

WORKING IN THE FIELD OF FACILITY MANAGEMENT

Sanna Lindberg

Bachelor's Thesis
August 2010

Degree Programme in Facility Management
Tourism, Catering and Domestic Services



JYVÄSKYLÄN AMMATTIKORKEAKOULU
JAMK UNIVERSITY OF APPLIED SCIENCES



Author(s) LINDBERG, Sanna	Type of publication Bachelor's Thesis	Date 30.08.2010
	Pages 47	Language English
	Confidential () Until	Permission for web publication (X)
Title WORKING IN THE FIELD OF FACILITY MANAGEMENT		
Degree Programme Degree Programme in Facility Management		
Tutor(s) HINTIKKA-MÄKINEN, Kirsti		
Assigned by JAMK University of Applied Sciences School of Business and Services Management		
<p>Abstract</p> <p>This Bachelor's Thesis topic and potential goals arised from the writer's own experiences as a facility management student in the Degree Programme of Facility Management that started in the year 2006. The study programme that was followed during 4 years of studies proved to be somewhat complex and not totally facility management oriented. From these experiences the writer proposed the JAMK University of Applied Sciences with the following thesis topic.</p> <p>The aim of the Bachelor's Thesis was to provide the school and the future students with an introduction to Facility Management. The thesis was also ment to offer the JAMK University of Applied Sciences material to be used in the development of the facility management studies. The goal was to provide such an information package that could help understand the core activities, nature and meaning of the facility management field. The thesis concentrated on three research questions, what is facility management, what does a facility manager do and what are the future trends of the industry.</p> <p>The research method used was qualitative. The research data was obtained through a semi-structured interview study. Five professionals currently working as managers in the field of facility management were interviewed.</p> <p>The results of the study support the theory of the field. The results include competences, qualities and future prospects that may be of help when the Degree Programme in Facility Management is being developed. The results clearly outlined the field as versatile and constantly changing. The results also concluded the facility management profession to be teamwork and have great value on social, communicative and management skills.</p> <p>To achieve the goal of producing usable information for the school and students, the results of this research were presented in the form of a mind-map.</p>		
Keywords Facility Management, definitions, future trends, mind-map		
Miscellaneous		



Tekijä(t) LINDBERG, Sanna	Julkaisun laji Opinnäytetyö	Päivämäärä 30.08.2010
	Sivumäärä 47	Julkaisun kieli englanti
	Luottamuksellisuus () saakka	Verkojulkaisulupa myönnetty (X)
Työn nimi WORKING IN THE FIELD OF FACILITY MANAGEMENT		
Koulutusohjelma Degree Programme in Facility Management		
Työn ohjaaja(t) HINTIKKA-MÄKINEN, Kirsti		
Toimeksiantaja(t) Jyväskylän Ammattikorkeakoulu Liiketoiminta ja Palvelut		
<p>Tiivistelmä</p> <p>Tämän opinnäytetyön aihe ja tavoitteet nousivat kirjoittajat omista kokemuksista Facility Management koulutusohjelman opiskelijana. Vuonna 2006 aloitetut opinnot seurasivat opinto-ohjelmaa joka tuolloin oli käytössä. Opinnot osoittautuivat osittain sekavaksi kokonaisuudeksi jonka sisällön keskeisin aihe ei täysin vastannut Facility Management opintoja.</p> <p>Opinnäytetyön tavoitteena oli tarjota koululle ja tuleville opiskelijoille yleiskatsaus Facility Management alaan. Tutkimus pyrki myös tarjoamaan Jyväskylän Ammattikorkeakoulun Facility Management- koulutusohjelmalle hyödyllistä tietoa alasta käytettäväksi koulutusohjelman kehittämisessä. Tavoitteena oli koontaa sisällöltään monipuolinen tietopaketti joka edesauttaisi ymmärtämään alan keskeisimmät toiminnot, luonteen ja tarkoituksen. Opinnäytetyö keskittyi kolmeen tutkimuskysymykseen, mitä Facility Management on alana, mitä Facility Manager tekee ja mitkä ovat alan tulevaisuuden trendit.</p> <p>Tutkimusmenetelmänä käytettiin kvalitatiivista tutkimusmenetelmää. Aineisto kerättiin haastattelemalla viittä alalla esimiesasemassa työskentelevää ammattilaista.</p> <p>Tutkimuksen tulokset olivat yhteneväiset kootun teorian kanssa. Tulokset sisälsivät tietoa koskien kompetensseja, piirteitä ja tulevaisuuden näkymiä, joita voidaan hyödyntää suunniteltaessa Facility Management- koulutusohjelman kehittämistä. Tutkimuksen tulokset osoittivat Facility Management alan olevan monipuolinen ja alati muuttuva kokonaisuus. Alalla työskenteleviltä vaaditaan erityisesti yhteistyökykyä ja monipuolisia sosiaalisia taitoja.</p> <p>Jotta tavoite tarjota koululle ja sen oppilaille hyödyllistä ja käyttöön sopivaa tietoa, on opinnäytetyön tulokset koottu mind-map muotoon.</p>		
Avainsanat (asiasanat) Facility Management, toimitilapalvelut, määritelmät, tulevaisuus, mind-map		
Muut tiedot		

CONTENTS

1 INTRODUCTION.....	3
1.1 Starting point for the Bachelor's Thesis	3
1.2 Goal of the Bachelor's Thesis	3
 2 FACILITY MANAGEMENT	 5
2.1 Definition(s) of Facility Management.....	5
2.2 Common functions of Facility Management.....	7
2.3 Why Is Facility Management needed?	9
2.3.1 Benefits.....	9
2.3.2 Challenges.....	9
2.4 Facility Management Associations.....	10
2.5 Standardization of Facility Management	11
 3 FACILITY MANAGEMENT AS A PROFESSION.....	 13
3.1 Competences and qualifications	13
3.2 Facility Manager	15
3.3 Facility Management roles	17
 4 FUTURE TRENDS AND CHALLENGES.....	 19
 5 RESEARCH.....	 23
5.1 Implementation of research.....	23
5.2 Interview questions.....	24
 6 RESULTS.....	 25
6.1 Background information	25
6.2 The field of Facility Management.....	26
6.2.1 Definitions of Facility Management	26
6.2.2 Common functions	27

6.2.3 Future trends and challenges	29
6.3 Facility Management as a profession.....	29
6.3.1 Description.....	30
6.3.2 Day-to-day duties and significant tasks.....	31
6.3.3 Core competences and qualities of a facility manager	31
6.4 Tips for future facility managers	33
6.5 Summary of the results	33
 7 CONCLUSION	 35
 REFERENCES	 37
 APPENDICES	 39
Appendix 1.	39
Appendix 2.	44
Appendix 3.	45
Appendix 4.	46

1 INTRODUCTION

1.1 Starting point for the Bachelor's Thesis

The author started her studies in the Degree Programme in Facility Management in 2006. The programme in use during the author's study period included many courses in the fields of tourism and facility management. Also language, management, orientation and general studies were included. The curriculum, however was somewhat unclear and not entirely facility management oriented.

The idea and need for this thesis arose from the author's own experiences as a facility management student. The author felt that an information package of this sort would have been useful in the early stages of her own studies. As the topic of the thesis was discussed with representatives of the JAMK University of Applied Sciences, it was seen as a potentially usable tool also in the development of the degree programme.

Since two bachelor's theses on developing the degree programme have recently been written, the author will not concentrate on them. In order to acquire usable information also for the school, current topics and, more importantly, the thoughts of current professionals in the field were brought out.

