



CFM[®] Exam

Preparation Resource^{*}

Master the core competencies of facility management

- 1** Evaluate your readiness.
- 2** Practice with example questions.
- 3** Get an overview of the FM core competencies & performances.
- 4** Apply with confidence!

Have a question about the CFM exam? Email credentials@ifma.org and we'll be happy to help.

TABLE OF CONTENTS



How to Self Evaluate Your Expertise	<u>3</u>
11 Core Competencies of Facility Management	<u>3</u>
Competencies and Performances	<u>3</u>
<u>Project Management</u>	4
<u>Leadership & Strategy</u>	5
<u>Operations & Maintenance</u>	7
<u>Finance & Business</u>	9
<u>Sustainability</u>	11
<u>Communications</u>	13
<u>Occupancy & Human Factors</u>	14
<u>Performance & Quality</u>	15
<u>Facility Information Management & Technology Management</u>	16
<u>Real Estate</u>	18
<u>Risk Management</u>	20
Additional Resources	<u>22</u>
<u>Sample Question Answer Key</u>	22
<u>IFMA's CFM Preparation Courses</u>	23
<u>CFM Cumulative Bibliography</u>	23
<u>CFM Handbook</u>	23

**Materials offered by IFMA to prepare for the CFM Exam, such as the CFM Exam Prep Workshop and CFM practice exams, are optional study resources and are not a requirement of eligibility, nor are they endorsed by the IFMA Certification Commission.*

■ How to Self-Evaluate Your Expertise

Within the 11 broad competency areas are groups of competencies which are further broken down into the specific performances which comprise the category. The exam questions were written to identify whether candidates can apply their knowledge of the competencies.

As you read through this guide and review the details, you can use this as a self-evaluation by asking yourself these questions:

1. Have I performed this function?
2. Have I managed this function?
3. How many people were involved with this project?
4. How many of these people reported to me?
5. What was the budgeted amount for this project?
6. Did I prepare the budget?
7. Did I maintain the budget?
8. How many employees were affected?
9. How many square feet were involved?
10. Have I done this for more than one company or in more than one environment?

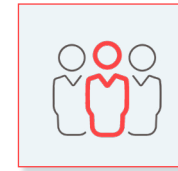
Not all of these questions will relate to each performance, but serve as a guide for you to thoroughly analyze your experience with each area. Most who pass the exam have both breadth and depth of experience in at least 9 of the 11 competency areas. Most also have exposure to the other two areas.

If you find that you are weaker in two or more of the competency areas, taking courses to increase your knowledge base may be an excellent option to bolster your expertise. IFMA offers courses in each of the competency areas, available in online and instructor-led formats.

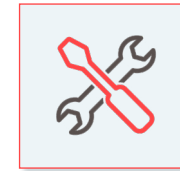
■ 11 Core Competencies of FM



Project Management



Leadership & Strategy



Operations & Maintenance



Finance & Business



Sustainability



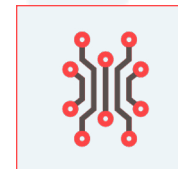
Communications



Occupancy & Human Factors



Performance & Quality



Facility Information Management & Technology Management



Real Estate



Risk Management



Project Management



Project management is a core skill in facility management and is particularly important because of the wide range of projects assigned to the facility organization.

Projects can vary in scope, complexity, duration and financial risk.

SUB COMPETENCIES OF PROJECT MANAGEMENT INCLUDE:

planning and design, execution and delivery, and evaluation.

DEFINITIONS OR CONTEXT

PLANNING

Process of organizing the tasks, resources and people required to accomplish a unit of work.

DESIGN

Process of documenting the tasks, resources and people required to accomplish a unit of work.

EXECUTION & DELIVERY

The act of carrying out a project, controlling it and producing the deliverables to meet the project's scope and objectives as stated in the project management plan.

EVALUATION

The process of closing out a project by closing contract, recording performance metrics, comparing and documenting outcomes versus goals, and assessing stakeholder satisfaction.



