



REVISITING THE FACILITIES MANAGEMENT (FM) DEFINITION DEBATE-
A STUDY OF SOUTH AFRICAN STAKEHOLDERS

RESEARCH REPORT

Submitted by

Isaac Edson Phiri (Student No: 528982)

Supervisor

Prof. Samuel Azasu

A research report submitted to the Faculty of Engineering and the Built Environment,
University of the Witwatersrand, Johannesburg, in partial fulfilment of the
requirements for the degree of Master of Science in Property Management and
Development.

Johannesburg, 2020

Table of Contents

Declaration	7
Abstract	8
Acknowledgements	9
Dedication	10
List of Figures	11
List of Tables	12
List of Abbreviations and Acronyms	13
CHAPTER 1: INTRODUCTION	14
1.1 Background	14
1.2 Problem statement	16
1.3 Importance of the problem	17
1.4 Nature and purpose of research	18
1.5 Goal and objectives of the study	18
1.6 Research Questions.....	19
1.7 Scope and delineations	19
1.8 Limitations.....	19
1.9 Assumptions	20
1.10 Structure of the rest of the study	20
CHAPTER 2: LITERATURE REVIEW	21
2.1 Introduction	21
2.2 The origin and constitution of FM.....	22

2.3 Scope of FM	23
2.4 FM as a distinct academic discipline	24
2.5 The facilities manager	26
2.6 Challenges in defining FM.....	26
2.7 Overview of existing definitions	28
2.8 Socratic definition	30
2.8.1 Basic terminologies	31
2.8.2 Faulty definitions	31
2.8.3 Criteria for a correct definition	32
2.8.4 The “application” requirement (focus of the concept).....	32
2.8.5 The “explanatory” requirement (the clarity of the definition).....	33
2.8.6 The search for definitions: the recognition problem.....	33
2.9 Application of the criteria: an analysis of current definitions	34
2.9 Previous research on definitions of FM.....	40
2.10 Conclusion	43
CHAPTER 3: RESEARCH METHODS	46
3.1 Introduction	46
3.2 Research methods in previous studies	46
3.3 Proposed research methodology	48
3.3.1 Strategy of inquiry	48
3.3.2 Research methods	50

3.3.3 Limitations of method	52
3.4 Group level design issues	54
3.4.1 Standardisation.....	54
3.4.2 Sample selection	54
3.4.3 Sampling strategy	55
3.4.4 Sampling procedure.....	55
3.4.5 Number of groups	56
3.4.6 Group size	56
3.4.7 Level of moderator involvement.....	56
3.5 Practical organisation of focus groups	56
3.6 Ethical issues	57
3.7 Reliability and validity.....	57
3.8 Data analysis.....	58
CHAPTER 4: PRESENTATION, DISCUSSION AND ANALYSIS OF RESULTS	59
4.1 Introduction	59
4.2 Participants demographics.....	59
4.3 Focus group discussion.....	60
4.4 Key Findings.....	61
4.4.1 Key Finding 1: FM as a profession.....	61
a) Position and boundary of FM as a profession	62
b) The purpose FM	64

c) The role of FM.....	65
d) Integrated FM.....	66
e) Characteristics of FM.....	67
f) Distinction of FM from related disciplines.....	69
4.3.2 Key Finding 2: FM as a professional discipline.	72
a) The perception and identity of a facilities manager	72
b) FM: a jack of all trades	74
c) The core competency of a facilities manager	75
d) Essential FM skills.....	76
e) Routes of entry for professional qualification.....	81
4.3.3 Key Finding 3: Appraisal of selected FM definitions	83
4.4 Summary of discussion.....	86
CHAPTER 5: SUMMARY AND CONCLUSION	90
5.1 Introduction	90
5.2 Summary of findings	90
5.3 Conclusions.....	93
5.4 Implications for the study.....	94
5.5 Limitations and direction for future studies	94
5.6 Recommendations	94
References	96
APPENDICES.....	102

APPENDIX A: Ethics Clearance Certificate	103
APPENDIX B: Focus Group Confirmation Letter	104
APPENDIX C: Focus Group Participation Consent Form	106
APPENDIX D: Focus Group Questions.....	109
APPENDIX E: Focus Group Transcription	113

Declaration

I declare that this research report is my own unaided work. It is being submitted to the degree of Master of Science in Property Management and Development to the University of the Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination to any other university.



