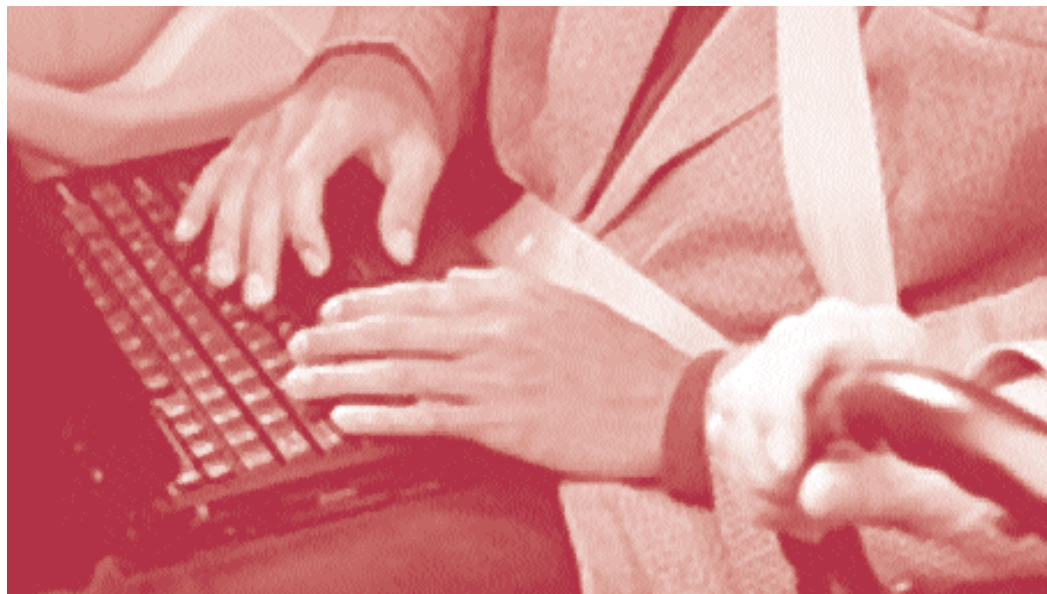
- Dealing with the media
- Virtual support for the teleworker
- Is IT the enemy?
- Jurisdictional matters

### ***Attend the Federal telework roundtable!***

Also, as an integral part of this year's conference, the General Services Administration will host a special luncheon for Federal attendees. Federal telework issues, how to implement Public Law No. 106-346, and best practices of successful Federal telework programs will be discussed at this interactive session. Meet members of the Telework Issues Working Group and other telework program representatives.

### ***Need more details?***

Contact ITAC's executive office at (202) 547-6157 or check ITAC's web site at [www.telecommute.org](http://www.telecommute.org) for more information on the conference. You can also contact Billy Michael from the Office of Real Property on (202) 273-4663 for more information. ■



# Integrated Workplace

## Adaptive Workplaces and Workspaces: What's In Our Future

*summarized with permission from Today's Facility Manager, February 2001; submitted by Sheldon Greenberg, GSA Office of Real Property*

**T**oday's work environment required facility managers to be creative and adaptive in developing workplace solutions. HOK Consulting has studied the issue of how, when, and where people work. They found that workplace preferences depend greatly on job type, and that there is a general resistance to changes that defies logic. However, in order for facility managers to plan for future workplace environments, there are generational characteristics that must be understood.

The state of society is often mirrored in the traditional office. The higher up in an organization a person is, the larger his/her office becomes. In addition, this office is decorated with customized furnishings while the rest of the workforce is relegated to "cube-land."

In the recent past office environment, HOK identified the Cave Man Theory where employees eased the stress of longer workdays by accessorizing their "cave" workspaces with personal things such as pictures, plants, awards and other comforting items to mark their territory as the ancient cave man did.

In the 1990's, which they call the Decade of Stress, new officing concepts offering flexibility, mobility, and the ability to accommodate change, combined with high levels of stress, provide employees with choices to work anytime and anywhere. However, as flexible as these choices seem, the employees have found these scenarios very confusing. When managers attempt to make workspace changes, workers naturally feel threatened and react negatively. The employee does not want his/her "cave" changed. Sociological influences tend to make the employee cling to the familiar and reject the unknown, and stress the employee even more. This reaction would tend to limit the manager's ability to match work process with workspace.

The article then tries to explain how different generations understand and view the choices being offered in today's work environments. Life experiences, pop culture, and other events tend to form bonds between people who develop and retain similar values and skills. This defines generations. According to "Generations, the History Of

America's Future, 1584 to 2069," by William Strauss and Neil Howe, generational characteristics repeat in cycles: Idealistic, Reactive, Civic, and Adaptive. Using this theory, the article suggests that future generations' characteristics can be predicted. This can help facility managers plan office space for today and tomorrow.