Number of Items on CFM® Exam

Project Management

11 Items

- Planning and design 4
- Execution and delivery 4
- Evaluation 3

SAMPLE QUESTION



Q1 *What is the most important reason to define substantial completion before the start of a project?*

- (a) So the building inspector knows when to issue a certificate of occupancy.
- (b) So the contractor can establish when to issue the certificate of completion.
- (c) To minimize the potential for delays in finishing the project and allow the owner to occupy the facility.
- (d) To minimize the effect of potential errors and omissions of the architect/engineer.

[Check Answer Key](#)



Leadership & Strategy



Facility managers must be able to align the facility portfolio with the demand organization's missions and available resources and be innovative to move

forward with their staff and processes to respond to ever-changing requirements. They must lead the facility organization by providing guidance to staff and service providers, and they must influence the decisions and attitudes of the demand organization's leaders as well as that of occupants, government officials, suppliers, community leaders and business partners.

SUB COMPETENCIES IN LEADERSHIP & STRATEGY INCLUDE:

strategic planning and alignment with the demand organization; policies, procedures and compliance; individual and team management; leadership; relationship and conflict management; change management; corporate social responsibility; political, social, economic and industry factors affecting facility management.

DEFINITIONS OR CONTEXT

STRATEGIC PLANNING AND ALIGNMENT WITH THE DEMAND ORGANIZATION

Using artful means, or creating an advantageous position to channel the energy and activities of others in support of the entire demand organization's goals.

POLICIES, PROCEDURES AND COMPLIANCE

Support day-to-day operations and service delivery, guide the performance of job tasks of staff and contractors, and inform services users what services are available and how to access them. Compliance ensures that the intent of the policies and procedures are being satisfied.

INDIVIDUAL AND TEAM MANAGEMENT

The process of planning, organizing, leading and controlling individuals and teams to successfully meet their obligations.

LEADERSHIP

Guiding and directing others' actions and decisions using one's position, power and personal influence to channel the energy and activities of others in support of the demand organization's goals.

RELATIONSHIP MANAGEMENT AND CONFLICT MANAGEMENT

Developing and maintaining communications with relevant stakeholders and developing and maintaining an understanding of their needs, objectives and constraints so that long-term, mutually beneficial solutions and conflict resolution practices can be created for all parties.

CHANGE MANAGEMENT

Any approach to transitioning individuals, teams and organizations using methods intended to redirect the use of resources, business process, budget allocations or other modes of operation that significantly reshape a company or organization. (Wikipedia)

POLITICAL, SOCIAL, ECONOMIC AND INDUSTRY FACTORS AFFECTING FACILITY MANAGEMENT

Circumstances or situations outside the business that a business cannot control; these factors include social, political, technological, environmental, legal and economic issues.



CORPORATE SOCIAL RESPONSIBILITY

Responsibility of an organization for the impacts of its decisions and activities on society and the environment through transparent and ethical behavior such that the organization: [reference ISO 26000:2010]

- Contributes to sustainable development, including health and the welfare of society;
- Considers the expectations of stakeholders;
- Is in compliance with applicable law and consistent with international norms of behavior; and
- Is integrated throughout the organization and practices in its relationships.



Number of Items on CFM® Exam

Leadership & Strategy

28 Items

- | | |
|---|---|
| • Strategic planning and alignment with the demand organization | 5 |
| • Policies, procedures, and compliance | 4 |
| • Individual and team management | 3 |
| • Leadership | 3 |
| • Relationship and conflict management | 4 |
| • Change management | 4 |
| • Political, social, economic, and industry factors affecting facility management | 2 |
| • Corporate social responsibility | 2 |



SAMPLE QUESTION



Q2 *What are the most important characteristics of a high-performance facility management group?*



- (a) Implementation of best practices.
- (b) Innovation.
- (c) Alignment with organizational goals.
- (d) Budget-driven.



[Check Answer Key](#)



Operations & Maintenance



A primary role of facility managers is to manage/oversee the operation of the facility. To do this, facility managers must have a working knowledge of building

systems, structure, interiors and exteriors, and grounds so the facility and all of its required systems function efficiently, reliably, safely, securely and in a manner consistent with existing regulations and standards.

SUB COMPETENCIES INCLUDED IN OPERATIONS AND MAINTENANCE (O&M): buildings; building systems; infrastructure and grounds; furniture, fixtures and equipment (FF&E); physical safety and security; operations and maintenance processes; work management support systems; renewals and renovations.

