

### **REQUIREMENTS FOR FACILITY MANAGERS AND THEIR COMPETENCES**

**Abstract:** Facility management is a relatively young discipline, which can significantly help enterprises in dealing with the impact of economic recession and finding new ways of increasing performance nowadays. Facility management is a practical way of professional administration and management of business support processes, through which it is possible to achieve savings of overhead costs by up to 30%. Key role in the management of support processes currently plays facility manager. Facility manager must necessarily have expertise, social skills and practical experience for effective management of supporting processes. Requirements for skills and abilities of facility manager, as well as a description of the actual job of facility manager is the central theme of the paper.

**Key words:** facility management, facility manager, analysis of facility manager job.

#### **3.1. Introduction**

The attention of companies increasingly focus currently on the effective management to increase competitiveness in the chosen market segment. The application of facility management becomes more important.

Application of facility management has been growing in our country. In Europe, facility management began to extend in early 90th years, in Slovakia were established Society for Facility management - SK IFMA in 2005 (currently has more than 18,000 members in 50 countries). In 2009 was founded the Slovak association of facility management SAFM. According to IFMA is facility management „method, how to mutually harmonize workers, work activities and work environment that

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incorporates the principles of business administration, architecture, humanities, and technic sciences "(MRVOVÁ, 2011; VYSKOČIL - ŠTRUP, 2003). Facility management as defined above characterize relation among three areas:

- workforce, it is human resources and sociological aspects,
- work process, it is the performance and funding,
- working environment, it is architecture and engineering.

The resulting effect of interrelations is to strengthen all the processes by which workers in their workplaces - in a pleasant environment supporting performance - make optimal performance. Ultimately, facility management contributes positively to economic growth of company and increasing its competitiveness. It is approved, that the application of Facility Management will bring savings in operating expenses, and thus to increase the profitability of the company. The authors VYSKOČIL - ŠTRUP (2003), KRAPKA (2001), CHODOSOVÁ (2011), state that through the application of the concept of process management can be achieved cost savings at 10-30 %, while the return on investment associated with the introduction of facility management in managing of support activity is within 3 years.

Facility management can be applied at two groups of users: the first comes from investors and development organizations. Owners of existing buildings are the second. In the first case, through facility management in the preparatory stage of the investment process realize building structures with a high value and low operating costs, while the quality of the project and all provided services stay at the same level. The second group is the owners of existing buildings of various technical condition and equipment. For example the industrial and manufacturing enterprises, administrative and commercial centers, schools and university facilities, hospitals and other medical facilities, etc. Use of facility management in this group can bring optimization of supporting processes, clarification of costs and their subsequent reduction, significantly higher utilization of space, inventory, technical equipment, services and also the workers involved in the company to support operations.

In both groups of users of facility management is a facility manager responsible for the management of support processes. By VYSKOČIL (2010) the role of facility manager is key role to the success of the development process. Facility manager must have the necessary skills, social skills and practical experience to fulfill the tasks assigned. Requirements for skills and abilities of facility manager, as well as a description of the actual job of facility manager are the central theme of the paper.

### **3.2. Theoretical aspects of facility management**

#### **3.2.1. Definition of the facility manager**

By VYSKOČIL (2010), facility manager is the person who is responsible for managing the processes by implementing of supportive services in a manner, ensures effective and efficient implementation of the social mission of the organization.

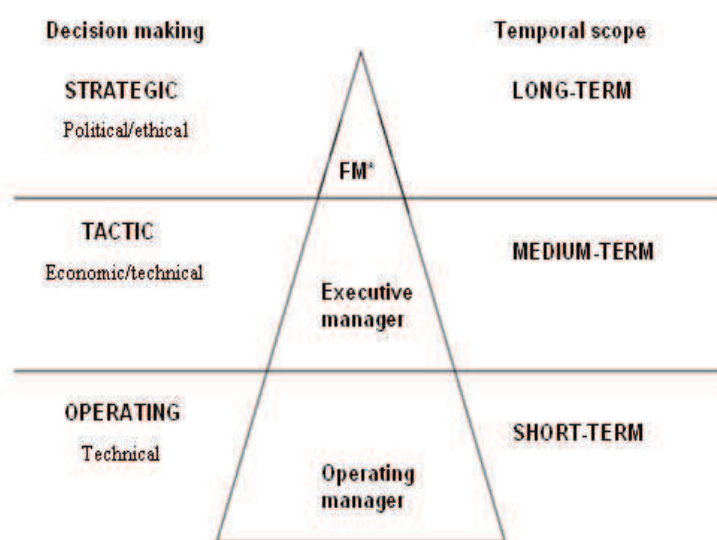
VYSKOČIL (2010) further states that the facility manager is a strategic partner of top management and client and responsible manager of company owners. Except the other things, he is responsible for the smooth and trouble-free operation of the entrusted organization.

Facility manager is also a person who is able to obtain and maintain an overview of the entire working section and also capable defining the work tasks.

According to another definition, the facility manager in coincidence with the organizational structure of the company is managing employee, who heads the department at which he is in charge of asset management, buildings, facilities or management of support activities (VYSKOČIL, 2009).

KUDA - BERÁNKOVÁ - SOUKUP (2012) state that there are two types of facility managers - one on the side of organization (internal) and the other on the side of external provider.