1.2 Goal of the Bachelor's Thesis

The thesis focuses on three main points: What is facility management, what does a facility manager do and what are the future trends of the industry? These three points also served as the research questions. The goal was to discuss facility management in general, and provide useful information about the future of facility

management for the development of the degree programme by studying the relevant literature and interviews of professionals of the field.

The secondary goal of this thesis was to provide an introduction to facility management for the current and future students. The author also wanted to offer the school useful information for example for the orientation period of new facility management students for them to better understand the core meaning and activities of the field of facility management. The end result would be such package of information that gives an overall view and examples of a possible future profession.

The writer felt that qualitative research methods would best serve this type of thesis and theme. The aim was not to get clearly numerical results but to present and gather basic information and provide examples to support the theoretical information needed for the studies.

2 FACILITY MANAGEMENT

FM stands for facility management or facilities management. According to Global FM (2009), FM is generally interpreted as “facility management” in the US, Australia and some other territories, whereas “facilities management” is used in the UK and across much of Europe. Global FM states that the difference is mostly historical and not especially significant.

2.1 Definition(s) of Facility Management

In order to understand the field and profession, one needs to have a definition of the subject. Facility management, commonly abbreviated as FM, has been defined in many ways and from different aspects. Every definition is valuable in understanding the nature of the field.

“Facility Management is a profession that encompasses multiple disciplines to ensure functionality of the built environment by integrating people, place, process and technology”. This is how the International Facility Management Association describes facility management. (International Facility Management Association, 2010.)

The British Institute of Facilities Management (BIFM, 2010) offers to describe facility management as “Facilities Management is the integration of multi-disciplinary activities within the built environment and the management of their impact upon people and the workplace”.

According to Cotts and Lee (1992, 3), a common definition of facility management is: “The practice of coordinating the physical workplace with the people and work of the

organization, integrates the principles of business administration, architecture, and the behavioural and engineering sciences”.

Above are three different definitions from different sources, but one can see that they share some common points. All the above mentioned definitions mention people, place and process, in one form or another. Facility Management has been described as taking care of these three in a manner that makes them work together.

Alexander (1996,1) describes facility management as the process by which an organization ensures that its buildings, systems and services support core operations and processes as well as contribute to achieving its strategic objectives in changing conditions. This definition, as the three mentioned above, acknowledges the importance of place. But unlike the definitions by IFMA, The British Institute of Facility Management and Cotts and Lee, Alexander also brings change and the operations involved with change to the field of Facility Management.

Change is also involved in the definition provided by Barrett and Baldry (2003). Brian Atkin and Adrian Brooks (2000, 4) report the definition by Barrett and Baldry. They see facility management as an integrated approach to operating, maintaining, improving and adapting the buildings and infrastructure of an organisation in order to create an environment that strongly supports the primary objectives of that organisation. This definition also emphasises the long-term characteristics of the field.

On the web pages of Global FM (2009), one may find this definition of facility management: “FM is the management activity which supports businesses, many other type of organizations and particularly the users of the built environment, through the provision of facilities and associated support services”. This definition in turn delivers the point of facility management being a support service in nature.

There are also simpler versions of defining facility management. One of these more simplified explanations describes FM as “operation, maintenance, and security of a facility, usually by an external contractor” (BusinessDictionary, 2010).

The above mentioned definitions are wide and consist of many different aspects and activities in the field. One can find similarities in the different definitions, but each also brings something more compared to the others. Together these definitions describe the field in its versatile and complex nature.

2.2 Common functions of Facility Management

To better realise and understand what it is that Facility Management covers in the company; it is good to look at the common functions of Facility Management. This sort of listing of functions has been made by Cotts and Lee (1992, 4-7). The writers have divided these functions into 14 different categories

- Management of Organization
- Facility Planning and Forecasting
- Lease Administration
- Space Planning, Allocation and Management
- Architectural/Engineering Planning and Design
- Workplace Planning, Allocation and Management
- Budgeting, Accounting and Economic Justification
- Real Estate Acquisition and Disposal
- Construction Project Management
- Alteration, Renovation and Workplace Installation
- Operations, Maintenance and Repair
- Telecommunications, Data communications, Wire and Network Management
- Security and Life-Safety Management
- General Administrative Services

As one can see, the list is long and includes operations from many different fields of profession. This may explain from one hand why facility management is described in various ways and from different focus points.

This also explains why facility management is so important, or should be, to any company. The list covers everything else than “the actual business”. Let us, for example, think of a hospital. Everything else that a hospital needs in order to work is on that list except for health care, the core business of a hospital.

Each function mentioned on the list includes a number of things. When one looks at this list, one can find those functions that are normally linked with facility management. These include food services, moving services, personnel management, space forecasting, building planning, budgeting and workplace design. But these are only part of the functions needing the attention of a facility management unit. The full list of common functions of facility management by Cotts and Lee is included in Appendix 1.

Instead of listing all these functions, it may be useful to build a philosophy on them to better understand the profession and field. These “guidelines” are based on the thoughts of Cotts and Lee (1992, 8-9). The most important thing to remember is safety. When managing a building or a function, you are also managing people so the safety of those people must be number one on your list. This also makes legality an important factor in your work. The second thing to remember is that facility management aims at bringing benefits to the company by supporting its core business. This means that you must aim at generating the best benefits with the lowest possible costs. To do this, facility management should be well planned, budgeted and evaluated. One needs to remember that every function or task needs to be managed by someone, and that those persons need to be aware of their responsibilities. Finally, one must see facility management as a long term function. It needs to be planned ahead and evaluated how things evolve in time. It is also important to realise that facility management is not done alone. A successful facility management organization is a team. (Op.cit.)

2.3 Why Is Facility Management needed?

At its best, facility management deals with providing support to an organisation's core business. FM works towards cost-effectiveness, safety, long term relationships and life-cycle, better work environment and satisfied work-force. To put it simply, facility management contributes to every aspect of the company to work to its full capacity in the most effective way.

2.3.1 Benefits

Facility Management, like other business functions, aims at creating advantages to the business. Van den Ende (2006, 2) writes that FM leads and should lead to the reduction of costs, a better quality of products and services, an effective organization, customer satisfaction and competitive advantage. These aims can also be named as the advantages that effective facility management brings to a company.

Van der Zwan (2006, 109) has also listed some of the benefits of facility management. In his article he mentions a clear and transparent communication between the demand side and the supply side, a simple and manageable concept of internal and external responsibilities, an integration and coordination of all required support services and a reduction of conflicts between internal and external service providers.

Further benefits are listed by David G. Cotts and Michael Lee (1992, 10). They mention benefits such as facility plans matching company plans, space being available when and where needed, capital expenditures being planned and controlled, employee productivity being maximized and the costs being minimized, sometimes avoided, and always predicted.

2.3.2 Challenges

Facility management is a vital part of business. And as such it can bring a lot of benefits, but in order to achieve this impact, one needs to be able to plan the facility management functions of a company in the most effective way. This means overcoming some challenges.

To achieve effective facility management, one has to incorporate the facility management strategy to the business strategy of the company. These two need to work together and support each other. It is important to mention that differences in culture and management style must be recognized while planning facility management strategy.

One of the key challenges is to incorporate facility management as part of the business in all areas. The company and its management need to understand and see facility management as an important part of the business instead of narrowly as a support service. (Cotts and Lee, 1992, 3-9) This way the facility management strategy can reach its goal and bring the best results.