DEFINITIONS OR CONTEXT

BUILDINGS

Structures with a foundation, roof and walls standing more or less permanently in one place.

BUILDING SYSTEMS

The complete, physical facility including electrical, HVAC, plumbing transport and other specialized systems that, once installed, tend to be permanent features of the building.

INFRASTRUCTURE

The structure, systems and envelope that form the core building to which architectural features, interior elements, and furniture, fixtures and equipment (FF&E) are added.

GROUNDS

Exterior elements not usually classified as facility structures.

FURNITURE, FIXTURES AND EQUIPMENT (FF&E)

Movable furniture, fixtures or other equipment that have no or non-permanent connections to the structure of a building or utilities.

PHYSICAL SAFETY AND SECURITY

Systems and operational protocols in place in and around a building to protect the demand organization's physical human assets.

OPERATIONS

Involves ensuring that the facility's infrastructure and how it is used and managed provides a satisfactory and productive work environment, complies with laws and regulations, meets financial performance goals, reflects efficient utility service and costs, and protects the surrounding community and environment.

MAINTENANCE

Deals with assuring that all the elements of the infrastructure are serviced so they operate efficiently and are reliable and safe. It includes scheduling and conducting regular, periodic predictive, preventive and corrective maintenance activities.

WORK MANAGEMENT SYSTEMS

A process in which work is estimated, planned, coordinated, scheduled, executed, tracked and measured so that work assignments and activities can be communicated to individuals or teams and trades with specific tasks; expectations of time required to complete the job and date/time for doing the job; functions in support of management and tracking of operations and maintenance activities, efficiency and effectiveness.



RENEWALS & RENOVATIONS

An alteration to return a building to its previous state or condition; to restore a facility asset to good condition; make new or as if new again; to enhance or change the use of the facility.



Number of Items on CFM® Exam

Operations & Maintenance	25 Items
• Buildings, building systems, infrastructure, and grounds	5
• Furniture, fixtures, and equipment	3
• Physical safety and security	4
• Operations and maintenance processes	5
• Work management support systems	4
• Renewals and renovations	4

SAMPLE QUESTION



Q3 *You have been asked to manage the build-out of a new computer hosting facility and server farm at your corporate headquarters. The center will serve your corporate facility and network operations for remote sites. What is the primary factor in developing a functional facility?*

- (a) Physical security of the facility.
- (b) Design of fire and life safety systems.
- (c) Space layout and infrastructure.
- (d) Proximity to other IT organizations.

[Check Answer Key](#)





Finance & Business



Facility managers manage/oversee aspects of the entire organization that represent both significant financial investment in technology, buildings, structures, interiors, exteriors and grounds and considerable operational expense.

SUB COMPETENCIES IN FINANCE AND BUSINESS INCLUDE:

operational and capital budgeting, evidence-based decision-making process, procurement, contracting, financial analysis, reporting.

DEFINITIONS OR CONTEXT

FINANCE

Control of finances relating to the FM services, including the development, the interpretation, the use and the management of information related to the operation of the facility (i.e., operating budgets, spreadsheets, financial ratios, income and expenditure reports, variance reports and capital budgets).

BUSINESS

Ensuring the long-term viability of the FM operation through the effective management and analysis of information, finances and other resources, including administration, goods and services, procurement and contract management, services provider management, staff planning, lease management, revenue generation, cost control, communication with stakeholders, long-term business planning, policy and procedure development, and performance management.

OPERATIONAL & CAPITAL BUDGETING

A process that results in formal, numerical expression of how an organization expects to operate for a defined period identifying resources and sources of funding.

EVIDENCE-BASED DECISION-MAKING PROCESS

A process for making decisions about a program, practice or policy that is grounded in the best available research evidence and informed by experimental evidence from the field and relevant contextual evidence.

PROCUREMENT

A systematic process by which an organization reaches formal agreements for the purchase of goods and/or services; this includes developing specifications, ensuring measurability, collaboration with supply chain, developing options for supplier selection, negotiation, establishing pricing mechanism and engaging key stakeholders in the procurement process.

CONTRACTING

Entering into a written or verbal agreement that creates a legally enforceable obligation between two or more parties and defines the details of that obligation.