By the authors VYSKOČIL (2009, 2012) and KUDA - BERÁNKOVÁ - SOUKUP (2012 ), depending on the position of facility manager in organizations can be distinguished three types of facility manager, that is operational, tactical and strategic facility manager (see Fig. 3.1).



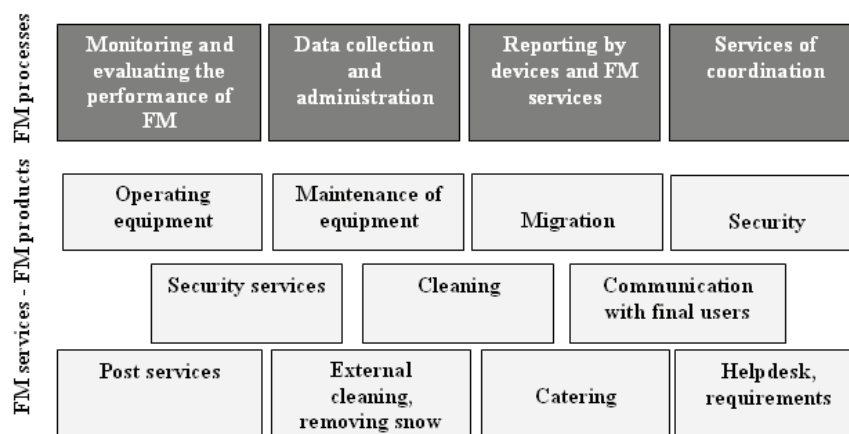
*Caption: \* facility manager*

**Fig. 3.1 Facility manager position in company.**

*Source: VYSKOČIL, 2009*

**Operational facility managers** (line) are located at the centers, plants, objects in perspective of facility hierarchy. They are masters at working unit. Their main business is keeping employees in the performance of daily tasks. They also perform control at the same time, correct errors or address problems that arise in the operation. Line facility manager are responsible for processes on operational level (see Figure

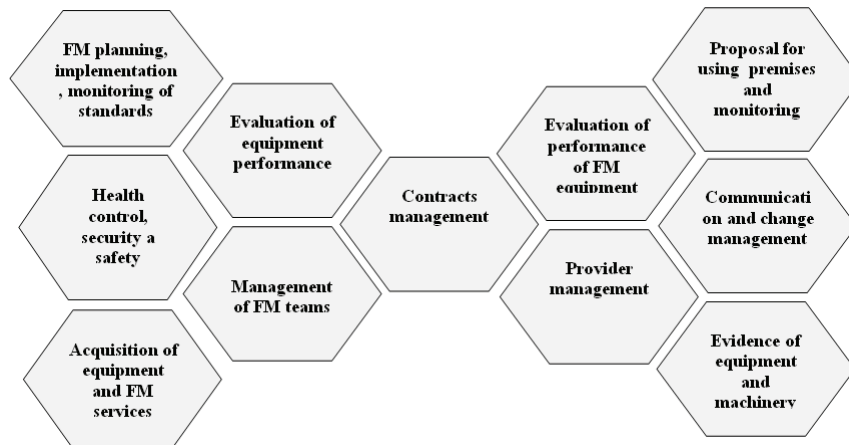
3.2). For example dispatchers of special activities such as cleaning, maintenance, security service, etc.



*Fig. 3.2. FM processes on operating level.*

*Source: KUDA – BERÁNKOVÁ – SOUKUP, 2012*

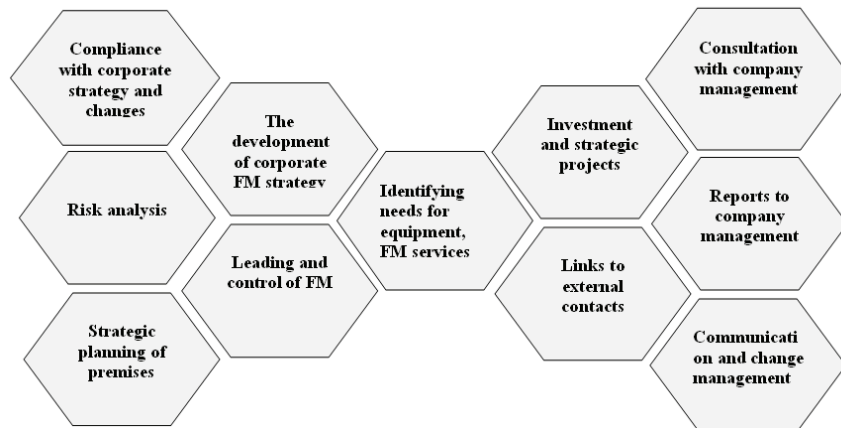
**Tactical facility managers** (middle) are responsible for line managers, possibly also for ordinary employees of the company facility. Function names are different - object manager, operations manager, centre manager, department manager. Realize plans and strategic objectives of organization top management by coordination of the tasks performed with the aim of achieving company goals. Medium facility manager is therefore responsible for the processes at the tactical level (see Figure 3.3). For example head of department in enterprise where the facility company has made a facility long-term agreement on the provision of support activities and the facility manager are fully responsible for management of property and support activities.



*Fig. 3.3 FM processes on tactical level.*

*Source: KUDA – BERÁNKOVÁ – SOUKUP, 2012*

**Senior facility managers (TOP)** are a management facility youngest group responsible for the overall performance of the company. They are CEOs, directors, assistant directors or division director. Sometimes they can be also business owners. Their main task is to formulate organizational strategy. Unless this function they must also perform other management activities (organization, leadership, controlling the implementation of the objectives) related to processes at the strategic level (see Fig. 3.4).



