



### Key Performance Indicators for FM

Issue 16 : February 2010

Often questions been raised during the "Service Level Agreement for FM" classes as to whether there are "model answers" for Key Performance Indicators, KPIs, for FM. I am glad that those questions were asked during the start of the lessons.

As the lessons progressed, participants would appreciate what really a "Service Level Agreement" is and the purpose of implementing KPIs in FM.

KPIs are quantifiable measures, deliverables agreed upon by FM service or product providers to be delivered and to be received by FM's stakeholders, that reflect the critical success factors (CSF) of the stakeholders and their organisations.

Generally, the KPIs measures the services Availability, Performance, Reliability and Recoverability and they are established for each of the CSF to enable management to understand, measure and progress in each of the CSFs.

KPIs enable clarity as to what have to be achieved and to progressively monitor what have been achieved. KPIs enable assessment of progress that highlight abortive works, backlogs, productivity, so on and so forth. Take for example in measuring productivity, that would enable to assess:

- How much work completed at a given time
- How much of activities planned against unplanned
- Breakdowns against planned preventive maintenance time, etc

In facility management where customer perspectives are concern, one of the KPIs would be complaints which would provide a measure of the number of complaints over time or, alternatively, a satisfaction rating. When establishing KPIs, it is important that they correspond to goals and objectives that are aligned to the stakeholders and their organisation's strategy. As in the SLA for FM workshops, the Delphi Method is demonstrated to ascertain reasonable and practical KPIs so that they are achievable by the FM service or product provider and acceptable by the FM stakeholders.

Be cautioned against implementing too many or overly demanding performance measurements and excessive monitoring on service providers as this may possibly becoming counterproductive.

### Upcoming FM Workshop in Singapore

- **The Business of FM**  
11-16 Mar 2010
- **Customer Service Strategies for FM**  
25 - 26 Mar 2010
- **Operations & Maintenance**  
20 - 21 Apr 2010
- **Planning & Project Management**  
26 - 27 May 2010
- **Leadership & Management**  
24—25 June 2010

[Click here for more details](#)

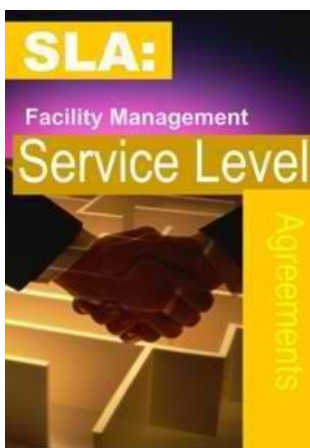
### Showcase for FM Books:

#### Facility Management Service Level Agreements

FM Service Level Agreements offers essential advice for facility practitioners who wish to create Service Level Agreements for their facilities organization, and will be of keen interest to all practitioners who wish to know how their standards of service are set. Applicable to all sectors of the facility management industry, this 285+ pages resource is a much-needed handbook for the facility management professional. The Guidebook introduces theories and concepts, but always with a focus on practical application.

Using templates, examples and helpful checklists, this step-by-step Guidebook explains the process of devising, implementing and working with Service Level Agreements in a clear and easy-to-read style.

SLAs are absolutely vital to any facilities management organization that is serious about operating a full-fledged, professional business unit. It is important for both the customer and the facility organization. For the customer, an SLA provides clarification of what will actually be offered. For the facility organization, it not only provides protection from what the customer might do if an agreement was not in place, but it is also a window for improvement.



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