FINANCIAL ANALYSIS AND REPORTING

The process of assessing organizational performance in the context of stated goals and strategies to provide insights into financial health in order to highlight problems and opportunities.





Number of Items on CFM® Exam

Finance & Business

18 Items

- Operational and capital budgeting 4
- Evidence-based decision-making process (e.g. business case) 4
- Procurement (e.g. purchasing, sourcing of goods and services) 3
- Contracting 4
- Financial analysis and reporting 3

SAMPLE QUESTION



Q4 *What would you use to evaluate proposed capital investments that sum the design, installation, operating, maintenance and salvage costs?*



- (a) Net benefit or savings.
- (b) Life-cycle cost analysis.
- (c) Internal rate of return.
- (d) Savings-to-investment ratio.

[Check Answer Key](#)





Sustainability



Facilities are an integral part of any organization's efforts to satisfy its social responsibilities and maintain compliance with laws/regulations. Compliance with minimum standards is not just a legal obligation, it is required if organizations are to stay viable. Facility managers are expected to take steps to protect the environment and the people who use their facilities while supporting organizational effectiveness and minimizing risks and liabilities. They must assess the overall effects of facilities on the environment at the earliest possible stage in all facility planning, design, construction and management processes.

SUB COMPETENCIES OF SUSTAINABILITY INCLUDE: energy management, water management, materials and consumables management, waste management, workplace and site management.

DEFINITIONS OR CONTEXT

ENERGY MANAGEMENT

A method for the containment and reduction of the overall cost of energy consumption. Reference [ISO 50001:2011]

ENERGY BASELINE

Quantitative reference(s) providing a basis for comparison of energy performance.

ENERGY CONSUMPTION

Quantity of energy applied.

ENERGY EFFICIENCY

Ratio or other quantitative relationship between an output of performance, service, goods or energy and an input of energy.

WATER MANAGEMENT

A method for the containment and reduction of the overall use of water. [Reference ISO 14046:2016]

WATER USE

Use of water by human activity.

WATER FOOTPRINT

Metric(s) that quantify the potential environmental impacts related to water.

WATER FOOTPRINT IMPACT ASSESSMENT

Assessment to promote understanding of the magnitude and significance of the potential environmental impacts related to water on a product, process of organization.

MATERIALS AND CONSUMABLE MANAGEMENT

A method for the procurement of facility resources in a sustainable manner.

CONSUMPTION

(1) The process of incorporating material into an end item or otherwise using it in the performance of a documented business objective. (2) The measurement of actual use of consumable items against planned use. (ASTM E2135-10)

WASTE MANAGEMENT

The minimization, collection, reduction and disposal of waste in a sustainable manner through prevention, minimization, reuse, recycling, energy recovery and disposal.



WORKPLACE AND SITE MANAGEMENT

Policies and practices designed to preserve, protect, restore buildings, grounds, habitats and the environment.



Number of Items on CFM® Exam

Sustainability

16 Items

- | | |
|--|---|
| • Energy management | 3 |
| • Water management | 3 |
| • Materials and consumables management | 3 |
| • Waste management | 3 |
| • Workplace and site management | 4 |

SAMPLE QUESTION



Q5 *What would lower a facility's peak demand charges on its electricity invoices?*

- (a) Participate in a demand response arrangement with an energy wholesaler.
- (b) Turn off facility lights during unoccupied periods.
- (c) Purchase electrical products that have been generated with renewable energy sources.
- (d) Reschedule activities and equipment use to times when the facility is not at full occupancy or activity level.

[Check Answer Key](#)



Communication



The facility organization requires the support of numerous stakeholders and has an obligation to keep those stakeholders informed.

The process includes collecting feedback from stakeholders, identifying the appropriate audience, planning the appropriate communication, selecting the appropriate delivery method and frequency of the communication and evaluating the effectiveness of the communication plan.

SUB COMPETENCIES OF COMMUNICATION INCLUDE: planning, delivery, evaluation.

DEFINITIONS OR CONTEXT

PLANNING

The process of creating a communications strategy with the goal to influence the opinions, actions and decisions of the intended audience (stakeholders).

DELIVERY

The process of selecting the appropriate delivery method and sending messages such that they are received by/available to the intended audience within the appropriate time frame to be acted upon as applicable.