*Fig. 3.4 FM processes on strategic level.*

*Source: KUDA – BERÁNKOVÁ – SOUKUP, 2012*

### **3.2.2. Facility management principles and outsourcing**

Depending on a number of criteria (size of company, human resources of company, range of support processes, etc) can be ensured coordination and management of support processes of the organization in two ways as insourcing or outsourcing.

The insourcing is when an organization manages support processes through its own resources. For resources are considered own employees who carry out support activities, own premises where the activity is carried out and the final processes that are used in the activity.

The opposite of insourcing is outsourcing. This means that the organization delegates the realization of certain support activities to authorized service provider on the basis of a contractual agreement and the specified conditions of realization. The essence of outsourcing is thus based on the use of external service organizations to provide specialized business activities, which do not form, so-called core business, providing fulfillment of economic and non-economic reasons for its use.

The current trend in outsourcing don't always recognize a core business or support actions (non - core business). The issue of financial efficiency of resource utilization move to the forefront and the outsourcing of core processes can be also a part of business strategy. The emphasis is less on ownership and more on partnerships in business relations. Companies don't choose partners on basis of their activities, but on the basis of with whom can achieve the desired results effectively and on the required level or higher.

In theory, there are several reasons of outsourcing, which include operational as well as strategic view of outsourcing. This fact has a significant impact on management decision making process in matters of using outsourcing for fulfilling business objectives. Both mentioned views include four basic areas of reasons for implementation of outsourcing (Figure 3.5), which can be found in a variety of available literature sources.

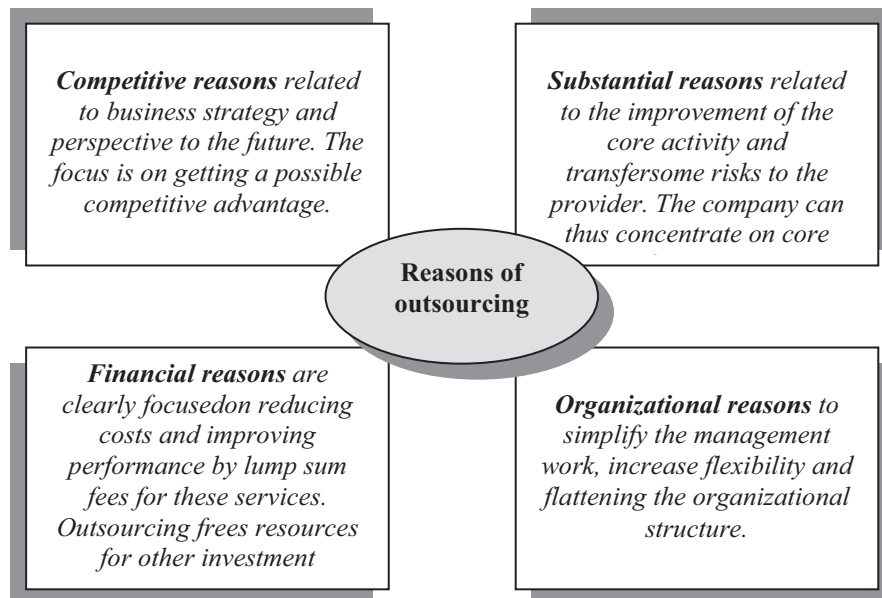
Predominant use of outsourcing is now focused on the area of cost reduction, and achieved adequately limited effects that outsourcing brings outsourced companies.

### **Strategic reasons:**

These reasons focus on core business activities. Enterprise moves especially such activities, on which has limited capacity (administration, accounting, warehousing, transportation, logistics ...) to external contractors, in order to activate their own resources for their core business. This will bring these resources in an effort to better respond to customer needs.

Access to opportunities and skills on high level. Outsourcing allows companies to become partners with experts in their business field. The advantage is easier and automatic move in the market environment. This is particularly true in the field of information technology, where is very expensive and difficult to maintain the trend. Partnering with a provider can bring the company an access to new technologies and reducing costs associated with their acquisition.





**Fig. 3.5 The basic reasons of outsourcing.**

Source: DVOŘÁČEK, 2004

**Tactical reasons:**

The release of capital funds. Outsourcing is the way leading to a reduction in funding to the peripheral functional business areas. The advantage is that these resources are contractually available for general use with spending of current expenses. Capital funds can be used for the main activity of the enterprise.

Reducing operational costs. An enterprise that does everything internally, probably spends more expenses on research, development, logistics and marketing instead of paying an outside company that specializes in the following activities with the cost decreasing proportionally to the scope of provided services. In the case of transaction costs (costs associated with closing the contract and the monitoring of its implementation, the cost of communication between the company and the provider, or the cost of expert and consulting services for example by

selection procedure), there is growth, which should be less than the decrease in production costs . Until now, the implemented projects are talking about cost savings of 10% - 30 % (KAMPF, 2006).

Reducing costs and increasing of quality takes an important role in the future competitiveness of the enterprise, and thus becomes a competitive advantage. Companies can provide outsourcing to ensure support activities and allow them to concentrate on core business. Similarly, companies providing these services are able to provide higher levels of service at lower cost through specialization. In addition, companies specializing in specific activities become experts in the field, what brings to the enterprises using their services access to top technologies for a lower price than the acquisition using its own capital.

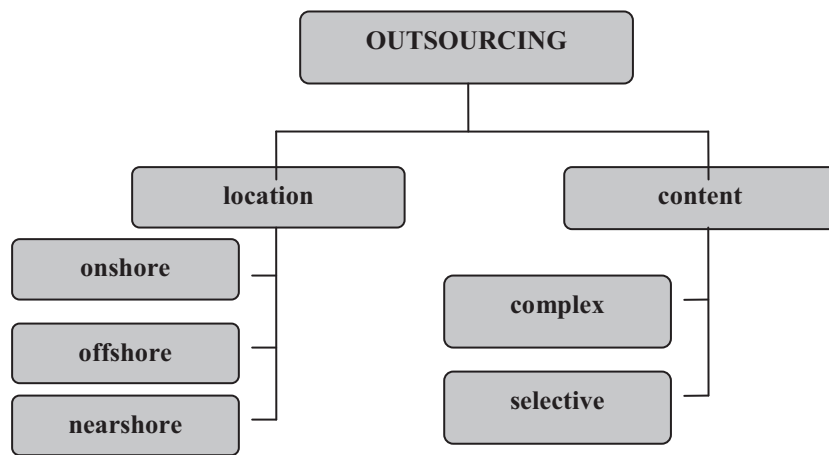
Focusing on core business involves the flattening of organizational structures. Thus, the company using lower capital resources is able to ensure the same or greater volume of its activities. The savings of capital resources can be further used, which contributes to increasing efficiency of the use of capital resources. Additional benefits of outsourcing include:

- increasing emergency response to market demands and shorter response time,
- the possibility to outsource an activity which is time-consuming, or is not absolutely under control,
- fast access to high professionalism and use bestpractise,
- a rapid transfer of knowledge,
- predictable height of cost and cost-effectiveness.

Synergy effect of these benefits is the increased willingness of investors to invest in businesses and consequently increasing of the overall value of these companies. In the past, cost reduction was the main reason for outsourcing. Today, strategic reasons become more important, while companies try to keep particular main function with the highest added value.

### 3.2.3. Types and areas of outsourcing

A common criterion for classifying services of outsourcing is residence of service supplier and content of outsourcing focused on a specific type of service (Fig. 3.6).



*Fig. 3.6 Classification of outsourcing by location and content of its use.*

*Source: POTKÁNY ET AL., 2011*

**Onshore outsourcing** is outsourcing contracts with external service providers generally in the same country, even in physically nearby location (outsourcing on supplier for a small distance, which is a key factor in decision-making).

**Offshore outsourcing** is the type of outsourcing contracts with external service provider from another country than the one, where goods and services are actually produced (that is, the outsourcing on supplier at a great distance, the price of services in this type of outsourcing is key factor in decision-making).

**Nearshore outsourcing** - is a combination of the previous types, it is outsourcing contract with external service providers in countries and regions with low geographic distance and lower-priced services.

In theory, but also in practice is increasingly emerging concepts as complex and selective outsourcing related to the criterion of content of outsourcing (POTKÁNY, 2008). The complex outsourcing (full service) is when outsourcing is committed to whole area (for example the area of information technology, maintenance, transportation, human resources) and service is transferred to external provider with complete responsibility for realization of service. Selective outsourcing is trying to allocate a certain part of the field (for example salary administration, partial transport, maintenance care about information technologies...), so only some of the activities in the area of the selected process.

Enterprises have been increasingly choosing outsourcing because of the benefits, which brings to their development and growth. Field and area of outsourced services therefore significantly expands. Outsourcing was used for activities of providers (service providers) in the past. Especially, in relation to information technology. A number of areas is still being updated in the case of outsourcing of information technology systems, where is still largest volume of contracts. It is for example outsourcing of IT infrastructure, applications support, hardware, software, networks, data management, professional staff, web site hosting, development of application for business processes, helpdesk services (customer support), networking (network connection), communication services, operating data centers and overall infrastructure of information technology .

**Facility management outsourcing** is merging of several support processes of organizations and providing by an external organization. In particular, the following activities:

- management of premises - technical and administrative, includes any remodeling, renovation and repair, removal, building equipment, engineering and security services,
- cleaning the interior and care about exterior spaces,

- providing of postal services,
- providing catering staff,
- providing of energy services - operation , maintenance and servicing power equipment,
- providing of water and waste management,
- ensure of health and safety.

**Outsourcing of accounting, wage administration and consulting.**

Application of outsourcing can be used in a wide range of accounting services, wage administration and agenda with an overview of social and health insurance contributions, tax, legal, economic consulting and internal audit . These areas have recently extended in customer support and after-sales service, which is then summarily known as BPO - businessprocess outsourcing.

**Outsourcing of human resources.** Like other areas, in the field of human resources are great options of outsourcing. Enterprises in Slovakia use long experience of companies established in the market in the following areas: consulting, courses and providing training, providing motivation programs, support staff evaluation, provision of temporary staff or services, the search and selection of appropriate staff .

**Outsourcing of logistics** includes a complex package of logistics services, which can be divided into the following partial area:

- transport - includes carrying material or products and distribution to the interim or the final customer,
- supplies management services - a summary of logistics activities from the preparation buying, material procurement processing, through the management of material and information flow to the entry in the production,
- storage services - include warehousing, material handling, its detailed documentation and packaging,
- customs services - customs, the customs debt ensuring and customs administration,
- service and consultancy in the field of transport and storage.

Slovak companies use in this area particularly partial outsourcing services as transporting services and in much smaller volume outsourcing of storage services. The use of complex transport and storage services in Slovakia is limited to a few companies (JESNÝ, 2004).

**Outsourcing of research and development.** Given the sensitive nature of outsourcing of research and development, provision and use of services is limited in this area in Slovakia. The most common forms of outsourcing include rental of laboratories, laboratory and measuring equipment and cooperation with scientific research and universities institutes in specific tasks. Complex outsourcing as a business object in this area is in Slovakia mainly used by large multinational companies which outsource this area of its parent or subsidiary companies.

**Outsourcing in the field of quality management and environmental protection.** Services in the field of quality management provide in Slovakia mainly advisory and certification companies. Fewer companies are dedicated to providing services in the field of quality assurance directly in the production process, providing quality engineers, providing input and output controls. Services in the field of environmental protection are particularly dangerous waste treatment and legal advice and analysis. This type of outsourcing is often called as environmental or ecological outsourcing, and it is all about ensuring activities including the operation of water and waste management in company (production monitoring, documentation, project management) and energy systems.

**Production outsourcing.** Outsourcing of production (selective) is quite often used mainly in the automotive, mechanical engineering or in the electronics industry in Slovakia. This is one of the oldest types of outsourcing, it is also applied in other less traditional sectors such as food production, carpentry and furniture making and others. For example provision of intermediate goods production or product subassemblies production with little added value.

**Complex production outsourcing** as states Schönwiesner (SCHÖNWIESNER, 2001), including all management and support processes

of production, is unique in Slovakia and is characterized by the large multinational companies that use it occasionally.

**Marketing and sales outsourcing.** This type of outsourcing is relatively widespread in Slovakia. Companies offer a wide range of services in the field of marketing. Services include marketing audit, analysis, developing marketing strategies and their realization. Sales services include communication with customer and sales support, service or counter and uncounter sales, mail order, telephone or internet sales and consulting.

#### **3.2.4. Roles and responsibilities of the Facility manager**

KUDA - BERÁNKOVÁ - SOUKUP (2012) said that the facility manager is responsible for managing all facility management activities in organizations. Its primary functions are planning, management, monitoring and evaluation of facility management activities in organizations, that is graphically illustrated in Fig. 3.7.

VYSKOČIL (2010) states that facility managers providing services of today's organizations are completely responsible for the results of their social interaction, and their role can be characterized as follows:

- achieve the intended objectives at the lowest cost,
- ensure the competitiveness of companies providing services in competition with its rivals,
- improve efficiency and effectiveness in implementing all activities of the company.

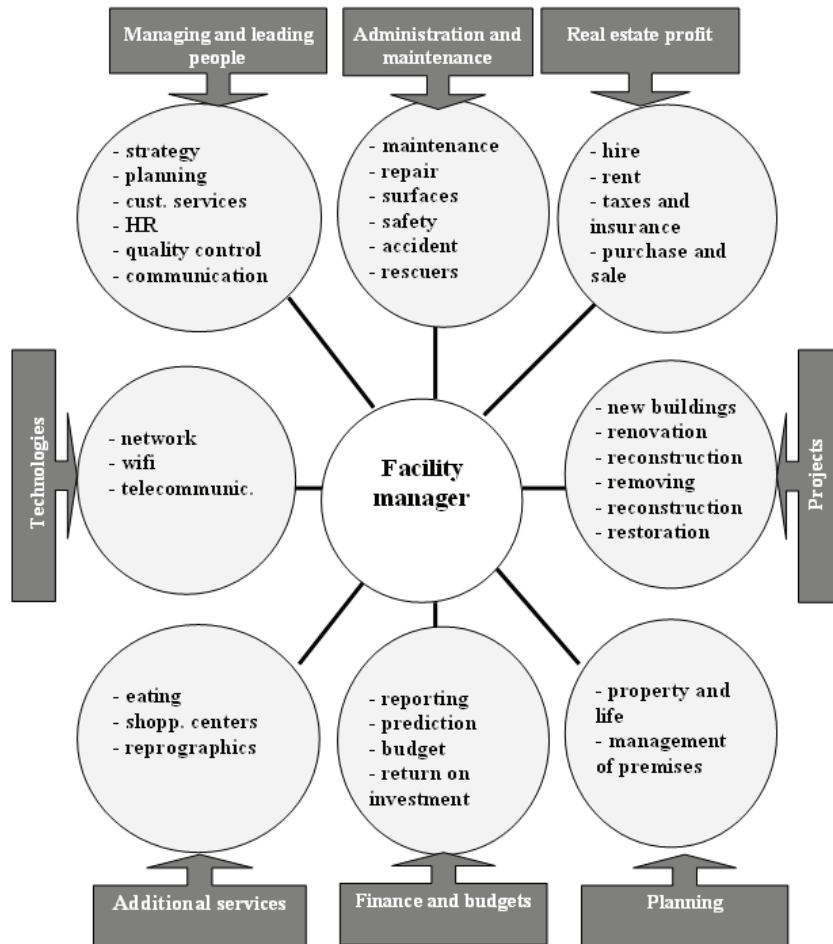
Facility manager can operate in three positions by performance of the tasks in management of facility management company. This is further described in Table 3.1.

