



# Unit - 1

## Introduction to Successful Facility Management

### Learning Outcomes

By the end of this unit the learner will be able to:

## Unit 1

# Introduction to Successful Facility Management

## What Is Facility Management?

The International Facility Management Association (IFMA) defines facility management as “a profession that encompasses multiple disciplines to ensure functionality of the built environment by integrating people, place, process and technology.” From this definition, we understand facility management to be the coordination of a facility’s operations meant to make the organization as a whole more effective at what it does.

Put another way, think of your facility – the building itself and everything inside, both people and objects – as its own living being. Facilities management is responsible for making sure everything works harmoniously together, and the facility manager is responsible for keeping the facility alive.

The term ‘facility’ refers to any range of establishments that serve a greater purpose such as providing goods and services. In the most traditional sense, this refers to factories and offices, but the term facilities also includes schools, jails, sports complexes, hospitals, hotels and retail establishments.

Each of these facilities is a complex organization of people, teams, departments, spaces, equipment, technology and more. Facilities management is the coordination of everything within the facility so operations run smoothly. Considering the large scope, facility management can be quite a daunting task. However, facility management software simplifies an otherwise very complex process. Facility managers use facility management software to identify and schedule tasks, keep records, make facilities decisions and more.

## Characteristics of a Successful Facility Manager

Here are the characteristics of a successful facility manager in today’s business environment:

- Business leader
- Resource obtainer
- Financial manager
- Spokesperson and advocate
- Agile purchaser, lessor, and contractor with a major regard for ethics
- Information manager
- Environmentalist
- Networker
- Mentor
- Innovator
- Risk taker
- Survivor

Facility managers who thrive in the current environment have shed the role of technician and have adopted the characteristics shown in the above list.

We have observed many good facility managers. They have the following characteristics:

1. Business-oriented
2. Technically competent
3. Capable of good oral and written communication
4. Comfortable with reaction
5. Customer service oriented
6. Cost conscious
7. Outgoing, even politically savvy
8. Decisive
9. Slightly legalistic
10. Capable of concurrent problem solving
11. Comfortable with and capable of quantitative measurement
12. Action-oriented
13. Able to deal well with people
14. Experienced
15. Honest

### The Development of a Facility Management Philosophy

Considering both the trends and the expectations of facility managers, a following philosophy is recommended for the professional practice of FM.

- View facility management as a business function understanding the financial and organizational impact of our actions.
- Safety is always the first concern followed by legality, cost, and customer service.
- Someone should be directly responsible for every physical asset and function.
- There is a cost of ownership of facilities; it is the FM's task to ensure that management understands that cost.
- The facility manager's responsibility to management is well known; the FM should concentrate on responsibility to the employees.
- The facility manager should be cost-conscious in everything he does and capture all costs in his analyses.
- If something looks like a good idea, try it. If it doesn't work, change it.
- A good, commonsense decision beats "paralysis by analysis."
- The budget should be the chief management information tool. Put effort into its preparation and format, and then monitor its execution carefully.
- Every physical asset should be under appropriate life-cycle management.

- When an outside consultant is used, take care and time in defining requirements.
- Clarify life-cycle and sustainable design and operational intents before launching new projects.
- As the design-construct cycle proceeds, changes become costlier and less effective. The facility manager must retain control of the design-construct cycle.
- In the planning of major projects, engineering requirements are nearly always understated.
- Plan for flexibility and redundancy in building systems if the FM plans to occupy them permanently.
- Plan with care, and always retain the capability to react.
- Cultivate long-term relationships. Remember that the successful facility management organization is a team (staff, suppliers, contractors, consultants).
- Remember that the customer—and the customer alone—defines service. The facility manager's responsibility is to find out how his customer rates his services.
- The facility manager must regularly measure both the effectiveness and the efficiency of the department.
- The facility manager must be active in public relations outside the department. If he doesn't promote his department, who will?
- The best way to save money is to participate in facility business planning. A facility business plan should support the company business plan. Business plans should be the result of long-range facility master plans.
- The facility manager should prioritize the development of a facility management information system with the budget as the base document.
- Conduct oneself with a high regard for ethics.

There are twelve major actions that every facility manager should take in managing facilities and his department successfully

Fig: 1.2 Big Twelve

1. Conduct and regularly update an assessment of both physical facilities and operations.
2. Measure! Measure! Measure!
3. Develop a Facilities Master Plan from which all mid-and annual planning derives. As part of the Master Plan, include a recapitalization plan covering at least ten years.
4. Get your organization right. Don't confuse staffing with organization.
5. In all but special cases, staffing will be a blend of staff, contractors, and consultants to minimize cost and maximize flexibility
6. Institute a customer-based quality program that uses multiple means to obtain customer input
7. Determine the information you need to manage and then develop automation to produce it for you. Your facility management information system should be budget-based.