EVALUATION

The process of evaluating the effectiveness of the communication plan.



Number of Items on CFM® Exam

Communications

6 Items

- | | |
|--------------|---|
| • Planning | 2 |
| • Delivery | 2 |
| • Evaluation | 2 |

SAMPLE QUESTION



Q6 *What is most important to have in the annual plan?*

- (a) Critical maintenance actions
- (b) Changes in facility strategy
- (c) Upcoming vacation schedule of employees
- (d) Low-priority capital replacement items

[Check Answer Key](#)



Occupancy & Human Factors



Facility managers are expected to take steps to protect the environment and the people who use the facility while supporting organizational effectiveness and minimizing risks and liabilities. Astute facility managers will assess the overall effects of facilities at the earliest possible stage in all facility operations, maintenance, planning, design, construction and management processes to create a positive impact for all stakeholders.

SUB COMPETENCIES IN OCCUPANCY AND HUMAN FACTORS

INCLUDE: workplace environment, occupant services, occupant health, safety and security.

DEFINITIONS OR CONTEXT

OCCUPANCY

The diverse uses of the sites included in the built or natural environment for habitation, containment, shelter and other beneficial uses by people, flora and fauna.

WORKPLACE ENVIRONMENT

The physical environment in which work is performed that the facility manager can influence.

OCCUPANT SERVICES

All services provided by facility management that building occupants or visitors might need; they are the critical activities through which the facility manager directly affects the users of the building.

OCCUPANT HEALTH, SAFETY AND SECURITY

Freedom from danger, doubt or fear.



Number of Items on CFM® Exam

Occupancy & Human Factors	14 Items
• Workplace Environment	5
• Occupant Services	4
• Occupant health, safety & security	5

SAMPLE QUESTION



Q7 As the facility manager, you receive a call from a tenant who just moved into one of your buildings. He says there is a strong odor in the building. Employees are complaining of headaches and feeling faint. What is the first thing you should do?

- (a) Call the city's health department.
- (b) Call the local environmental regulatory office.
- (c) Evacuate the area where there are complaints.
- (d) Send your building mechanic to investigate.

[Check Answer Key](#)



Performance & Quality



Facility managers must understand and document stakeholder needs and expectations of the facility and the facility's services. They must be able to measure the performance of the facility organization and service providers to make continual improvements.

SUB COMPETENCIES OF PERFORMANCE AND QUALITY

INCLUDE: performance management and quality management.

DEFINITIONS OR CONTEXT

MANAGEMENT

Is based on pre-defined stakeholder expectations.

PERFORMANCE

Measurable results. [Reference ISO 9001:2015]

QUALITY MANAGEMENT

Coordinated activities to direct and control an organization with regard to quality.



Number of Items on CFM® Exam

Performance & Quality

8 Items

- Quality management 4
- Performance management 4

SAMPLE QUESTION

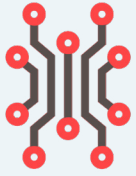


Q8 *What is the most important step in a service level assessment?*

- (a) Formulate the operating budget.
- (b) Evaluate the service that you are offering your customers.
- (c) Create a plan for increasing your level of service.
- (d) Develop strategic goals.

[Check Answer Key](#)





Facility Information Management & Technology Management



The facility organization is responsible for the delivery of services and for preserving and maintaining the building structures, interiors and exteriors that house the

technology infrastructure. To that end, the facility manager must be proficient in:

- The planning, implementation and use of technologies that support the day-to-day operations of the facility management function,
- Automation of intelligent building systems,
- The collection of facilities data,
- Verification of the data,
- Synthesis of raw data into contextual and relevant information,
- The management and reporting of information, and
- Securing facilities information.

SUB COMPETENCIES OF FACILITY INFORMATION MANAGEMENT AND TECHNOLOGY MANAGEMENT INCLUDE: technology needs assessment and implementation, data collection and information management, maintenance and upgrade of technology systems, information protection and cyber security.

DEFINITIONS OR CONTEXT

NEEDS ASSESSMENT

A systematic process for determining gaps between current and desired conditions or needs; the discrepancy between the current condition and wanted condition must be calculated to identify the need appropriately. (Wikipedia - modified)

TECHNOLOGY IMPLEMENTATION

Is the methodical course of action to plan, organize and execute the sequence of activities toward the realization of the desired end result.