Facility management has to face and meet, as any other business sector, some laws and regulation. One of the most important law and regulation points is safety. Always when working with people, one needs to follow the given rules. (Atkin and Brooks, 2000, 192) Also environmental issues are increasingly linked with legal regulations and guidelines that need to be met.

2.4 Facility Management Associations

There are a number of associations concentrated on facility management worldwide. These associations are working towards the best interest of the entire facility management field. They for example conduct surveys and research, create networking possibilities, organize educational programmes, certify facility managers and provide access to industry resources. They bring the world of facility management together. (IFMA, 2010)

The world's largest international association for FM professionals is the International Facility Management Association, IFMA. Most countries have their own national facility management associations, many of which are also part of IFMA, or in co-operation in some way.

Since the associations work towards developing the industry and bringing people together, they usually have different membership options. Some services are for companies and professionals but many also welcome facility management students to join. For students this is a good way to find people and companies in their early stages of starting their own carrier in the industry.

2.5 Standardization of Facility Management

Facility Management is still fairly young discipline but becoming more and more important and widely recognised. When the industry grows and matures it is becoming further important to define and describe the business clearly. One way towards achieving this is standardization.

Standardization can be described as the formulation of guidelines, rules and specifications for common and repeated use, aimed at achieving optimum degree of order or uniformity in a given discipline or field (Businessdictionary, 2010). Standards can also be made mandatory in which case they become laws and regulations. Standards are made on national level, European level (CEN) and international level (ISO) (van der Zwan, 2006, 110).

The main aim is to achieve benefits for the field. Some of these benefits are to improve competitiveness in global market, improve effectiveness of primary and facility management processes, improve transparency in procurement and contracting and quality improvement of output. Standardization also supports certification, works as a means of communication between stakeholders and helps to develop new tools and systems for the industry. (Op.cit., 109)

One might conclude that standardization brings the field together and helps different participants to work together in a common language. Standardization makes the field understandable not only to service providers but to customers also.

The core goal in achieving this is to reach consensus concerning the content of the standard. The main challenges in this are listed in an article by van der Zwan (Op.cit., 114). Van der Zwan mentions points such as different views on facility management, different spoken language, different development and maturity stages of the field, and different cultures and markets. This further proves the importance of standardization.

3 FACILITY MANAGEMENT AS A PROFESSION

It was only some forty years ago that instead of speaking about facility management buildings were only maintained, serviced and cleaned and that was largely that (Atkin and Brooks 2000, 2).

Facility management was gradually developed from this humble start. It has developed into a new professional discipline with its own codes, standards and technical vocabulary. Nowadays, for example the British Institute of Facility Management promotes the development of facilities management as a critical, professional and strategic business discipline (BIFM, 2010).

According to Atkin and Brooks (2000, 186), the core competences in facilities management covers, amongst other things, real estate management, financial management, organisational management, innovation and change management, and human resource management. As one can see, the professional working in this position needs to have knowledge not only of one field but many activities within the business.

3.1 Competences and qualifications

Competence and qualification are terms that power in educational institutions as well as in the professional world. The meanings of these terms are sometimes hard to distinguish yet it is important in understanding the demands of different industries and professions. In this case we are interested in finding out the needed core competences and demanded qualifications in the field of facility management.

Aalto and Haapaniemi (2007, 28) separate these two terms by describing competence as the preparedness reached through education and qualification as the

professional skill requirements of the work. This may be simplified by saying that competences are gained from schools whereas qualifications are that employers demand from employers.

According to Atkin and Brooks (2000, 187) the three main attributes sought by employers of facility managers are integrity, organisational skills and communication skills. These can be seen as qualifications that employers look for. They continue that successful facility managers are able to combine knowledge and skill in estate-related matters with an understanding of organisations, people and processes (Op.cit., 187). As one can see, these are the same core points that were also mentioned in the definitions of facility management. Atkin and Brooks also offer a list of competences in facilities management:

- Real estate management: building performance, environmental services and workplace design
- Financial management: accounting, finance, purchasing and supply and legal aspects
- Organisational management: organisational structure, behaviour, processes and systems
- Innovation and change management: technology, ICT and information management
- Human resource management: motivation, leadership, employment law, health and safety (Op.cit., 189)

David G. Cotts and Michale Lee (1992, 7) also add that every good facility manager is a good reactive manager because reaction is a fact of life in delivering services.

Another critical point in defining the qualities of a good facility manager comes from Alexander. He points that the key to success lies in achieving the appropriate balance of general management and technical skills. He also mentions communication skills as an important part of facility manager's qualities. (Alexander, 1996, 10)

These above mentioned core competences and qualifications have been drawn more or less from the work field. Another source of defining core competences for the industry comes from the education of the field. One list of competences is found from the article of revised competence profile for institutions of higher professional FM-education in the Netherlands. In this article Marco van den Ende reports nine competences that are seen to be important to a facility manager. These competences are based on the developments affecting the facility management profession. (The Revised Competence Profile for Institutions of Higher Professional FM-education in the Netherlands, 2006, 262)

In this group of competences, one can find the same focal points as in the ones mentioned before. Similarities are for example developing views on changes and trends, analyzing strategic problem areas, human resource management, organizing and controlling business processes, financial aspects and social and communicative competence. What is added to the group of competences mentioned in other sources is for example self-controlling competence. (Op.cit.) The complete list of core competences reported by van den Ende is attached in Appendix 2.

3.2 Facility Manager

There are numerous definitions for facility management, but definitions of facility manager seem to be rare. Atkin and Brooks (2000, 187) suggest that many of the today's facility managers are not graduates from schools or departments of facility management, but are likely to have a real estate or construction-related career behind them. They list professions as architects, civil engineers, building services engineers, surveyors, builders and accountants that have become today's facility managers (Op.cit.). This may be a result from the rapidly changing and growing industry, the roles of these professionals has changed according to the new demands of the industry.

But as the writer has stated in the previous chapters, facility management isn't just about taking care of a building. It is safe to say that Atkin and Brooks (2000, 187) are

right in saying that specialised education and training is needed in facility management. This is not to say that architects or builders won't make a good facility manager. This is simply a notion that facilities management comprehends so much more, and therefore also calls for wider scale of knowledge and skills. This need is noticed in the education field also and facility management can now be studied to post graduate level in many universities around the world (Op.cit.).

Whether a facility manager has a career behind them or graduation from a facility management programme, they are working in one of the fastest growing professional discipline within the real estate and construction sector. Since the field is developing and changing, facility managers need to be able to change and develop accordingly. This means continuous training.

Facilities management, as it is described earlier in the text, includes knowledge from science, engineering, humanities and social science. While the roots of this discipline might be in architecture, construction, management and economics, today's facility managers need to be able to take a physiological view of buildings (Atkin and Brooks, 2000, 188). This means that facility managers need to bring people and process into this equation as a fundamental part. Once again we have returned to the basics of defining facility management.

So far we have defined facility managers according to the definitions of facility management. Another way to define a profession is to look at the day-to-day activities performed by these professionals. Meaning, that we have now defined what areas of expertise do facility managers control but we still need to continue to describe the actual work or actions that they do every day in their work, that is what they spend a significant amount of time doing.

Cotts and Lee (1992, 10) report about surveys conducted by IFMA (1986 and 1988) concerning duties of facility managers. These surveys included duties in forty-five categories. Among these forty-five were space planning, furniture installation, operating budgets, code compliance, preventive maintenance, building purchase,

property appraisal and long-range planning. The writers mention that the significant point is to notice the number of functions that is conducted by the facility management department (Op.cit.).