8. Institute facility business planning which can feed into company business planning even if you are initially rebuffed by company planners. Use the company's criteria and system for making financial decisions.
9. Show results! Companies don't pay off for good intentions and plans. View your department as a business within your company
10. Use innovative contracting. For other than simple contracting situations, low-bid contracting will result in unsatisfactory results. Partner with your contractors and consultants but demand that they perform if they are to continue to work with you.
11. Have a public relations plan each year that targets each of the constituencies that you have identified
12. Get management commitment to good facility management. You, and you alone, can obtain it. It is worth the effort.

These Twelve points are a roadmap for success within the organization!

### Types of Organizations

Every organization has its unique personality, and the facility department is a reflection of that personality. All facility managers share some common characteristics in management style; however, the emphasis varies with the type of organization.

There is an almost infinite number of organizational cultures that we could examine. In the total universe of facility managers, there is a great deal of diversity (too much, in our opinion) of organization, policy, and procedures. Here we will discuss only the major cultures in which most facility managers operate. The technical environment in which the facility manager and the department must operate, together with its corporate climate, dictate the envelope in which the facility manager functions.

- Public Sector
- Educational Facilities
- Private Sector
- International Organizations

## Non-Profit and Not for Profit Organizations

Organizational attitudes toward facilities standards fall into three groups; controlling organizations that have published standards; flexible organizations that neither have nor see a need for standards; and organizations in the middle that have standards that are unpublished.

## Considerations for Organizing a Department

There are many considerations in organizing for the facilities mission, such as the size of the department, whether there are single or multiple locations, local custom in international situations, and whether the business wants standardized versus user-driven services. You must consider how best to provide services, effectively and efficiently, before you can organize properly. Often how you have organized is not as important as having thought through the known organizational considerations and problems. There is no better time to re-organize properly than when a new facility manager comes on the job, but the facility manager who has a suboptimal organization should make it a priority to work on making corrections over time.

The size of a facility management department varies from one staff member (backed by contract and consultant staff) to hundreds of staff members and contractors. Size and its corollary, span of control, certainly are major determinants in how the department is organized. But all facility managers must perform the same basic functions for their companies.

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The facility manager's place in the corporate structure is important. Given the fact that corporate titles vary, if the FM's title is Director, then he will not have vice-presidential responsibilities.

## Organizing the Department

A major factor in this area is the rise of extremely qualified facility management outsourcing companies. These companies literally can meet any need for any size facility organization across any function of facility management. In fact, facility managers need to carefully assess the lengths and depths to which they want to outsource. While most of these decisions seem to have been made to save money, the real advantages (provided you have the right contractor and relationship with that contractor) are in having flexibility of staffing and being able to quickly obtain needed expertise when called for.

A full service facility department might, for example, have the following contracts:

### **Administrative Service**

- Food service
- Security
- Information technology services
- Mail, messenger, and reprographics

### **Building Services**

- Architecture, engineering, and interior design
- Operations and maintenance
- Moving and asset management
- Project management and estimating

One of the experts in outsourcing, Joe Incognito, lists the following questions that an organization should ask before it decides to outsource

1. Has the organization successfully utilized the concept of outsourcing in the past?
2. Has the organization outsourced a business function in the past and realized less than expected results?
3. Does the culture of the organization allow for the outsourcing concept?
4. Does the need to rightsize the organization create a need to outsource?

## **Personality and Skills of Facility Personnel**

1. A facility manager must be comfortable with a certain amount of reactive management.
2. Staff, consultants, and contractors must truly be committed to service.
3. Facility managers should be comfortable about being measured quantitatively and should make their staff equally comfortable which is not always easy. People often resist being measured whereas we must promote just that.
4. Specialists who have not worked in a corporate environment should rarely be hired. For example, what would make an individual successful in a commercial design firm may not lead to success on an in-house staff.

There are a number of personality typing tests which human resource departments are using to ensure that potential new hires are compatible with the company, their colleagues and their boss.

## Facility Management Leadership

There is obviously no one way to lead, but there are principles applicable at all levels. Whether the facility manager is titled Office Manager or Vice President, the following apply.