DATA COLLECTION

The systematic approach to gathering and evaluating information from a variety of sources to get a complete and accurate picture of an area of interest.

INFORMATION MANAGEMENT

Application of management techniques to collect information, communicate it within and outside the organization, and process it to enable managers to make quicker and better decisions. (www.businessdictionary.com/definition/information-management.html)

MAINTENANCE AND UPGRADE OF TECHNOLOGY

A systematic and disciplined approach to assessing current technology system's capabilities and whether they continue to ensure information integrity and relevance. [Reference ISO 27000:2016]

INFORMATION SECURITY

Preservation of confidentiality, integrity and availability of information.

INFORMATION SECURITY CONTINUITY

Processes and procedures for ensuring continued information security operations.

INFORMATION SECURITY EVENT

Identified occurrence of a system, service or network state indicating a possible breach of information security policy or failure of controls, or a previously unknown situation that may be security relevant.

INFORMATION SECURITY INCIDENT

Single or a series of unwanted or unexpected information security events that have a significant probability of compromising business operations and threatening information security.

INFORMATION SECURITY INCIDENT MANAGEMENT

Processes for detecting, recognizing, reporting, assessing, responding to, dealing with and learning from information security incidents.

INFORMATION SYSTEM

Applications, services, information technology assets or other information handling components.



Number of Items on CFM® Exam

Facility Information Management & Technology Management

9 Items

- Data collection & information management 3
- Information protection & cyber security 2
- Technology needs assessment & implementation 2
- Maintenance and upgrade of technology systems 2

SAMPLE QUESTION

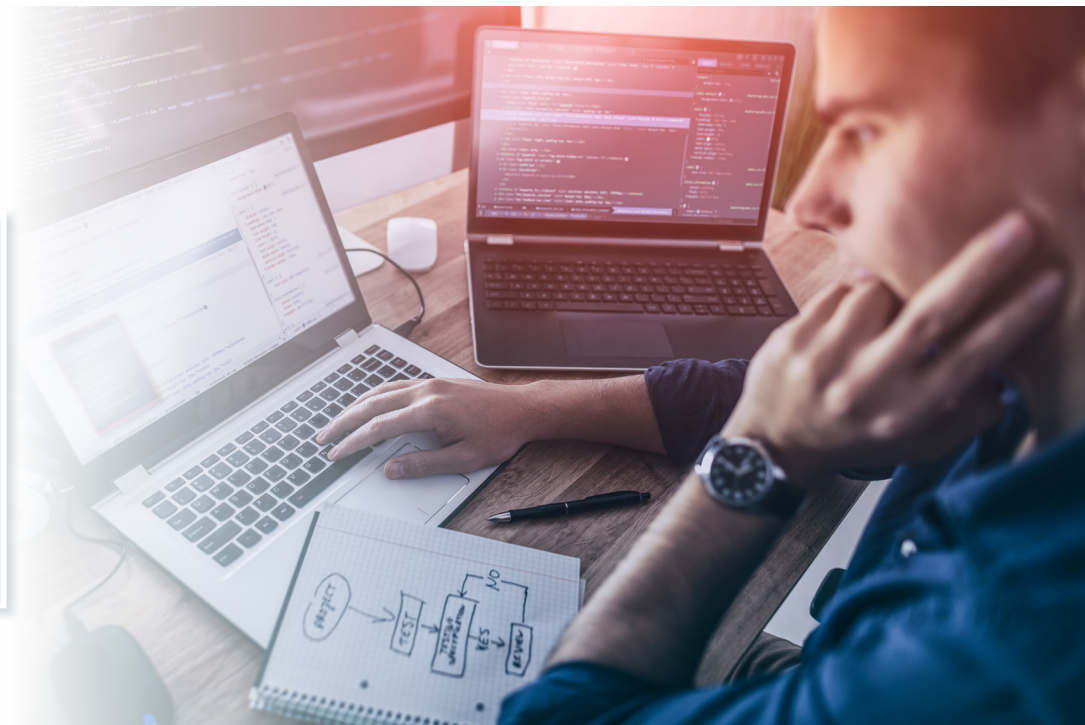


Q9 *Your organization has decided to update their space standards. What primary data should you analyze?*



- (a) Swing space
- (b) Space utilization
- (c) Utility usage
- (d) Column spacing

[Check Answer Key](#)





Real Estate



Facility managers are expected to manage/oversee real estate as a physical asset designed to support the people who use them. Facility managers need to understand real estate principles and practices so they can contribute information and expertise as they relate to real estate and their relevance to business decisions and strategy.

SUB COMPETENCIES FOR REAL ESTATE INCLUDE: real estate strategies; real estate assessment, acquisition and disposal; real estate asset management; space management; major projects and new construction.

DEFINITIONS OR CONTEXT

REAL ESTATE STRATEGIES

A long-term view of an organization's real estate portfolio taken to meet the strategic objectives of the demand organization and optimize the value of its real estate holdings.

REAL ESTATE ASSESSMENT, ACQUISITION & DISPOSAL

A systematic approach taken to manage the life cycle of the demand organization's real estate portfolio.

REAL ESTATE ASSET MANAGEMENT

A systematic process of maintaining, upgrading and operating real estate assets. [Reference ISO 55000]

ASSET

Item, thing or entity that has potential or actual value to an organization.

ASSET LIFE

Period from asset creation to asset end-of-life.

ASSET MANAGEMENT

Coordinated activity of an organization to realize value from assets.

SPACE MANAGEMENT

The systematic approach to managing space to make it as productive and efficient as possible and to fully support the activities of the demand organization.

MAJOR PROJECTS & NEW CONSTRUCTION

An individual project involving a magnitude in scope and cost whereby funding is normally established on an individual basis.



Number of Items on CFM® Exam

Real Estate	14 Items
• Real estate strategies	3
• Real estate assessment, acquisition & disposal	2
• Real estate asset management	2
• Space management	3
• Major projects and new construction	4

SAMPLE QUESTION



Q10 *When is a lease with a purchase option most appropriate for an organization?*



- (a) When the organization cannot take advantage of tax credits.
- (b) When the organization plans to use the real estate for more than five years.
- (c) When the organization needs to find a development partner.
- (d) When the organization lacks the initial capital.



[Check Answer Key](#)



Risk Management



The responsibility for emergency preparedness, facility resilience and business continuity is central to the role of facility managers, who have the primary concern for the health and safety of the built environment and who serve as stewards of the built environment.

SUB COMPETENCIES OF RISK MANAGEMENT INCLUDE: risk management planning; emergency preparedness, response and recovery; facility resilience and business continuity.

DEFINITIONS OR CONTEXT

RISK MANAGEMENT PLANNING

The process or act of identifying potential hazards or threats and selecting methods to either avoid them or mitigate them in order to minimize potential loss, damage or injury to people, buildings, grounds, technology and building systems and so forth.

RISK MANAGEMENT

Coordinated activities to direct and control an organization with regard to risk. [Reference ISO Guide 73]

RISK ASSESSMENT

Overall process of risk identification, risk analysis and risk evaluation.

EMERGENCY PREPAREDNESS, RESPONSE AND RECOVERY

The process or act of planning for, reacting to and recovering from environmental, biological/chemical and societal disasters that put people, property, technology, production and essential services (water, power, telecom, transportation) at risk.

FACILITY RESILIENCE AND BUSINESS CONTINUITY

The ability of an organization to quickly adapt to disruptions while maintaining continuous business operations and safeguarding people, assets and overall brand equity; the process or act of developing plans and procedures to assure the continuation of business operations during and after conditions of duress. The business continuity plans help organizations to be resilient.

BUSINESS CONTINUITY

Capability of the organization to continue delivery of products or services at acceptable predefined levels following a disruptive incident. [Reference ISO 22300]

BUSINESS CONTINUITY PLAN

Documented procedures that guide organizations to respond, recover, resume and restore to a pre-defined level of operation following a disruption.

RESILIENCE

Adaptive capacity of an organization in a complex and changing environment.



Number of Items on CFM® Exam

Risk Management	11 Items
• Risk management planning	3
• Emergency preparedness, response & recovery	4
• Facility resilience & business continuity	4



SAMPLE QUESTION

?

Q11 *Which of the following statements about an incident command post is correct?*

?