.....

Isaac Edson Phiri (Student No. 528982)

21st January 2020

Abstract

Facilities Management (FM) stakeholders have been struggling to define precisely what FM is. FM is defined differently, and the debate is ongoing. Lack of a criteria to appraise definitions appears to be the root cause for variations. Sadly, multiple definitions have led to confusion which affects the cohesive theoretical development to underpin the discipline, and the establishment of a unified profession.

This study attempts to seek a solution, that could possibly settle this never-ending definition debate, by adopting a criterion for a good definition, as a basis for appraising proposed FM definitions to alleviate variations in definitions. The study entails applying the criteria to selected current definitions to identify flaws, and thereafter conducting a focus group discussion with experienced FM stakeholders to arrive at a preferred definition in South African context.

From literature review, current definitions of FM, characteristics of FM, and a criterion for a good definition were identified. Subsequently, FM definitions were analysed based on the criteria, and it was discovered that current definitions do not satisfy the conditions for a good definition, due to either lack of focus, clarity or both. At that point, a focus group discussion to explore what FM is, as well as the establishment of a preferred definition was conducted.

Focus group findings indicates that participants are generally knowledgeable on the subject. While only eight FM definitions were appraised, the International Facilities Management Association (IFMA) definition of FM was found to be more comprehensive compared to the rest. In spite of this attempt, the study does not claim to have reached a consensus definition due to small sample size of study. Further, empirical research to establish consensus in the industry is required.

Acknowledgements

Throughout the writing of this research report, I have received a great deal of support and assistance. I would first like to thank my supervisor, Prof. S. Azasu, whose expertise was invaluable, in the formulation of the research topic and methodology in particular.

I would like to acknowledge my colleague, S. Simango for his wonderful support and encouragement. He supported me greatly, and was always willing to help me. I would particularly like to single out Messrs. C. Mills, C. Aslett, D Rose, J. Samuel, K. Millar, and Mses. D Sithole and T. Magoro. I thank all of you for your excellent cooperation to participate in focus group discussion, and for all contributions provided for me to conduct my research at WITS.

In addition, I would like to thank my family for their wise counsel, and sympathetic ear. You are always there for me. Finally, there are my friends, who were of great support in deliberating over my problems and findings, as well as providing happy distraction to rest my mind outside of my research.

Dedication

I dedicate this work to my beloved wife and children for always supporting me, because they are the driving force in my life and career. Without their love, none of this would matter.

List of Figures

Figure 3.1: Research Strategy

List of Tables

Table 2.1: Assessment of FM definitions

Table 3.1: Research methods in recent studies

Table 4.1: Stakeholders score card based on the criteria for a good definition

List of Abbreviations and Acronyms

BIFM	British Institute of Facilities Management
CAPEX	Capital Expenditure
CIOB	Chartered Institute of Building
EN15221	European Standardisation series
FM	Facilities Management
HR	Human Resource
HVAC	Heating Ventilation and Air conditioning
IFM	Integrated Facilities Management
IFMA	International Facilities Management Association
FMAA	Facilities Management Association of Australia
NQF	National Qualification Framework
IMF	Integrated Facilities Management
IT	Information Technology
OPEX	Operation Expenditure
PA	Personal Assistant
PM	Project Management
PPP	The balance between Profit, People and Planet
RFP	Request for Proposal
RICS	Royal Institute of Chartered Surveyors
SAFMA	South African Facilities Management Association
UK	United Kingdom
UPS	Uninterrupted Power Supply
US	United States
USA	United States of America
WITS	The University of Witwatersrand

CHAPTER 1: INTRODUCTION

1.1 Background

The development of FM as an academic discipline as well as a profession has been accompanied by endless controversy, as to how the field should be defined (De Bruijn, van Wezel, & Wood, 2001). The fact that FM has developed unevenly across organisations, regions and nations, numerous definitions of FM have also arisen (Steenhuizen, Flores-Colen, Reitsma, & Branco Lo, 2014). Unfortunately, many of these definitions provide widespread variance on the scope of what FM is (Drion, Melissen, & Wood, 2012; Tay & Ooi, 2001; Waheed & Fernie, 2009). It has been argued that, even “FM practitioners themselves struggle to find an agreement on just exactly it is that constitutes FM” (Waheed & Fernie, 2009, p. 258).