1. Serves at least two constituencies; the external, which is business-oriented and normally political; and the internal, with a results-oriented, technical orientation. He or she must bridge these needs and demands.
2. Is an activist if facilities are to be recognized as important, and if they are truly to be managed correctly.
  - Resources will never (or will never be perceived to) be adequate to accomplish all facility programs.
  - The facilities, unlike personnel, cannot speak. They need an advocate.
  - Facility management is not widely known as a profession. It needs to be explained and promoted.
3. integrates both diverse technical functions and a diverse workforce to work as a team to accomplish the mission.
4. hires well, uses the loose-rein technique, evaluates through agreed-upon metrics, and manages by walking around.
5. sets the tone for quality service.
6. simultaneously prepares for the future and reacts to today's crisis. There will always be a significant reactive component to the leader's job; a FM leader must be reactive without being a reactionary.

Facility managers must know the business they support, know their own business, run the department like a business, and be able to speak the language of business. How businesslike the facility manager is will largely determine how he is viewed outside the department, particularly by upper management.

Because he is managing a technical staff, a facility manager must also be comfortable with the technical aspects of his job

Because facility management is so diverse, the leader will never be knowledgeable in every aspect of FM. That means he must have a system to produce expert advice at an appropriate time and the wisdom and judgment to sort through often conflicting opinions to decide on a course of action. Developing a network of experts and knowing how to use the experts effectively are skills that must be developed. Unfortunately, the ability to hire the best person for the job is sometimes circumvented by the institutional requirement to hire the lowest bidder. This is why we urge facility managers to work with their Purchasing Department to embrace best value contracting. It is a trust-building exercise because the easiest and least controversial thing to do is to follow low-bid contracting . . . but it is so short-sighted in all but the simplest procurements.

## Strategic and Annual Planning

Facility planning, like most other business endeavors, is only as effective as a facility manager wants to make it. Good planning accelerates response time, improves coordination of major expenditures, and coordinates short-term activities with long-term goals. Both the advantages of good planning and the risks of bad planning are apparent. It will be done well only if it is viewed as significant.

There are two types of facility planning: strategic or long-range and short or mid-range

Consideration	Short Term	Long Term
Time line	Less than three years	More than three years
Clarity of future	Reasonably clear	Not clear
Purpose of planning	To provide facilities	To provide infrastructure; to permit future short-range plans to be made more easily
Planning pressures	Lost business, laws and regulations, suddenly recognized need	Doubts and uncertainties, long-term savings, locating of highly fixed assets
Basis of projecting needs	Specific input information	Probable likelihoods
Techniques of planning	Space layout	Top down—bottom up
Nature of plans	Definite and specific	General and conceptual
Capital investment and budgets	Budget, cash-flow analysis	Investment analysis

**Source: Richard S. Tryce, unpublished manuscript, June 14, 1988.**

Planning should be done in the context of the company business plan. It is important to understand the relationship that exists among the company's business plan, the facility management plan, and the department's budgeting

How often does a department prepare a plan? Both long and short-range plans are linked to the department's budget. Budgets normally are prepared for one year (either fiscal or calendar), but multi-year budgeting is becoming more popular and has some distinct advantages. All managers are likely to be involved in three budgets in any one fiscal year; budget closeout, execution of the current budget, and development of the follow-up budget. Similarly, facility managers will be involved with two annual work plans—the one in execution and the one in preparation.

## The Annual Work Plan

The annual work plan should flow from the mid-range plan. It should have the following qualities:

1. Present a clear message. The boss and facility employees should clearly understand the goals, objectives, and priorities when they read the facility work plan.
2. Be clearly structured. There should be direct parallelism between the format of long and midrange plans, the work plan, and the budget.

**Be maintainable.** The work plan will probably need to be updated at least at midyear.

The planning process for facility projects requires identifying a problem and then applying the resources necessary to solve it.

A facility manager must plan effectively so that the operations of the company can proceed with few interruptions regardless of any emergency. The planning must consider available resources, specific aspects of a potential disaster, and corporate culture.

Once the company commits to a project, the programming will have defined the company's needs and identified the physical and resource requirements to meet those needs. Now the company will expect the facility manager to meet those stated requirements (the program) with available resources and according to schedule. This is where the planning process comes in.

Planning involves determining the general design-and-build solutions and general sequence of the design-build cycle so that the following is possible:

1. It can be determined that the project is feasible.
2. A schedule can be developed.
3. A not-to-exceed budget can be developed.

Although it can be very detailed, planning is generally that last low-cost (staff) step before costly design, purchasing, and construction processes begin. As such, good planning has great potential for cost savings.

### Further Reading: