

Example Metrics for Facility Management

This document contains a number of metrics that can be useful to improve the understanding of your facility management operation. We offer the following guiding principles for how to use them successfully:

1. First clarify the questions that you want to answer with your metrics.
2. Select the minimum number of metrics that will answer those questions.
3. Be sure to select complementary metrics to show multiple dimensions of an issue. (In other words, a low cost per SF is low needs to be compared with asset condition or service level compliance to identify whether it is due to good performance or under-spending.)
4. Use related and “nested” metrics to cascade down an organization and have relevant metrics for people in different roles.
5. Establish clear definitions and processes to collect consistent data. Obtain input from all stakeholders in the metric.
6. A metric by itself does not indicate there is a problem, only that investigation is required. Metrics will be most useful when used for non-punitive management. Using target values for metrics can result in unintended behaviors that optimize the factors being measured at the expense of others.

Financial

Financial metrics provide information about the cost of facility operations, maintenance, and related services.

- Total cost of facility operations; by category, property
- Operating expense budget variance; by category, property
- Capital expense budget variance; by category, property
- Capital re-investment per plan as % replacement value; annual, rolling 5-year
- Annual cash flow per plan (projects)
- Total facility plant replacement value; total real estate market value
- Maintenance cost as % replacement value
- Total deferred maintenance backlog
- Revenue from facility leases/subleases
- Costs incurred from regulatory, safety, environmental issues
- Cost per box move
- Leases to be decisioned next 6 months
- Base rent by business unit
- Total cost of “ownership” by property
- ALL: use cost per SF (or SM), cost per FTE, and cost per production unit (by industry), to allow comparison among properties and organizations

Efficiency

Efficiency metrics provide information about how efficient the various facility management functions operate.

- SF/SM per person; by gross, rentable, usable, net
- SF usable/SF gross, by building
- Percent of space occupied; per day, per hour?
- Vacancy rate assigned work areas
- % Compliance with space allocation policies
- Churn rate
- Corrective work response time vs. agreed service level
- Percent of planned work vs. total work
- Completion of projects, satisfaction with scope, schedule and budget variance
- On time completion rate of designated inspections
- On time completion rate of designated PMs
- Work order backlog, by category
- Service request closure
- Area (SF) maintained per FTE
- Area (SF) cleaned per FTE
- Ability to track all work activities (CMMS, etc.)
- Amount of re-work
- Ability to report facility metrics
- Ability to track space utilization (CAFM, etc.)
- Ratio of supervision to FTE facility workers; span of control
- Mean time to completion for corrective work orders, by category, by property
- Mean time to repair, by category
- Mean time between failures
- Manpower Utilization (wrench time)
- Percent of maintenance overtime
- Energy use intensity kWh/SF

Effectiveness

Effectiveness metrics provide information about how well the facility management function perform designated functions.

- Number of regulatory/compliance audit items needing attention
- Worker safety: reportable incident, lost time
- Occupant safety: slips, trips, falls; facility-related injuries
- Use of facility safety inspections to prevent unsafe conditions
- Use of facility security inspections to ensure compliance with security measures/practices
- Use of facility environmental inspections to ensure compliance with required measures/practices
- Customer (occupant) satisfaction index(s) for: space, services provided, by property

- Customer satisfaction with comfort and appearance of premises
- Customer satisfaction with specific project execution, pre-post occupancy satisfaction
- Complaint rate per 1000 service requests
- Amount of corrective work pre-failure vs. post-failure
- Use of PdM, CBM, and PM to identify corrective work pre-failure
- Facilities-Identified work
- Hours of unplanned outage
- Overall Equipment Effectiveness
- Building Performance Indicator
- Percent of cleaning inspections meeting agreed service level
- Facility Condition Index in acceptable range
- Trend in Facility Condition Index
- Percent of equipment replacement prior to expected useful life
- Ability to forecast facility metrics
- Ability to forecast space requirements (CAFM, etc.)
- Percent critical equipment on PdM program
- Building wellness index
- Building physical performance index
- Number of identified design/operating issues to resolve, mean days to resolution
- Suitability of premises and functional environment

Strategic

Strategic metrics provide information about how the facility management function grows and adapts with ongoing changes and value provided in support of the organizational mission. Many of these metrics will not be directly comparable across organizations or across facility operations in different industries.

- Ongoing assessment and adoption of industry best practices
- Pareto analysis of completed work
- Adoption of technology enhancements for improved efficiency/effectiveness
- Carbon footprint, energy savings, water savings, other green initiative
- Energy usage, by type, by property
- Water usage, by type, by property
- Total volume/weight of general waste per FTE
- Trend in volume/weight of general of waste
- Total volume/weight waste diversion
- Value-added initiatives in support of business operations
- Impacts on organization image, branding
- Support of special organization initiatives (i.e. earth day)
- Percent of training completed per staff development plans
- Total average training hours per staff FTE
- Professionalism of facilities staff
- Facilities staff engagement index/satisfaction
- M/W/Dbe % of contracted work