- (a) The incident command post may change location in the course of an event.
- (b) In a global organization, there may be multiple incident command posts.
- (c) The incident command post requires only an incident commander. It does not require technology.
- (d) The incident command post stores and assigns resources for a response.

?

[Check Answer Key](#)

ANSWER KEY FOR SAMPLE QUESTIONS

Project Management

Q1 *What is the most important reason to define substantial completion before the start of a project?*

A1: **C** - To minimize the potential for delays in finishing the project and allow the owner to occupy the facility.

[Return to Project Management](#)

Leadership & Strategy

Q2 *What are the most important characteristics of a high-performance facility management group?*

A2: **C** - Alignment with organizational goals.

[Return to Leadership & Strategy](#)

Operations & Maintenance

Q3 *You have been asked to manage the build-out of a new computer hosting facility and server farm at your corporate headquarters. The center will serve your corporate facility and network operations for remote sites. What is the primary factor in developing a functional facility?*

A3: **C** - Space layout and infrastructure.

[Return to Operations & Maintenance](#)

Finance & Business

Q4 *What would you use to evaluate proposed capital investments that sum the design, installation, operating, maintenance and salvage costs?*

A4: **B** - Life-cycle cost analysis.

[Return to Finance & Business](#)

Sustainability

Q5 *What would lower a facility's peak demand charges on its electricity invoices?*

A5: **D** - Reschedule activities and equipment use to times when the facility is not at full occupancy or activity level.

[Return to Sustainability](#)

Communication

Q6 *What is most important to have in the annual plan?*

A6: **B** - Changes in facility strategy.

[Return to Communication](#)

Occupancy & Human Factors

Q7 *As the facility manager, you receive a call from a tenant who just moved into one of your buildings. He says there is a strong odor in the building. Employees are complaining of headaches and feeling faint. What is the first thing you should do?*

A7: **C** - Evacuate the area where there are complaints.

[Return to Occupancy & Human Factors](#)

Performance & Quality

Q8 *What is the most important step in a service level assessment?*

A8: **B** - Evaluate the service that you are offering your customers.

[Return to Performance & Quality](#)

Facility Information Management & Technology Management

Q9 *Your organization has decided to update their space standards. What primary data should you analyze?*

A9: **B** - Space utilization.

[Return to Facility Information Management & Technology Management](#)

Real Estate

Q10 *When is a lease with a purchase option most appropriate for an organization?*

A10: **D** - When the organization lacks the initial capital.

[Return to Real Estate](#)

Risk Management

Q11 *Which of the following statements about an incident command post is correct?*

A11: **A** - The incident command post may change location in the course of an event.

[Return to Risk Management](#)

IFMA'S PREPARATION RESOURCES*

■ CFM Exam Prep Workshops

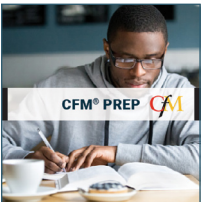


Are you ready to sit for the CFM Exam? This 2-session virtual workshop will review the overall methodology of the CFM Exam and practice applying critical thinking skills to your FM knowledge, using sample questions in a simulated competency-based exam. Participants are expected to have the necessary knowledge of the 11 competencies tested on the CFM Exam. This workshop is focused on exam strategies and does not include knowledge-based instruction covering the competency areas.

Explore workshop dates and options at

[FM.TRAINING](https://www.ifma.org/fm-training)

■ CFM Practice Exam



The CFM Practice Exam is for candidates of IFMA's Certified Facility Manager® (CFM®) certification. The practice exam is intended to give candidates an idea of what to expect in terms of the type of exam questions and the experience of taking a computer-based exam.

■ CFM Cumulative Bibliography

Explore the full list of titles which helped create the CFM exam for additional knowledge to complete the exam and improve your mastery of the FM core competencies.

■ CFM Handbook

Download the [CFM handbook](#) for more details on the specifics of the exam, including accommodations, impartiality, and conflicts of interest.



**Materials offered by IFMA to prepare for the CFM Exam, such as the CFM Exam Prep Workshop, the FM Learning System, and CFM practice exams, are optional study resources and are not a requirement of eligibility, nor are they endorsed by the IFMA Certification Commission.*

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