Another survey, that Cotts and Lee (1992, 10) write about, was done by U.S. and Canadian facility managers in 1988. This survey shows for example that the most important functions were real estate evaluation, long-range planning and security. They also write that day-to-day maintenance took the most management time, with 17 percent. (Op.cit.)

All in all, it seems to be correct to state that facility managers shouldn't be viewed simply as technical facility managers but largely as business managers.

3.3 Facility Management roles

As mentioned earlier, facility management concerns a variety of functions, tasks, business areas and expertise. All of these are at least partly related to facility management, and therefore considered as expertise areas of the facility management department and field. The Institute for Real Estate Economics, KTI, defines that the term Facility Management is widely used with the content of this term greatly depending on the country and company in question (KTI, 2001, 23). Due to the scope of the field and the vast use of the term facility management, it might be far to state that these functions are carried out by different professionals with different titles, yet still all working in the field of facility management.

These roles are also mentioned and explained by Lindholm. Lindholm explains and demonstrates that the facility management actions, functions, responsibility areas and status differ between different organizations (Lindholm, 2006, 17). She continues by referring to the writings of Bon (1994), according to which facility management is seen from three perspectives, physical, financial and organisational. Each of these has different responsibility areas complying with these three perspectives. According to the article, facility managers are responsible for the

organisational side of functions. The financial side falls under the asset manager's responsibilities and the physical side under that of property managers. Furthermore, a facility manager is responsible for the facilities from the user and service point of views. (Op.cit., 16-24) This is in line with the definitions mentioned in the beginning of the thesis, where facility management was said to connect people, place and process.

4 FUTURE TRENDS AND CHALLENGES

Anticipating the future is important to any industry. Keeping up with the changes and developing the business is vital, to say the least. Future of the industry is equally important also to the educational institutions. The study programmes need to be updated so that graduates possess the competences that the industry requires at that time. When thinking about future changes it's good to start by looking at the industry on a macro level. That is looking at the future not only from your own industry view but overall.

Confederation of Finnish Industries EK has completed a Services 2020 project. The objective of the project was to anticipate the changes that will take place in the private service industry and the operational environment of the individual and to examine how these changes will be reflected in the competence requirements. (Services 2020, 2007)

The changes in the operational environment were examined in terms of globalization, technological development, digitalization, networking, ageing and inter-sector interfaces. The project also presented key skills requirements in various positions and hot issues and challenges. (Op.cit.)

Issue	Change	Challenge
<ul style="list-style-type: none"> Ageing of people 	<ul style="list-style-type: none"> Demand of service is likely to increase 	<ul style="list-style-type: none"> Consumption patterns change Understanding the way a service is intended to use
<ul style="list-style-type: none"> Globalization 	<ul style="list-style-type: none"> Competition will increase 	<ul style="list-style-type: none"> Cost effectiveness Anticipating change
<ul style="list-style-type: none"> Technological advancement and digitalization 	<ul style="list-style-type: none"> New opportunities No longer tied to one location 	<ul style="list-style-type: none"> Qualified staff needed in order to benefit from the changes
<ul style="list-style-type: none"> Availability of workforce 	<ul style="list-style-type: none"> International work teams will increase 	<ul style="list-style-type: none"> Managing multicultural environment
▼ ▼ ▼	Skill requirements	▼ ▼ ▼
<ul style="list-style-type: none"> People and expertise management Anticipation skills Service skills Multidisciplinary business expertise Strategic management Networking expertise Cultural awareness Willingness to change Problem-solving capabilities Innovation management (Op.cit.) 		

The topic of future has also been discussed concerning specially facility management. The article of Revised Competence Profile for Institutions of Higher Professional FM-education in the Netherlands (Revised Competence Profile for Institutions of Higher FM-education in The Netherlands, 2006) lists some environmental influences affecting the Facility Management profession. These developments have been gathered based on topics at national and international conferences, publications in FM-magazines and from different representatives. The list includes ten development issues

- FM and Entrepreneurship
- Globalization of the FM market
- ICT
- Real Estate
- Residence, care and welfare
- Mobility
- Park Management
- Public Private Partnership
- Contract Management
- Environmental requirements (Op.cit., 259)

Further research has also been done by IFMA. IFMA Foundation made a survey concerning the current and future trends of the industry.

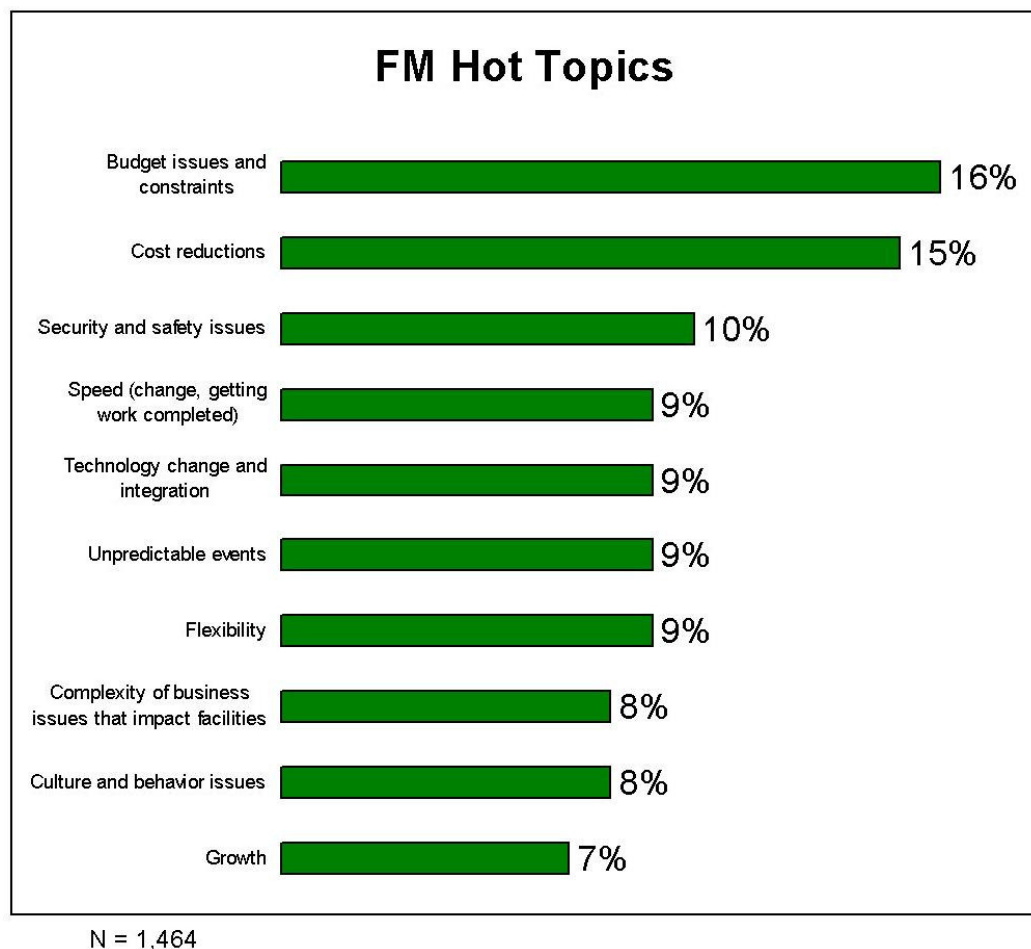


Figure 1. IFMA Foundation survey- FM Hot Topics (IFMA Foundation, 2004, 3)

As one can see, these three surveys report largely the same potential future changes. Changes in the real estate management, legislation concerning employment and workplace, safety and health issues especially, environmental concern and the management of change have strong influence on the way business is conducted. These changes affect each aspect of facility management and therefore can't be overlooked. For example laws and regulations and safety and health issues are mandatory to follow. Meaning that these changes affect each business unit, facility and employee. This in turn affect everything from space design, planning, training and naturally budgeting, just to name a few.