*Table 3.1 Facility manager position in directorate of facility management company*

<b>Activity</b>	<b>Position</b>	<b>Knowledge</b>	<b>Content (tasks)</b>
To inform	Coach	Cognitive methods	<ul style="list-style-type: none"> <li>- search for relevant information</li> <li>- distribute adequate information</li> <li>- be a spokesman for the group</li> </ul>
To affect behavior of team	Leader	Personal charisma	<ul style="list-style-type: none"> <li>- be an idol of behavior</li> <li>- define the norms and values</li> <li>- to solve internal conflicts</li> </ul>
To make decision	Strategist Politician	Business thinking	<ul style="list-style-type: none"> <li>- assign tasks</li> <li>- set targets</li> <li>- reward - punish</li> <li>- negotiate.</li> </ul>

*Source: VYSKOČIL, 2012*





**Fig. 3.7. Facility manager, tasks and responsibilities.**

Source: on the basis of KUDA – BERÁNKOVÁ – SOUKUP, 2012

### 3.2.5. Required skills and abilities of facility manager

VYSKOČIL (2009) states that knowledge and skills of facility manager must intervene in many areas, they must know enough in all management activities to be a good partner for clients, but not necessarily highly skilled professional. Required skills of facility managers by IFMA in terms of their certification are captured in Table 3.2.

*Table 3.2. Programme of certification tests for facility managers by IFMA association*

<b>FM processes</b>	<b>Area of activity</b>
1 Running of the enterprise a maintenance	<ul style="list-style-type: none"> <li>– supervision of procurement, installation, operation, maintenance and removal of technical building systems,</li> <li>– maintenance management of structural elements of buildings and interiors,</li> <li>– supervision of procurement, installation, operation, maintenance and removal of furniture and equipment,</li> <li>– supervision of procurement, installation, operation, maintenance and removal of landscaping and outdoor elements</li> </ul>
2 Real estate	<ul style="list-style-type: none"> <li>– preparation, management and implementation of the main plan of building administration,</li> <li>– organize and manage the administration of immovable property</li> </ul>
3 Human factors and environment factors	<ul style="list-style-type: none"> <li>– development and implementation of practices to promote and protect the health and safety of persons and property, environmental quality, work environment and organizational effectiveness,</li> <li>– organization and management of emergency procedures training</li> </ul>
4 Planning	<ul style="list-style-type: none"> <li>– creation of facilities plans,</li> <li>– planning and management of all phases of the project,</li> <li>– organization and planning management and</li> </ul>

		suggestion of projects, engineering
		– organization and management of construction works and removing
5	Facility function	– definition and planning devices functionality – management of work-force, who operate the equipment – management of equipment procurement – organization and management of operating facilities (services)
6	Finance	– ensuring financing for the operation and management (supervision over budget and economy of operation)
7	Management of quality and innovation	– management of the processes of quality services assessing and effectiveness of the device, – management process using benchmarking method, – management of control processes and their evaluation (audit) – supporting the development of facility management services through innovation and improvement of facilities and more quality services
8	Communication	– development of more effective communication

*Source: VYSKOČIL, 2009*

As stated VYSKOČIL (2012) and results also from Table 3.2, the knowledge of a successful facility manager are defined in eight areas of human activity, each has 22 branches and each branch has 136 sub-branch individual activities. Facility manager must necessarily have professional competences. Set of these professional competences has three components - technical, humanitarian and conceptual.

For all managers - at any level of the pyramid of facility management is very important in their ability to deal with people as evidenced by the fact, the scope of the humanitarian component for all levels of facility management is practically fixed. It is consistently 30 % of the total range of professional skills of any manager. The ability to think strategically is

another important skill for facility manager, it means he can set proper objectives of the organization and define the right way to achieve them.

### **3.3. Objective and methodology of research**

According VYSKOČIL (2010) diversities between economic and social environment creates new requirements for facility managers. Specifics of organizational and national cultures are not the only critical factors, which are reflected in demands on facility managers and their leadership style, but also the cultural standards of the country where customers arrive from. For this reason, the aim of the paper is to create a job description and specification of the requirements for the post of Facility manager on strategic level of Slovak enterprises. The need of the job description and job specification requirements in addition to the above reason also emerged due to increasing use of facility management in Slovak companies, which do not have these documents available at all or in part. That is given for short-term use of facility management in Slovakia (since 2005). These documents are not available, although they should be the fundament for many personal activities as recruitment, selection, orientation, training and employee relocation and rebuilding of labor standards in evaluating employees.

#### **3.3.1 Characteristics of research object**

The research object of presented paper is data on facility manager workplace operating at the top level of management in terms of the following criteria:

- organizational incorporation of facility manager workplace,
- relations of superiority and subordination,
- job roles and responsibilities of the facility manager on top levels,
- authority and responsibility of facility manager,
- working conditions of facility manager,

- work equipment,
- work demands and work intensity,
- risks and benefits of the job,
- reverse-effect of work on manager.

In addition to information about the position of the object were researched the data on requirements for employee holding a post of facility manager on strategic level in terms of the following criteria:

- required physical properties of the facility manager,
- desired intellectual properties,
- education and qualifications,
- personality characteristics,
- experience, training and skills,
- specific requirements.

### **3.3.2. Research methods and data collection method**

The basic research method used in the solution of the presented paper was an analysis of the facility manager work. Based on the mentioned analysis, it was possible to get a picture of the work performed on a given workplace and the imagination of an employee who could be working on this workplace.