Despite the establishment of various national and international associations to promote the FM profession and body of knowledge, as well as providing a basis for professionalism and knowledge exchange, there is still no consensus among FM practitioners on a common definition of FM (Drion et al., 2012; Hinks & McNay, 1999). The conclusion that the definition of FM remains a vexatious issue has been upheld by the following authors: Tay and Ooi (2001), Waheed and Fernie (2009), Noor and Pitt (n.d.), Noor and Pitt (2009), Yiu (2008), and Drion et al. (2012).

Yiu (2008, p. 501) argues that, “FM operates in an ever widening and ill-defined sphere of activity.” Hence, it is difficult to determine just where the boundaries of FM lie, and to what extent the discipline overlap other related disciplines (Waheed & Fernie, 2009). Consequently, the never-ending FM identity crisis (Tay & Ooi, 2001; Yiu, 2008). On the whole, Drion et al., (2012) concludes that there is an absence of generalised agreement with regards to the essence of FM, though it has been acknowledged that a “preferred” view has begun to emerge in recent years.

The signs of lack of consensus on what FM is are everywhere. To mention but a few, the 1998 British Institute of Facilities Management (BIFM) Research Forum was characterised by a number of different views about the essence of FM (Grimshaw B. , 1999). Equally important, is the Royal Institute of Chartered Surveyors survey report ([RICS], 1999a, p. 1). Instead of providing a solution towards a universal FM definition, it advises members to decide which definition suits their operating environment, since FM is a developing profession. Several authors are against this bespoke approach to FM (De Bruijn et al., 2001; Grimshaw, 1999; Tay & Ooi, 2001; Yiu, 2008).

While it may have been argued that FM is a developing profession, Tay and Ooi (2001) points out that such confusion does not happen quite often in related professions such as project management. Similarly, Grimshaw (1999, p. 28) also argues that, “to accept that there may not be a right or wrong way to approach FM is difficult for any profession to swallow, let alone a developing profession like FM.” Furthermore, De Bruijn, et al., (2001) questions how FM can be practiced in the absence of consensus on the definition as to what it is that is being practiced.

Therefore, if FM is going to sustain and evolve, Tay and Ooi (2001) argues that, there must first be consensus on the definition and scope of FM. Hence, it is now time to establish if there is any potentially viable solution for bringing the definition debate towards a conclusion.

1.2 Problem statement

With the growth of FM, a staggering number of definitions have also surfaced in both the practice and the academic literature, yet a clear understanding of FM remains shrouded in endless confusion and misconception (Drion et al., 2012). This is largely due to many FM definitions that vary widely in their scope and description (Tay & Ooi, 2001).

Unfortunately, diversity in definitions has consequences; it prevents a common platform that is so crucial for a cohesive theoretical development in FM (Tay & Ooi, 2001), and the establishment of a unified FM profession (Grimshaw R. W., 2003). Stock and Boyer (2009, p. 691) argues that, “since theory development is paramount to scientific pursuit, the absence of consensus definition will lead to theoretical ambiguity.”

Not only that, but Drion et al. (2012) further articulates that periodic discussion of a subject is normal and healthy, however, never ending discussion and doubt invites scorn, lessen credibility, and inhibits progress and development of the subject. Hence, it has been argued (Pheng, 1996) that, there is a need to provide a clear definition of what FM entails, and of the facilities manager’s role and mission in order to address the never-ending definition dilemma.

To this end, several articles have taken on the challenge of bringing clarity to the multiplicity of definitions of FM. However, there is yet no single definition accepted by all (Drion et al., 2012). This has been attributed to academics and professionals imposing their own opinions on proposed definitions (Quah, 1999, as cited in Tay & Ooi, 2001, p. 361; Drion et al., 2012).

That being said, the major hurdle in arriving at a widely agreed FM definition, is perhaps that, there are not yet established patterns or criterion amongst FM

academics and professionals, to appraise or evaluate proposed definitions, hence, contributing to the never-ending definition controversy.

To demonstrate, when a range of Chartered Institute of Building (CIOB), BIFM, United State (US) Congress, and RICS FM definitions were presented for selection by RICS, the basis of selection was popularity rather than a predetermined set of criteria (Pitt & Hinks, 2001). Similarly, Noor and Pitt (n.d.) articulates that property management, building maintenance, and asset management practitioners define FM based on their own perception. Again, Mohamat Nor, Mohammed, and Alias (2014) advances the argument that each actor of the FM business writes and proclaims their own definition of FM, based on the background and activities the definer was involved at that point in time.

Lack of a criteria for a good definition on the definition of FM has been a glaring omission. Without the adoption of a criteria, confusion will continue to hinder consensus on the definition of FM. For this reason, the study attempts to address this shortcoming from a different standpoint, by adopting a criterion for a good definition from the body of knowledge, as a basis on which proposed FM definitions can be appraised to arrive at a consensus definition. This paper is the first attempt to include the criteria for the purpose of establishing consensus on the definition of FM.

1.3 Importance of the problem

The lack of consensus definition of FM is significant for several reasons. First, without the adoption of a universal definition accepted by all, confusion will continue to hinder the cohesive study and further development of FM. For instance, if we have diverse definitions, it implies we have more than one FM disciplines, unless they, by chance coincide (Lind, 1998).

Secondly, since the debate on definition is still active (Drion et al., 2012), there is a need to keep this discussion going, and keep probing it until our knowledge grows, definition becomes more complete with clear boundaries. This is important as there is a lot of confusion as to just what is and what is not FM.

1.4 Nature and purpose of research

Since inception of FM, much confusion has occurred amongst FM stakeholders world-over, by many FM definitions that have been proposed in literature (Tay & Ooi, 2001). This study attempts to establish a satisfactory definition of FM in order to provide stakeholders with a common ground for pursuing theory and practice, consequently alleviating the identity crisis that confounds the FM profession.

1.5 Goal and objectives of the study

In this study, we argue that there are too many definitions of FM, and that there is a need for a single consensus definition. To address this shortcoming, literature review was conducted to determine the scope and breadth of FM, for the purpose of identifying how the concept has evolved over time, and to identify the major aspects of FM. Not only that, but to identify challenges in defining FM, as well as the criterion for a good definition.

Next, multiple definitions of FM that have been put forth across multiplicity of journals were explored. Primarily, we focused on common aspects (characteristics) of FM within each definition, which were then appraised against the criteria for a good definition to identify flaws in current definitions.

Finally, we revisited the debate with relevant stakeholders, by discussing the essence of FM, as well as appraising selected definitions against the criteria, to establish a satisfactory definition that could be improved towards a universally accepted definition through new research.

1.6 Research Questions

From the objective of the study, the following primary research question arises:

What constitutes the criteria for a good definition that would help settle the debate on definition of FM?

Sub-question 1

What criteria must a good definition satisfy?

Sub-question 2

How do current definitions satisfy this criterion?

Sub-question 3

What would be the preferred definition of FM, if FM stakeholders were to apply these criteria to existing definitions?

1.7 Scope and delineations

The study focuses on the debate on definition of FM in the South African context. The targeted population of the study, was seasoned FM practitioners in the South African Industry. Only executives in positions of leadership, and responsibility were involved in the survey.

1.8 Limitations

Much of FM literature is based on studies conducted in United States of America (USA), Europe, and Asia. Consequently, the body of knowledge from these studies may not be directly comparable to the South African FM Industry, since the development of FM both as a profession, as well as a discipline has not reached equilibrium on a worldwide basis (Steenhuizen, et al., 2014). Hence, the conclusion of this study may not represent the views of all FM stakeholders on a worldwide scale.

1.9 Assumptions

The assumption was that the professionals in the South African FM industry are fully aware of, and conversant with the scope and definition of FM. Furthermore, the selected stakeholders would be willing to participate in this study.

1.10 Structure of the rest of the study

The rest of this paper reviewed the context of FM; FM as a distinct profession; different definitions of FM; and an analysis of definitions provided by FM practitioners and professional bodies; including research papers using 'Socratic definition' and Lind's (1998) criteria for judging definitions. This paper concludes with an identification of issues to be pursued in further research.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

FM is an important function in the built environment. With development underway in both developed and developing countries, the number of buildings and facilities which needs to be professionally managed and maintained has grown. For the same reason, FM is recognised as one of the fastest-growing professions in the UK (Myeda & Pitt, 2014). According to Atkin and Bildsten (2017), the United Kingdom (UK) FM annual turnover was roughly £115bn in 2016.