Today's employees are enjoying perks that were unheard of 10 years ago, such as café lounges, pet care and fun rooms. What's in store for facility managers when the Generation Nexters move into the workforce? Things like flexible work schedules, promoting good mental and physical health and even religion have to be considered to attract and retain this next generation of employees. State-of-the-art facilities and security and a sense of flexibility and privacy will also be demanded by the up and coming generation of employees. HOK's research into this issue indicates the future workspace may place less interest in things such as fun rooms, pet care and other such amenities. Instead, they found that there will be a return to more traditional values where larger teaming areas will be required. Employees will also want a feeling of a secure workplace and a return to more individual privacy. Generation Nexters will also want ergonomically viable work settings.

The line between today's conventional workplaces and that of leading edge design will blur as generations form new ideas. ■



# Outreach

## What Can We Do For You?

by Ron Whitley, GSA Office of Real Property

The Office of Real Property wants to provide agencies with customer-focused, easy-to-use, and innovative policies, products, and services that improve the management of Federal agencies' real estate portfolios and workplaces. Some ongoing successes include:

- Providing informative and thought provoking publications (Policysite newsletters, Strategic Storage Review, Real Property in the New Millennium, General Reference Guide for Real Property Policy, Governmentwide Real Property

Information Sharing (GRPIS), Measuring Real Property Performance, Worldwide Inventory Reports, and Contacts Directory);

- Sponsoring agency forums for the sharing of ideas and information (Building Security Forum; Award Program for Best Practices);
- Serving as a liaison for governmentwide policies (Innovative Business Policies and Practices; Revisions to Property Act);
- Functioning as an advocate to make the workplace more productive, friendly, and

environmentally responsive (Innovative Workplaces); and,

- Offering innovative systems to enhance the management of real property assets (FIRM).

For copies of our publications, go to our website at [www.gsa.gov/realpropertypolicy](http://www.gsa.gov/realpropertypolicy) or contact Richard Ornburn at [richard.ornburn@gsa.gov](mailto:richard.ornburn@gsa.gov).

To offer better and more tailored products and services that assist Federal agencies in improving asset management, and to promote the best workplaces for employees, we are asking for your help. Please list the three issues that you expect to cause the most problems regarding your portfolio/agency's operation/ mission fulfillment in the near term. ■

### Greatest Challenges to Your Agency \_\_\_\_\_

- a. \_\_\_\_\_
- b. \_\_\_\_\_
- c. \_\_\_\_\_

### Comments \_\_\_\_\_

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\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

### Agency Contact Information \_\_\_\_\_

Name: \_\_\_\_\_

Agency: \_\_\_\_\_

Phone: \_\_\_\_\_

E-mail: \_\_\_\_\_

### Instructions \_\_\_\_\_

Please fax this form to (202) 208-7240. Thank you for helping us to improve the type and quality of our service delivery to meet your needs. For

more information about this initiative, please contact Ron Whitley at (202) 501-1505 or [ronald.whitley@gsa.gov](mailto:ronald.whitley@gsa.gov). ■

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# Best Practices

## Awards Program to Recognize Real Estate Best Practices

by **Reza Motamedamin, GSA Office of Real Property**

**T**he Fifth Annual GSA Achievement Award for Real Property Innovation honors the Best Innovative Policy and the Best Innovative Practice in the Federal real estate and workplace community.

GSA will be awarding a minimum of two cash prizes this year! Five thousand dollars will be awarded to the best innovative policy or best innovative practice individual entry, or ten thousand dollars will be awarded to the best innovative policy or best innovative practice team entry of two or more!

The winning entries will be recognized at the awards ceremony to be held on Wednesday, October 3, at the American Institute of Architects Headquarters, in Washington, DC. Everyone in the Federal real estate and workplace community is invited!

This year's panel of prestigious judges for the winning entries will be:

- Mr. Normand Couture, Regional Director General, Public Works and Government Services Canada, Montreal (Quebec), Canada
- Dr. Martha O'Mara, Lecturer, Executive Education and Special

Programs, Harvard Design School, Cambridge, MA

- Ms. Lynda Stanley, Director, Federal Facilities Council, The National Academy of Sciences, Washington, DC
- Mr. William Yontz, Vice President, Corporate Real Estate, Capital One, Falls Church, VA; International Development Research Council (IDRC)

For more information on the program, contact Pat Rubino at (202) 501-1457 or [pat.rubino@gsa.gov](mailto:pat.rubino@gsa.gov). A best practices special edition of the Real Property Policy site newsletter will be published in late 2001 including all of the best practices and policies submitted to the awards program as well as from other Government initiatives. ■