New technology and digitalization, which were mentioned in both researches, can be seen as an opportunity and a challenge. This has opened the opportunity to enhance efficiency, free labour and costs. What is yet to determine is weather remote working and moving away from one location is an opportunity or a challenge to facility management. Since facility management is strongly connected to facilities and more importantly bringing people, process and place together in the most efficient way, this change has the potential to deeply affect the field.

5 RESEARCH

The research was conducted using a qualitative research method. Qualitative research is one type of scientific research. It seeks to understand a given research problem or topic from the perspectives of local population it involves. (Qualitative Research Methods, n.d., 1) In this survey, the local population was determined to be Facility Management professionals.

5.1 Implementation of research

The survey was to provide information and opinions from a group of individuals. That is why the interview was thought to be the most suitable method. The Semi-structured interview was chosen in order to receive more extensive answers. The writer also wanted to give the interviewed professionals the freedom to explain their views in their own words and also widen the range of the answers. To avoid receiving redundant information, the interview questions needed be planned and determined beforehand.

The goal was to gather information about facility management as an industry and profession. For this purpose, the semi-structured interview was to be conducted both in English and Finnish. The interview was sent out by e-mail to approximately twenty facility management professionals in Finland and abroad.

The interviews were first sent out by e-mail. Due to low response rate, the author then offered to conduct the interviews by phone. Five responses were received, of those four by e-mail and one by phone. Of the five responses, the first three were received by e-mail in April-May 2010. The fourth one was done on the phone on 3 August 2010. The fifth response was received by e-mail in August 2010. The time periods for the interviews were extended due to the low response rate of the first try

in April-May 2010. Due to timing issues and unavailability of contacts, the interview questionnaires sent abroad in April-May 2010 were never returned. For this reason the author then concentrated on contacting professionals in Finland only.

This information received through the conducted interviews is further examined and analysed in the following chapters. The results of the interview were promised to be analysed and presented guaranteeing the secrecy of the personal information of those interviewed. Therefore, the author refers to the professionals as respondents without identifying the answers in a way that could lead the reader to recognize any of the interviewed professionals. To protect the privacy of the respondents the appendices only include the interview questions and not the full answers.

5.2 Interview questions

The interview included 15 questions which were divided into three categories. The question categories were named as background information, the field of facility management and facility management as a profession. The writer also included two open-ended questions for the professionals to mention anything that they felt was left outside the questions that they wanted to include. The interview questions are included in Appendix 3 (English) and Appendix 4 (Finnish).

6 RESULTS

The results of the interviews will be first presented individually by the three questions groups, and then summarized in the end.

6.1 Background information

The first part of the interview was meant to gather background information from the professionals. This part consisted of four questions concerning profession, workplace and title, education and professional background.

To gain more varied answers and information, the interviewed professionals came from five different companies. These companies were Sol Palvelut oy, SOK Kiinteistötoiminnot, PKKY, Newsec Asset Management Oy and Fortum Oyj.

Their educational background presented a wide range of schools and degree programmes. When asked about job titles, the following were listed: two Bachelor's of Facility Management, engineer, Master of Science (Technology), Master of Food Service, marketing secretary and cleaning technician. Each professional had more than one degree also including courses taken in adult education.

The professional backgrounds of the respondents were as varied as their educational histories. The combined answers included 17 different job titles. Among these were positions as constructor, real estate manager, key account manager, financial manager, software consultant, banker, treasurer, project manager, controller, facility manager, property manager, team leader, hotel supervisor, cleaning supervisor and service manager. The positions of facility manager and real estate manager were mentioned twice, with each of them also having managerial experience.

Their current titles were real estate manager (2), director (corporate sales), service manager and technical director. Four of the respondents had over ten years of experience in working life.

6.2 The field of Facility Management

The second part of the interview concentrated on the field of facility management. The goal was to gather information on definitions, common functions, responsibilities, future challenges and trends and importance of facility management.

6.2.1 Definitions of Facility Management

Facility Management carries the responsibilities that everything works and is optimized in real estate site portfolio and in its real estate services. In a way, that those primal/main operations that are utilizing the real estate for the operations, are able to perform to their maximum in that respect.
Facility Management enables sufficient and working conditions for those who use the facilities.
Facility Management offers such appropriate facility solutions and services that create extra value and contribute to the profitability and competitiveness of the company's core business.

The respondents offered these three definitions of facility management. These definitions include much of the same as definitions that were presented in the first part of the thesis. Facility management is clearly seen as a value-adding service that takes care of people, place and process.

The respondents also described the field as

- Versatile package of services with changing tasks
- Taking care of/managing support services for the benefit of the customer's core business
- Plays an important part in creating economically efficient and functional services

These points were also mentioned as the reason why facility management is important to any company. Core points were cost effectiveness, this is the core business of these facility management companies, good facility management can bring real benefits to the company, it confirms the company image and visibility and last but not least, it is a vital part of the business.

6.2.2 Common functions

When asked what are the common functions and responsibilities of facility management the respondents listed 23 points. Of these the following 14 functions were mentioned three times:

- Cleaning
- Safety (including fire safety and preventive actions)
- Catering
- Maintenance of the facilities
- Reception and info services
- Mailing
- Space control
- Lease contracts and negotiations
- Service contracts
- Quality control
- Cost and liability control
- Tendering
- Security and access control

- Human resources

Further points that were mentioned once included

- Office services
- Managing moves
- Real estate portfolio strategy and management
- Yearly repairs
- Waste management
- Meeting facility services
- Travel services
- Workplace design
- Car rental/transportation management
- Mechanical engineering

Some of these above mentioned points may also be seen to be included in the ones mentioned first. The most important observation is that these lists fairly closely correspond to the ones seen earlier in the thesis.

Another important point to mention as revealed by the answers concerning common functions is that every respondent had mentioned several functions accordingly showing the versatile nature of the field.

The respondents also mentioned that these functions greatly depend on the company and facilities with the basic idea being the same. They also pointed out that these are the functions in which facility management departments are experts and therefore, are also more suited to handle the tasks.

6.2.3 Future trends and challenges

The respondents thought that the biggest challenges in the future will be cost effectiveness and need for professionalism. They felt that while working in the field of facility management in the future, one needs to have a strong educational background and knowledge of various functions. They concluded that this creates greater demands for education in the field.

The respondents shared the thought about environmental concern being the big trend in the future. They also believe that the field will continuously grow and develop.

Other points for the future were the importance of long term view and creating full service packages in one company. The respondents also predicted that future facility management services also spread to municipalities, cities and public administration. This might be due to the need for more efficient cost management.

In the theory part of the thesis the change from traditional office to increased mobility and teleworking was discussed. One of the respondents also mentioned this as a trend for the future. The respondent argued whether that should be seen as a challenge or an opportunity from the facility management point of view.

6.3 Facility Management as a profession

The third part of the interview focused on facility management as a profession. The part consisted of seven questions. The goal was to gather information on work description, cooperation partners, day-to-day duties, tasks, core competences and important qualities.

6.3.1 Description

The interview had two questions about describing the profession. The respondents were asked, first in their own words, to describe the profession and then write about their own work description. They were also asked about cooperation partners.

