

# Facility Management

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## *Abstract*

*In the pre-1980 era, many large facility, universities, and international schools were content to maintain excellent physical plant headed by an experienced maintenance manager or engineer who had received little or no formal training in facility management. When times are difficult in the world of business, when there is increasing corporate restructuring and growing uncertainty, decisions are driven by pressures to improve quality, reduce costs and minimize risks, while maintaining the same level of services before the cuts. In the last 15 years, we have seen the arrival of facility managers.*

**Keywords:** *Maintenance manager, facility manager, custodial maintenance, corrective maintenance, campus architecture, contractor, relocation process.*

## **Introduction**

In the last ten years we have seen the new arrival of a new kid on the block (Alexander 1996). What gave rise to the appearance of facility managers and where do they go from here? Their emergence can be traced to one thing – competition.

It is competition that drives the business world to embrace quality, to re-engineer the processes and to look at the way in which work is done to bring about improvements in performance.

## **Old and New Responsibilities**

The traditional role of maintenance personnel, such as technicians, janitors, building engineer, is custodial maintenance that encompasses all day-to-day routine maintenance activities and corrective maintenance. These are performed to repair and restore items after problems are identified but before major breakdowns or emergencies occur. According to Rondeau *et al.* (1995) they did not command a presence either within the organization or without. These are individuals

without other skills or interest in the boardroom (Becker 1990).

However, a gap continues to emerge throughout the facility's life because user expectations increase, and, indeed change in nature.

Teicholz and Ikeda (1995) pointed out that maintenance staff and managers are partly responsible for the gap in understanding between themselves and their executives. Maintenance professionals have performed well, in most cases, with limited financial and personnel resources. The result is that management has come to expect a continuation of this high level of performance at no additional cost.

When times are difficult in the world of business, there is a continual pressure to reduce personnel and operational costs while maintaining the same level of services as before the cuts. While maintenance managers may have been first to recognize that the technology being demanded by the organization was making their job much more complex, they have been slow to alert their management to the fact that integrated automation has significant technical, administrative, and ongoing financial implications (Teicholz and Ikeda 1995).