Information about the job requirements on the employee holding a post of facility manager on strategic levels were determined by the most common techniques of collecting information for the analysis of work that is interview. Interview participants were human resources companies operating in Slovakia. The interview was performed on the basis of pre-prepared questions. A scheme of questions is captured in Table 3.3. Documents of enterprises operating in Slovakia are analysed to collect relevant information to increase the accuracy and reliability of data on workplace requirements and the job. Documents related to the work place directly and indirectly (organizational schemes of companies operating in the woodworking industry, work plans or their equipment, used technology and working methods, etc.) were subjected to analysis. Based

on the results of these methods were developed research papers - description and job specification of facility manager on strategic level.

**Table 3.3 Programme of questions used in interviews with recruiters in analyzing of facility manager workplace**

<b>Question</b>	<b>Content</b>
What is the name and in what activities includes the work of facility manager?	Name of work, job, profession, functions, activities – scope of employment and classification of work
What is the effect and purpose of work?	Objective of work: product - service, the importance of job: the value and importance of the product or service to the company.
What is the subject of work?	Of which, for what and with what is the work done. Material, raw materials, semi-finished goods, immaterial documents.
How the work is done?	Technological process, workflow, operations, activities.
According what information is the work done?	On what basis is the work done? Documents to carry out the work, production documentation, drawings, technical regulations, plans, budgets.
What are the criteria for assessing the outcome of work?	Evaluation aspects, standards, limits, qualification scales.
What qualifications does the job require?	Necessary education, required experience, skills, specialization.
What equipment is needed to do the work?	Tools, instruments, devices, drivers.
In what environment is the work carried out?	Work equipment and conditions (hygiene, spatial, aesthetic).
What is the organization of work?	Working time, mode of work and breaks.
What is the organization of cooperation?	Distribution of tasks, competencies, responsibilities, relations of superiority - subordination.
What is the intensity of work?	The amount and difficulty of work, speed, pace of work, deadlines, variability of work - monotony, regularity.

What are the risks and responsibilities at work?	Rejects, material and financial losses, injuries, occupational diseases.
How the work influences managers?	What the work contribute to manager and what the work takes him. Positive and negative effects of physical, organizational and social factors on the manager.
What benefits gives the work to the facility manager?	Salary, bonuses, benefits, overhead benefits.
What are the conditions, reservations and restrictions for the performance of the facility manager work?	Social, health and other determinants of performance of the work.

### 3.4. Results

Based on the results of the interview with recruiters, as well as the results of the analysis of the documents, we proposed job description and requirements for the post of facility manager on top level. Detailed job description of facility manager is captured in Table 3.4 and the requirements of the job in Table 3.4.

*Table 3.4. Description of workplace of facility manager on top level*

<b>Name of the job</b>
Strategic facility manager
<b>Department (within the organization)</b>
General directorate
<b>Supervisor</b>
Company owner
<b>Purpose and goal of work</b>
The aim of facility manager work is to coordinate the management of all support processes, activities and services that are not directly related to the core activities of the organization but are essential to its operation and existence in order to reduce overhead costs. The main purpose of the facility manager job is to create optimal conditions for the existing economic goals of the organization by ensuring the coordination among the work environment, processes and employees and thus increase the actual performance and competitiveness of the organization.

<p><b>Basic workload</b></p>
<p>The basic workload of facility manager on strategic level includes :</p> <ul style="list-style-type: none"> <li>- strategic and tactical planning of technical equipment of organization, equipment of buildings, offices and infrastructure meeting the legal requirements and health and safety requirements,</li> <li>- draft of overall concept and layout of workplaces with consideration legal requirements, health and safety requirements and ergonomic design of workplaces in cooperation with related departments,</li> <li>- planning funds for the acquisition of equipment and facilities of the organization and its components,</li> <li>- selection, property rental,</li> <li>- selection of furniture, equipment and external services,</li> <li>- inventory of machinery,</li> <li>- if necessary to ensure certification of older machinery and in compliance with legal requirements and health and safety requirements,</li> <li>- ensure the installation of technical devices and disposition to working in compliance with legal requirements and health and safety requirements,</li> <li>- if necessary construction, reconstruction and moving organization,</li> <li>- ensure the health and safety of employees at workplace,</li> <li>- operation of buildings and facilities of the organization, their maintenance and management,</li> <li>- ensuring the coordination and management of business services (copying, transportation, cleaning, catering, telecommunications, security, help desk, etc.)</li> <li>- communication with the tactical and operational facility managers of the organization,</li> <li>- monitoring results in relation to supporting processes and their evaluation ( reporting ),</li> <li>- cooperation in human resource management, career planning of professional cooperator, management and staff development in organization .</li> </ul>
<p><b>Organization of corporation</b></p>
<p>Facility manager is a subordinate of company owner in the hierarchy of the company. On the other hand he is the supervisor of operational and tactical facility manager, as well as members of his work team.</p> <p>He is responsible for:</p> <ul style="list-style-type: none"> <li>- achieving the planned objectives at the lowest cost,</li> <li>- ensuring the competitiveness of the organization in competition with its rivals,</li> </ul>