Following the same reason, it has been argued (Atkin & Bildsten, 2017) that, FM represents the greatest component of operation expenditure (opex), and many organisations would like it reduced. However, the establishment of FM is not only to reduce the operating expenses, but also to focus on the efficiency of the facilities in the built environment (Kamaruzzaman, Marinie, & Zawawi, 2010). Hence, FM is now recognised as a vital support service for any organisation's core business.

However, Kamaruzzaman and Myeda (2018), still maintains that professional bodies such as IFMA, BIFM, and RICS to mention just a few, have different perspectives on how FM is defined. Unfortunately, the lack of common perspective across FM members inhibits cohesive theory development and practice (Stock & Boyer, 2009).

Certainly, some effort has been made by previous research papers (Tay & Ooi, 2001; Chung, 2008; Waheed & Fernie, 2009; Drion et al., 2012) on the subject, to seek some meaningful closure on FM definition debate. However, the desired result has not been achieved. Hence, the ongoing identity crisis that FM profession faces today.

In an attempt to break the impasse, this paper took a different approach from previous research papers, by examining why FM has been so difficult to define. This led to the adoption of a criteria for a good definition, as advance by Lind (1998) as a basis for appraising or evaluating proposed FM definitions. This approach is justifiable in establishing consensus on the definition of FM, since it has been used in related studies.

Therefore, literature review discusses the origin and aspects of FM, the scope of FM and how FM differs from related disciplines. Next, it also clarifies who a facilities manager is and who is not, and the core competence thereof. Finally, the investigation focuses on the root causes of deadlock on FM definition debate, and how it can be overcome to arrive at a consensus definition of FM.

2.2 The origin and constitution of FM

As per De Bruijn et al. (2001), FM has grown out of other disciplines, and is relentlessly multi-disciplinary in character. Hence, it has been described as a hybrid management discipline that combines people, property and process management expertise, to provide vital services in support of the organisation (Then, 1999; Yiu, 2008).

FM is not new on the market anymore, however, it is relatively young in comparison with related established disciplines, such as project management and property management (Yiu, 2008). It was only in the year 1978, that the IFMA was formed in USA (Steenhuizen et al., 2014). As such, FM is often vulnerable to be misunderstood by those outside, and sometimes within the profession (Kincaid, 1994).

Jensen (2008), suggests that FM emerged as a response to global competition, development in information technology (IT), increasing cost of office space, and quality defects. In other words, FM emerged because of a clearly need to trim overheads, by

efficiently managing support activities of the workplace (Noor & Pitt, 2009). According to Kincaid (1994), it emerged with the integration of three main strands of activity:

1. Property management
2. Property operations and maintenance; and
3. Office administration

Consequently, the involvement of a wide spectrum of professionals from various disciplines and background (Kincaid, 1994).

2.3 Scope of FM

Bell (1992, p. 2), outlined the scope of FM, as being “responsible for coordinating and management of real estate; construction and refurbishment; space management; maintenance and operations; information technology and support services; and to an increasing extent human factor.

The role spans strategic planning, policy making and the creation of standards through day-to-day operations management, procurement and management of contract services and consultancy, and coordination of specialist projects, such as relocation and re-organisation.”

Overall, the function of FM is to support the core business of an organisation, through effective allocation of organisation’s resource, in a way that allows the organisation to flourish in competitive environment (Pathirage, Haigh, Amaratunga, & Baldry, 2008).

With adaptation from Amaratunga and Baldry (2001), Steenhuizen et al., (2014), including Tay and Ooi (2001), four principal aspects of FM can be discern:

1. FM plays a supportive role;
2. FM concentrates on the area of interface between people, workplace, and work of the organisation;

3. There are multiple disciplines; and
4. FM requires an integrated approach.

Furthermore, besides the above-mentioned aspects, the growing focus in recent years has been viewing FM as a significant determinant of corporate goal achievement, rather than an old-fashioned view that simply deal with janitorial services (Amaratunga & Baldry, 2001; Noor & Pitt, 2009). However, despite the identity of key aspects of FM, the profession continues to suffer from identity crisis (Tay & Ooi, 2001; Yiu, 2008; Drion et al., 2012).