The profession was described as challenging and versatile. Two respondents mentioned that each day is always different and brings something new. The respondents described the profession as busy and demanding, where one needs to have knowledge and skills from different fields. Three respondents mentioned that working in a team is very important and the profession calls for good social skills. They also said that networking and creating good relationships with different business partners is vital.

One strong point was also being able to evolve with changes. One respondent mentioned that the customer needs and demands change quickly and the facility manager needs to be able to keep up with the changes. This is one of the most challenging parts of the business.

Other respondent pointed out that a lot of these knowledge and skills can only be reached through experience. This need of expertise was also expressed in the answers concerning cooperation partners. Each answer was unanimous on the fact that facility management is a team effort.

The respondent's cooperation network ranged from a few colleagues to complete teams of people. Two of them also mentioned partners abroad. Each respondent worked closely with the management team of their company, each also mentioned different service providers as their closest partners. On top of this, there were also cooperation with authorities, expertise and consultancy service providers, sales department and administration.

6.3.2 Day-to-day duties and significant tasks

The respondents were asked to describe their normal day-to-day duties and the tasks that take up most of their time on a daily basis.

The answers included 17 different tasks and duties. Of these seven were mentioned at least three times. These were participating meetings and negotiations, supervising personnel and human resource management, e-mail correspondence and phone contacts, writing reports and budgets, following financial reports and decision making.

Duties and tasks that were mentioned twice were writing contracts, billing, tendering, quality control and customer relationship management. The respondents also mentioned tasks concerning sales and marketing, coordination, service planning, projects and development planning.

These tasks and duties represent somewhat corresponding results than what were listed in the theory part. Planning, budgeting, security and evaluations are only on the respondents list. One point that is found both here and in the theory is the variety and amount of functions performed by these professionals.

6.3.3 Core competences and qualities of a facility manager

The third part of questions ended with two important topics, core competences and qualities. The respondents were asked to give their opinions on what core competences are needed and what qualities does a successful facility manager need to have.

CORE COMPETENCES	IMPORTANT QUALITIES
Core competences that were mentioned at least twice	Important qualities that were mentioned at least twice
Cooperation and negotiation skills	Good relationship skills
Leadership and teamwork skills	Cooperative
Decision-making skills	Good decision-making skills
Being social	Easy to approach
Professionalism/ high skill level	Open-minded
Core competences that were mentioned once	Important qualities that were mentioned once
Handling stress	Is able to question options
Market knowledge	Service minded
Project working	Is able to use resources widely
Purchase management	Is able to work under pressure/stress
Long-term view	Good negotiation skills
Cost-structure understanding	Keen to develop
Understanding service production	Has courage
Customer oriented thinking	Innovative
Understanding contracts and their legality	Positive
Knowledge on financial and technical issues	Responsible
	Trustworthy
	Is able to rely on others

In the table above are listed the answers concerning core competences and important qualities. The table separates those answers that were mentioned at least twice and those that were mentioned once.

In the table above one can see that the competence and quality lists share some common points. What can be seen also that in the qualities list the competences have changed into ways of behaviour and therefore are answering to the demands of the profession.

The answers from respondents can also be linked to the competences and qualities listed earlier in the thesis. In the theory we mentioned competences involved with human resource management, change management, social and communicative skills and knowledge in combined expertise. For example social and communication skills are high on the list, they also mention change and how that needs to be managed,

professionalism and knowledge from different expertise areas and being able to plan ahead and anticipate situations.

What the respondents add to this are characteristics that they have learned through experience to be important. Their point of view is also on the everyday actions and personal level whereas the points in theory part are more overall and drawn from the demands of the industry. One may conclude that in the theory we have competences and qualifications and here in the analysis part the respondents have provided us with more detail answers from those competences and qualifications. As a last notion, it is important to notice the volume of skills and qualities listed. Yet, this again shows the nature of facility management very diverse.

6.4 Tips for future facility managers

In the end of the interview the respondents had the chance to say some words of encouragement to the future professionals.

This message from the today's professionals was simple. Believe in yourself and your abilities, learn from life and get experience of different fields. Facility management offers many different possibilities and places for professionals, even more in the future. Remember to question the old models that are handed to you and look for the right solution, be innovative. And last but not least, learn English.

6.5 Summary of the results

Since this thesis aimed at offering the future students a useful tool in understanding the field of their studies, the summary of the results is in the form of a mind-map. This mind-map includes the most essential and common answers and findings from both the interviews and theory. The most common answer were chosen for an overlook of the field instead of getting detailed answers that would mostly apply to one specific facility management unit or a specialised position in the field.