<ul style="list-style-type: none"> <li>- enforcement of effectiveness and efficiency of implementation of organization support activities.</li> </ul> <p>He has the competention to decide, inform and influence the character of his working team, ie.:</p> <ul style="list-style-type: none"> <li>- act a political factor, ie. spokesman and symbol of the working group he leads,</li> <li>- assign tasks within a work team</li> <li>- set targets of working group,</li> <li>- necessitate to fulfill the duties of subordinates with the promise of remuneration for the done work or penalties for failure by fulfilling tasks,</li> <li>- disseminate adequate (internal) information in organization, if necessary to the job performance of members of the working team.</li> </ul>
<p><b>Work conditions</b></p> <p>The work is mainly done in the interior, but part of the workload is related with their performance in the exterior. Work of facility manager is normally carried out in spatially adjusted offices, with 25 m<sup>3</sup> of free air space, whit sufficient air exchange in office and 2 m<sup>2</sup> unbuilt area of office. Office is color adjusted in relation to the nature of work performed (mental work), ie. light green where the walls, ceilings have a matt surface with a reflection of the ceiling 70 % , 50 % , and wall partitions 20-50 % . Lighting and sound work in offices is satisfactory in terms of ergonomic requirements imposed on the job (noise up to 50 dB, desktop lighting 300-500 lx). Workplace of facility manager is provided with adequate technical - technological and office equipment (a laptop, ergonomic mouse and keyboard , phone , copier desk , office chair , storage rack , storage cabinets) .</p>
<p><b>Work utilities, tools, equipment</b></p> <p>The main work tools and equipment of Facility manager is a business notebook with software support of technical documentation and operational and technical activities, ie. the information system with 5 categories CAFM data module (area module, property module, equipment module, maintenance module, service module). Furthermore is available service cell phone, company car, etc.</p>
<p><b>Organization of work</b></p> <p>The work is done during the week on working days. Working time is 40 hours a week by full working time. The pace of work is often high and so the employee has flexible hours during the day tailored to his needs. An employee has a 30 minute lunch break. Due to the nature of the intellectual work performed he can have personal breaks of five minutes after one hour</p>

of continuous work and after two hours of work shall have a 15 minute break. Length of vacation time of facility manager is four weeks per calendar year.

<b>Impact of work on human</b>
Person occupying the job is not exposed to any significant burden in terms of working conditions. A possible source of negative impacts on human labor can be high pace of work, where under the influence of time pressure may occur stress of employees. The source of the negative effects on humans may be the sedentary nature of the work, which in the long term static load, it is when manager sit without changing the position, it may develop back pain from overloading.

Source: own study

**Table 3.5 Requirements specification for the workplace of facility manager on top level**

<b>Name of the job</b>
Strategic facility manažér
<b>Department (within the organization)</b>
General directorate
<b>Supervisor</b>
Company owner
<b>Physical characteristics</b>
Given the largely sedentary nature of work performed by facility manager and work under pressure is required from the employee in this place good health (mental and physical) condition. Job workload of facility manager (customer communication, service providers) emphasize on its friendly and neat appearance.
<b>Mental characteristics (skills)</b>
From the top level Facility manager is required : <ul style="list-style-type: none"> <li>- knowledge of management strategies and corporate policies relating to facility management, knowledge of the principles and procedures of implementing and management of facility management in organizations, knowledge of standards and regulations relating to the issue of quality management (ISO 9000 , 14000) and facility management (EN 15,221 - 1.2 ), knowledge of processes and key performance indicators ( KPI )</li> <li>- PC skills and package of PC services Microsoft Office (MS Word - document creation, MS Excel - process analysis and statistics, MS PowerPoint - creating slide shows)</li> </ul>

<ul style="list-style-type: none"> <li>- knowledge work in an information system CAFM (experienced user)</li> <li>- knowledge of the English language (comprehension, speaking, writing and professional communication usual minimum level B2)</li> <li>- ability to plan and organize, analyze and make decisions, select and deploy, the ability to assign tasks and motivate, manage and lead people, control and evaluate, reward and educate, collaborate and communicate,</li> <li>- sophisticated verbal and non-verbal expression, independence, decisiveness, reliability, discretion, self-control and self-management,</li> <li>- positive work attitude, results-oriented work and cooperation in achieving the objectives of the organization .</li> </ul>
<b>Education and qualification</b>
<p>Completed master's degree (level in international classification ISCED 5A) or third degree (level in international classification ISCED 6) in economics or technical field of study branches:</p> <ul style="list-style-type: none"> <li>- economics and management,</li> <li>- industrial engineering.</li> </ul> <p>Qualification certificate of graduation of postgraduate studies in branch facility management under the auspices of the SAFM.</p>
<b>Praxis, trainings and skills</b>
<ul style="list-style-type: none"> <li>- experience in workplace of facility manager on tactical or operational level,</li> <li>- experience as an administrator of possession, buildings,</li> <li>- holder of a driving license of category B</li> </ul>

*Source: own study*

### **3.5. Summary**

The main task of facility management is to guide support processes in organizations with emphases on performance, where the ultimate goal is effectively supported manufacturing program of the organization. It is often forgotten that the support processes with their costs and results significantly contribute to the overall economy of the organization.

Responsibility for the management of support processes in organizations applying facility management assumes facility manager. Generally, the facility manager is a person who participates in management, administration and organization of all kind of business physical resources and business services. Under the physical resources

we mean land, buildings, machinery, furniture, room, etc. Under the organization of commercial services we mean ensuring a catering for the organization's employees, safety and health at work and so on.

The primary role of the facility manager is optimally set up relations among the work environment, process equipment and employees, which perform support activities in an organization. This task is a facility manager able to fulfill only if he has the necessary knowledge of business administration, architecture, humanities, economic, and social sciences.

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