2.4 FM as a distinct academic discipline

FM generally involves several disciplines, and is perhaps often confused with other aspects of real estate areas, especially property management (Moore & Finch, 2004; Yiu, 2008). Junghans and Olsson (2014), points out that the term “discipline” relates to the field of learning and teaching. Now, is FM a profession or has it a theoretical basis? According to Wagenberg (1997, as cited in Junghans et al., 2014, p. 68), this question must be answered to give FM a position in the academic and professional world.

Disciplines have a body of accumulated specialist knowledge, which is specific to them and not generally shared with another discipline (Junghans & Olsson, 2014). So, as you can see, for FM to be recognised as a discipline, there must be well defined boundaries and components of the core curriculum for education, and training programs seeking accreditation.

Taking the property life-cycle of design, build, and operate, as an analogy, the main role of FM is at the operation stage. Tay and Ooi (2001) argues that, “the operate stage is the ‘turf’ of facilities managers just as the design stage is associated with the architects role.”

Furthermore, researchers (Bell, 1992; Kincaid, 1994; Grimshaw, 2000) emphasises that, what distinguishes FM from related established disciplines, is the ability to coordinate, integrate, and apply disparate skills and operations, to make a more effective and holistic contribution, that enhances core business performance.

To illustrate, FM is not about eliminating or replacing existing disciplines, but helping the integration of principles of business administration, architecture and behavioral and engineering sciences. In brief, FM integrates specialist work, that affect the design and function of the workplace. Hence, the main objective of FM is the provision of environments which support, and enhance the organisation's business (Bell, 1992).

Again, Yiu (2008) in a different context, highlights what differentiates FM from strategic management, construction project management, and building professionals, as being the distinctive knowledge-base on the management of market-firm dichotomy. He argues that, neither strategic managers, project managers nor contracts managers, have the knowledge to make decisions in FM since they stand at the ends of the market-firm spectrum.

On the contrary, property management involves day-to-day property maintenance and management, which requires personnel with more technical skills (Ali, McGreal, Adair, & Webb, 2008). This implies that the function of FM is wider than property management. In addition, FM has a wider focus that relates to space and infrastructure, as well as the interface of people and organisation, while Corporate Real Estate Management (CREM) focuses on acquisition, operation and disposal of real estate (van der Voordt, 2017).

Yet, despite common understanding on the function of FM by several authors (Bell, 1992; Drion et al, 2012; Grimshaw & Cairns, 2000; Kincaid, 1994; Tay & Ooi,

2001; Yiu, 2008; and van der Voordt, 2017), professional bodies and academics world over still define FM in different ways and context.

2.5 The facilities manager

The preceding discussion indicates that FM is a multi-faceted profession. As a result, it is perhaps not surprising, given the disparate disciplines to find people qualified in other disciplines, calling themselves “facilities managers” whether they oversee one or all aspects of FM (Tay & Ooi, 2001). According to the Oxford English Dictionary, “a profession is an occupation that involves training, and a formal qualification.” Now, the question is; Who is a facilities manager and who is not?

The current perception of FM profession by facilities users, is that FM does not require formal qualification, but short courses and on-the-job training (Tay & Ooi, 2001). Contrary to this view, Tay and Ooi (2001) argues that, “a professional facilities manager is one who is formally trained, and whose main objective is the strategic management of the workplace”. Facilities Managers are required to possess a unique combination of skills, that include Finance, HR & Technical skills among others (Frost & Sullivan, 2012).

Although FM operates on both the operational and strategic levels, it has been argued that, “the core competence of a facilities manager is strategic level FM matters while overseeing operational matters” (Tay & Ooi, 2001). According to Tay and Ooi (2001), this view has received support by current facilities managers who feel that FM must play a major role in business development, becoming strategic rather than an operational issue.

2.6 Challenges in defining FM

The principle that, “FM is what we do around here” seems to be the major hurdle to meaningfully closing the definition debate (Drion et al., 2012). In endorsing this view,

Quah (1999, as cited in Tay & Ooi, 2001, p. 361) argues that, "if the range of different professionals and organisations involved attempts to promote their body of opinion, active debate on definition and scope of FM is expected to remain unresolved for a while." For the same reason, FM has resisted a universal definition (Noor et al., n.d.).

The other barrier to explaining to others what FM is, perhaps is inherent in the definition inherited from the American Pioneers (Kincaid, 1994). As per Bell (1992), the lack of understanding of the term FM, makes it vulnerable on occasions to being used in a narrow technical sense, as well as in the broader context.