FACILITY MANAGEMENT- overview of the field

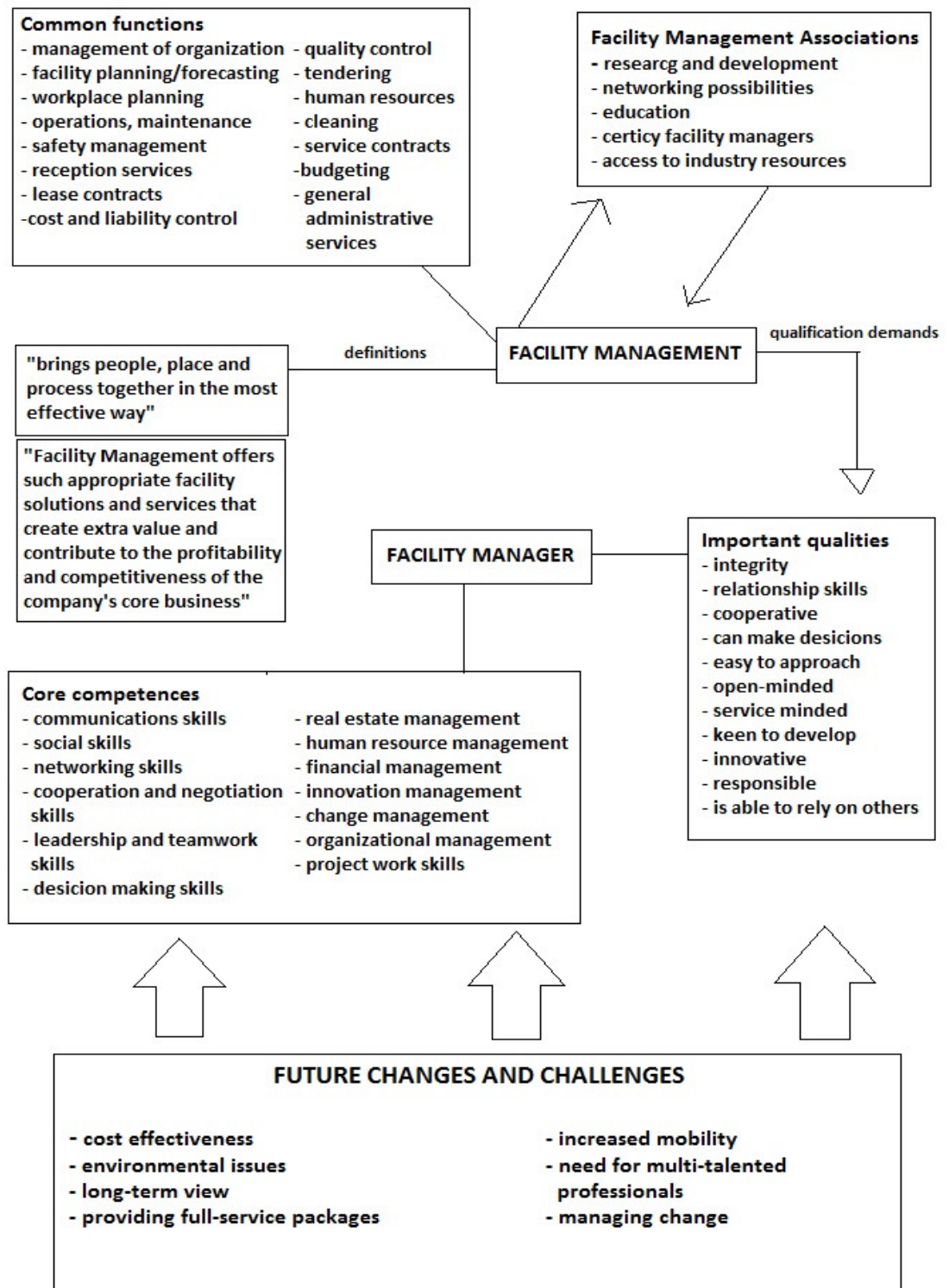


Figure 2. Facility Management - overview of the field by Lindberg, S (2010). Based on the thoughts of Cotts and Lee (1992), IFMA and Atkin and Brooks (2000).

7 CONCLUSION

When thinking about the theory, and the findings of the research, the main point that carries through out the entire thesis is to remember how versatile and broad the field of facility management is. Another essential point is that facility management, no matter what your position or company is, is always a team effort. Therefore, the importance of social and communication skills cannot be overlooked.

Continuing with the common factors found in both the theory and through the interviews of professionals leads to the predictions for the future. Both the literature and respondents said that cost effectiveness, environmental issues, technology change and creating full-service packages are the issues of the future. From this we also concluded that the need for multi-talented professionals will increase in the future also creating new demands for education.

The third focal point was to look into the work of a facility manager. From the theory we got some guidelines for core competences and what it is that employers look for. The interviews added certain issues to this list. From the respondents' answers, we were able to gather more information on what qualities, skills and competences a person should have to become a successful facility manager.

The theory part could have easily been expanded beyond limits. The author had to draw a line somewhere so it became more meaningful to concentrate on creating an overview. Also the research part had its challenges. The aim was to create benefits mainly for students but also for JAMK and the Degree programme of Facility Management. Research on developing the programme already exists so this thesis took a more "student friendly" look in the theme.

The thesis may be criticized for an unclear research problem or the few interviews. The author knowingly chose to write this thesis for the students. The goal in that respect remained very clear. The problems with receiving enough interviews and research material may be seen as a weakness. More profound and wider results would have been achieved had the interviews also been included professionals abroad.

Since the interview aimed at painting a picture of the industry and profession, with hints about the future, the author feels that those aims were met. The interviews revealed true answers, and were analysed fairly objectively. Creating a mind-map was seen as a suitable way of expressing the core of the thesis especially when keeping in mind the target audience of the writings.

REFERENCES

- Aalto, A. & Haapaniemi, S. Toimitilajohtaminen- Kokemuksia koulutuksesta ja työelämästä. Kesäkuu 2007. Referred on 24.8.2010.
https://oa.doria.fi/bitstream/handle/10024/29186/jamk_1195805847_1.pdf?sequence=1
- Asunto-, toimitila- ja rakennuttajaliitto (Rakli). 2001. Kiinteistöliiketoiminnan sanasto. Rakli. Referred on 24.8.2010. <http://www.rakli.fi/attachements/2005-08-16T13-22-0345.pdf>
- Atkin, B. & Brooks, A. 2000. Total Facilities Management. 2.p. Blackwell Science, Oxford, UK
- British Institute of Facilities Management, BIFM. Website. Referred on 25.8.2010.
<http://www.bifm.org.uk/bifm/about/facilities>
- BusinessDictionary. Website. Referred on 11.11.2009.
<http://www.businessdictionary.com/definition/facility-management.html>
- Chotipanich, S. 2004. Positioning facility management. Conceptual paper. Volume 22, number 13/14. Emerald Group Publishing Limited.
- Cotts, D. G. & Lee, M. 1992. The Facility Management Handbook. American Management Association, New York
- Eskola, J. & Suoranta, J. 2005. Johdatus laadulliseen tutkimukseen. 7.p. Jyväskylä: Vastapaino.
- Facilities Management- Theory and Practice. Alexander, K (Eds). 1996. E&FN Spon, London
- Facilities Management: towards best practice. Barret, P (Eds). 1995.Oxford: Blackwell Science.
- GlobalFM. Website. Referred on 21.9.2009.
http://www.globalfm.org/what_is_gfm.asp .
- Hirsjärvi, S., Remes, P. & Sajavaara, P. 2007. Tutki ja kirjoita. Helsinki: Tammi.
- IFMA Foundation. 2004. Current Issues and Emerging Trends Affecting Facility Management Now and Into the Future. Referred on 24.8.2010.
<http://www.ifmafoundation.org/CurrentEmergingTrends2004.pdf>

International Facility Management Association. Website. Referred on 11.11.2009.
http://www.ifma.org/what_is_fm/index.cfm .

Kiinteistötalouden instituutti ry (KTI), Kiinteistötalouden ja kiinteistöjohtamisen keskeiset käsitteet. Referred on 24.8.2010. <http://www.rakli.fi/attachements/2005-08-16T13-22-0345.pdf>

Leväinen, K. n.d. Toimitilajohtaminen ammattina ja tieteenä. Teknillinen korkeakoulu. Un-known publication.

Lindholm, A. 2006. Kiinteistöjohtaminen organisaation tukiresurssina – nykyiset käytännöt ja lisäarvomahdollisuudet. Teknillinen korkeakoulu, Kiinteistöopin laboratorio. Referred on 2.4.2010. http://kiito.tkk.fi/Lindholm_lis..pdf .

Lindholm, A. 2005. Public Facilities Management Services in Local Government-International Experiences. Espoo: Kiinteistöopin ja talousoikeuden julkaisuja. Referred on 25.8.2010.
<http://www.tkk.fi/Yksikot/Kiinteisto/julkaisut/verkkojulkaisut/julkaisuB113.pdf>

Professional 1. Interviewed by e-mail on 9.4.2010.

Professional 2. Interviewed by e-mail on 12.4.2010.

Professional 3. Interviewed by e-mail on 5.5.2010.

Professional 4. Interviewed by phone on 3.8.2010.

Professional 5. Interviewed by e-mail on 23.8.2010.

Qualitative Research Methods Overview. n.d. Module 1. Qualitative Research Methods: A Data Collector's Field Guide. Family Health International. Referred on 2.9.2010.
<http://www.fhi.org/nr/rdonlyres/etl7vogszehu5s4stpzb3tyqlpp7rojv4waq37elpbyei3tgmc4ty6dunbccfzxtaj2rvbaubzmz4f/overview1.pdf>

Revised Competence Profile for Institutions of Higher Professional FM-education in The Netherlands. 2006. M. LOOFD Universities of Applied Sciences, van den Ende, The Netherlands. Euro FM conference 7.-9.3.2006. Conference proceedings.

Sarasoja, A. 2004. Paikallishallinnon tilapalvelut- Kansainvälisiä kokemuksia. Espoo: Kiinteistöopin ja talousoikeuden julkaisuja. Referred on 2.4.2010.
<http://www.tkk.fi/Yksikot/Kiinteisto/julkaisut/verkkojulkaisut/julkaisuC75.pdf>

Services 2020- Competences in the International Service Society. 2007. Final report. Helsinki: Elinkeinoelämän keskusliitto. Referred on 2.4.2010.
http://www.ek.fi/ek_suomeksi/ajankohtaista/tutkimukset_ja_julkaisut/ek_julkaisuaristo/2007/140207services_2020_eng.pdf

The challenges, possibilities and limits of existing and future European FM-standards. 2006. van der Zwan, J. The Netherlands. Euro FM conference 7.-9.3.2006. Conference proceedings.