The question which often arises is: Is it facility or facilities management? In the USA, Australia and some European Countries, the profession is known as facility management, which suggest simply providing janitorial services. Elsewhere the term is facilities management, which suggest FM as being broad and highly inclusive of several activities (The Royal Institute of Chartered Surveyors, 1999b).

Lastly, and perhaps more important, is the lack of focus (Bell, 1992; Yiu, 2008). Since the range of FM services is broad (Tay & Ooi, 2001; Yiu, 2008), the sheer breadth of the roles makes it impossible for one to be competent in every area of responsibility (Bell, 1992; Yiu, 2008). Consequently, a spectrum of disparate disciplines with different backgrounds are involved (Tay & Ooi, 2001).

Unfortunately, this raises doubt and dispute about defining qualifications for professional practice (Bell, 1992). Not only that, but Tay and Ooi (2001) further postulates, that the heterogeneous backgrounds of current facilities managers are in part responsible for the confusion FM faces today.

2.7 Overview of existing definitions

A brief analysis provided by RICS (1999b) on the definitions by various professional bodies, confirms the vague way in which FM is often defined. At the time when the IFMA was established, the definition of FM was:

“Facilities management is the practice of coordinating the physical workplace with the people and the work of the organisation. It integrates the principles of business, architecture, and the behavioral and engineering sciences.”

In 2003, the IFMA adopt a revised definition of FM as follow:

“Facilities management is a profession that encompasses multiple disciplines to ensure functionality of the built environment by integrating people, place, process and technology”.

The Facility Management Association of Australia (FMAA) adopted what appears to be a community-based definition:

“Facilities Management involves the management operation and maintenance of buildings, precincts and community environments, protecting the wellbeing of the Australian community.”

The British Institute of Facilities Management (BIFM) defines FM in organisational terms following the wording of the European Committee for Standardisation as follows:

“Facilities management is the integration of multi-disciplinary activities within the built environment and the management of their impact upon people and the workplace.”

The RICS strategic FM guidance note cites seven definitions before settling on:

“The effective management of place and space, integrating an organisation’s support infrastructure to deliver services to staff and customers at best value whilst enhancing overall organisational performance (Weiss, 2014).”

The European Committee for Standardisation, to which almost all European states belong, initiated the European Standard series: EN15221 Facility Management, in which facility management is defined as:

“The integration of processes within an organisation to maintain and develop the agreed services which support and improve the effectiveness of its primary activities.”

FM is further explained as:

The basic concept of Facility Management is to provide integrated management on strategic and tactical level to coordinate the provisions of the agreed support services (facility services).

SAFMA defines FM as:

“An enabler of sustainable enterprise performance through the whole life management of productive workplaces and effective business support services.”

Despite numerous definitions of FM, the emphasis is on coordination and integration between the physical facilities, and the organisational environment as being the focus of FM, except in definitions provided by SAFMA, and Facilities Management of Australia. Nevertheless, having many definitions is a symptom of a problem.

Literature review reveals a long history of debate, shaped by context overtime, and the lack of any universally recognised definition for the profession. Now, naturally, slight differences in the way each person defines FM can be anticipated, but the components of FM in definitions should be pretty much be the same, from one definition to the next. So why is there wide spread variance on how the field is defined? Is there a way to really know if one is defining FM correctly? This question must be answered for consensus definition to be established.

Since the definitions of FM are diverse, and academics as well as professional associations disagree as to what FM is, the solution would be to make the concept more precise, by laying down some criteria for judging definitions. Therefore, to have any hope of proposing an effective solution for the identity crisis that FM faces today, it is first necessary to examine what arguments might be advanced for a more precise definition of FM.

2.8 Socratic definition

From a theoretical perspective, it can be argued that it is impossible to develop sound FM theory until valid constructs, and generally accepted definitions of terms are developed (Stock & Boyer, 2009). A definition is a statement of the meaning of a term. (Wikipedia, the free encyclopedia, n.d.). Arriving at a correct definition of a term is sometimes challenging. According to Humboldt State University (n.d., p.1), “understanding words or terms especially when they are philosophically loaded terms such as knowledge, justice, and art, is thought to require application of standards or criteria in order to protect us from chaos or relativism.”