Van den Ende, M. 2006. Lecture material. Jyväskylä on 11th September 2006.

APPENDICES

Appendix 1.

Common functions of facility management.

Management of the Organization

- Planning
- Organizing
 - By function, by organization, or by building
 - Centralized vs. user-driven
- Staffing
 - Personnel management
 - Evaluation of mix of staff, consultants and contractors
 - Training
- Directing
 - Work scheduling
 - Work coordination
 - Policy and procedure development
- Controlling
 - Work reception
 - Standards establishment (dollar range, quality, quantity, time to deliver)
 - Scheduling
 - MIS use and basic computer literacy

- Contract administration
- Policy and procedure execution
- Evaluating
 - Design
 - Punch list preparation and execution
 - Postoccupancy evaluation
 - Program analysis
 - Contractor evaluation

Facility Planning and Forecasting

- Five- to ten-year plan (Seldom done effectively)
- Three- to five-year plan
- Eighteen-month to three-year plan
- Space forecasting (macro-level organizationwide)
- Macro-level programming (organizationwide)
- Financial forecasting and macro-level estimating (organizationwide)
- Capital program development

Lease administration

- Outleasing (as owner)
- Lease administration (as owner or lessee)
- Property management (as lessee)

Space Planning, Allocation and Management

- Space allocation
- Space inventory
- Space forecasting (micro-level, one location)
- Space management

Architectural/Engineering Planning and Design

- Macro-level programming (one location)

- Building planning
- Architectural design
- Engineering design of major systems
- Macro-level estimating (one location)
- “As-built” maintenance
- Disaster recovery planning
- Design documents
- Code compliance
- Traffic engineering
- Zoning compliance

Workplace Planning, Allocation and Management

- Workplace planning
- Workplace design
- Furniture specification
- Equipment specification
- Furnishing specification
- Estimating
- “As-built” maintenance
- Code compliance
- Art program management

Budgeting, Accounting and Economic Justification

- Programming (2-3 years)
- Work plan preparation
- Types of budget (1-2 years)
 - Administrative
 - Capital
 - Operations and Maintenance
 - Chargeback
- Economic justification

- Financial forecasting (1-2 years)
- Budget formulation
- Budget execution

Real Estate Acquisition and Disposal

- Site selection and acquisition
- Building purchase
- Building lease
- Real estate disposal

Construction project management

- Project management
- Construction management
- Procurement management
- Procurement (to construct)
- Preparation of “as-built”

Alteration, Renovation and Workplace Installation

- Alteration management
- Renovation management
- Furniture installation
- Datacom installation
- Voice installation
- Provision of furnishing
- Equipping
- Relocation moving
- Procurement (to alter, renovate, and install)
- Preparation of “as-built”
- Project management

Operations, Maintenance and Repair

- Exterior maintenance (roofs, shell, and window systems)
- Preventive maintenance
- Breakdown maintenance
- Cyclic maintenance
- Grounds maintenance
- Road maintenance
- Custodial maintenance
- Pest and rodent maintenance
- Trash removal
- Hazardous waste management
- Energy management
- Inventory
- Maintenance projects
- Repair projects
- Correction of hazards (asbestos, bad air quality, radon, underground leaks, PCBs, etc.)
- Disaster recovery
- Procurement (operations, maintenance, and repair supplies and services)

Telecommunications, Datacommunications, Wire and Network Management

- Operations
- Maintenance
- Central voice operations
- Data system reconfiguration
- Network management
- “As-built” maintenance

Security and Life-Safety Management

- Code compliance
- Operations
- Criminal investigation

General Administrative Services

- Food services
- Repographics
- Mail and messenger management
- Transportation and vehicle maintenance
- Property disposal
- Moving services
- Procurement (as a function)
- Health and fitness program management
- Day care center management

Appendix 2.

Nine competences by Marco van den Ende

1. Initiating and creating facility products and services, autonomous and entrepreneurial, on behalf of the organization
2. Developing views on changes and trends in the external environment and developing relations, network groups and chains
3. Analyzing strategic problem areas, translating into objectives and alternative options, and preparing for decision-making
4. Applying human resources management in the light of the strategy of the organization
5. Organizing, controlling and improving business- or organization processes
6. Analyzing financial and juridical aspects, internal processes and the business- or organizational environment to enhance the relationship and interaction
7. Developing, implementing and evaluating a change process
8. Social and communicative competence (interpersonal, organizational)
9. Self-controlling competence (interpersonal, practitioner or professional)

Appendix 3.

Background Information

1. What is your profession?
2. Where do you work and what is your title?
3. What is your educational background?
4. What is your professional background?

The field of Facility Management

5. How would you describe facility management as a field?(definition of facility management in your own words)
6. What would you say are the common functions of facility management?
What sort of responsibilities do you think facility management has?
7. How do you see the future of facility management? What are the future trends or challenges?
8. In your opinion, how important is facility management to a company? Why?

Facility Management as a profession

9. How would you describe the profession of a facility manager?
10. Describe shortly your cooperation partners in your workplace? (are you part of a larger team, do you work closely with another department of your team etc.)
11. Describe shortly your own work description.
12. What are the day-to-day duties in your work?
13. What are the most significant tasks in your work timewise? (what tasks take up most time in your daily work)
14. What are the core competences that you feel are important in your work?
15. What would you say are the most important qualities of a successful facility manager?

What would you like to say to the Facility Managers of the future?

Is there anything else You would like to add concerning facility management as a field or facility management as a profession?

Thank You for Your time!

Appendix 4.

Taustatiedot

1. Mikä on ammattisi?
2. Missä työskentelet? Mikä on tittelisi?
3. Minkälainen koulutustausta sinulla on?
4. Minkälainen työhistoria sinulla on?

Facility Management alana

5. Kuinka kuvailisit Facility Management alaa?(facility management alan määritelmä omin sanoin)
6. Mitkä ovat mielestäsi facility managementin perus toimet? Mitkä ovat facility managementin vastualueet?
7. Millaisena näet facility managementin tulevaisuudessa? Mitkä ovat tulevaisuuden ”trendejä” tai haasteita facility management alalla?
8. Kuinka tärkeää facility management on yritykselle mielestäsi? Miksi?

Facility Management as a profession

9. Kuinka kuvailisit Facility Managerin ammattia?
10. Kuvaile lyhyesti yhteistyökumppanisi työpaikallasi? (oletko osa suurempaa tiimiä, työskenteletkö tiiviisti toisen osaston kanssa jne.)
11. Kuvaile lyhyesti oma työnkuvasi.
12. Mitkä ovat päivittäiset työtehtäväsi?

13. Mitkä tehtävät ovat merkittävimpiä työssäsi ajallisesti? (mihin tehtäviin käytät eniten aikaa päivittäisessä työssäsi)
14. Mitkä ovat keskeisimmät kompetenssit työssäsi? Mitkä ovat mielestäsi tärkeimmät piirteet menestyvälle Facility Managerille?

Mitä haluaisit sanoa tulevaisuuden Facility Managereiksi haluaville?

Haluaisitko vielä lisätä jotain liittyen facility management alaan tai ammattiin?

Kiitos!