This argument originates from Socrates - a classical Greek Philosopher. Socrates was against moral relativism. He believed that, “there were objective moral standards; that could be discovered; that there were right and wrong answers to moral questions that went beyond mere opinion and popular sentiment” (University of Washington, 2006, p. 1). Hence in order to address this issue, Socrates introduced the so called ‘Socratic definition.’

In Socratic definition, the definition of terms is given as conditions which must be met, and once met, guarantees that we are applying the terms correctly. According to the University of Washington (2006), a correct Socratic definition is a true description of the essence of the thing to be defined. As such, it is deemed to be

objective, and provide answers to all those “what is X?” questions (University of Washington, 2006).

Since much of the history of FM has centred on the debate about “What is FM?”, and the fact that the debate lacks objectivity, it is thus justifiable adopting this approach in an endeavour to eliminate the subjectivity inherent in the ongoing definition debate. A modern view is that, “definitions cannot tell us whether they are good or bad, and if there is a possibility of a bad definition then the definitions cannot be the source of wisdom” (Humboldt State University, n.d.).

2.8.1 Basic terminologies

According to the University of Washington (2006), the word or group of words to be defined is referred to as *definiendum*, and the word, or group of words that defines it is the *definiens*. The term *definition* is therefore reserved for the whole formula defining the *definiendum* in terms of the *definiens*. To demonstrate, in the definition ‘A brother is a male sibling’ (or, ‘brother = df male sibling’), ‘brother’ is the *definiendum*, and ‘male sibling’ is the *definiens*.

2.8.2 Faulty definitions

The most common problems that Socrates identified with the contents of a definition, is that the proposed definition fails to pick out the right things (University of Washington, 2006). A definition may be formally correct but still go wrong if it does not capture the right class of instances. The description may be:

1. Too broad: i.e., it gives a necessary but not sufficient condition. E.g., defining “brother” as “sibling.”
2. Too narrow: i.e., it gives a sufficient but not a necessary condition. E.g., defining “brother” as “unmarried male sibling.”

Not only that, but in some cases, the definition may be both too broad and too narrow, i.e., it may capture instances that it should exclude, and exclude instances that it should capture. E.g., defining “brother” as “unmarried sibling.” This condition is neither sufficient for being a brother (it includes some sisters, who should be excluded) nor necessary for being a brother (it excludes married brothers) (University of Washington, 2006).

2.8.3 Criteria for a correct definition

According to the University of Washington (2006) and Lind (2008), there are two conditions for a correct definition:

- 1) the application (focus) requirement, and
- 2) explanatory (clarity) requirement.

De Bruijn et al. (2001, p. 478), concurs with the preceding view that, “clarity of definition and focus of a subject are normally essential to establishing credibility in the academic world, and to gaining legitimacy among external practitioner audiences.”

2.8.4 The “application” requirement (focus of the concept)

A good definition should exclude non-essentials, and should be as concise as possible. Hence, in many cases, it should be possible to know what FM is with reasonable degree of certainty (Lind, 1998). The University of Washington (2006), states that, the *definiens* should be neither too broad nor too narrow. In other words, the *definiens* must provide (materially) necessary and sufficient conditions. I.e., the proposed *definiens* should apply to the right things, viz. exactly the things that the *definiendum* applies to.

The *definiens* of a concept or term specifies its extension. It is a list naming every object that is a member of a specific set. For example, according to Pope Gregory I, the seven deadly sins are; wrath, greed, sloth, pride, lust, envy, and gluttony

(Wikipedia, the free encyclopedia, n.d.). Using an equation, the *definiens* should be extensionally equivalent to the *definiendum*:

$X = \text{df } ABC$ only if every instance of X has characteristics ABC , and everything that has characteristics ABC is an instance of X .

Based on this equation, it has been argued that most definitions found faulty in the debates fail the application requirement – thus the proposed *definiens* turns out not to be extensionally equivalent to the *definiendum* (University of Washington, 2006). However, extension equivalence on its own is not adequate, hence an additional requirement.

2.8.5 The “explanatory” requirement (the clarity of the definition)

The explanatory requirement demands that the definition should have a clear meaning. A good definition should not include terms that are very vague. A concept is said to have a clear meaning if it is possible to agree on the characteristics that should be used for defining the concept (Lind, 1998). I.e., the *definiens* should in some way explain the *definiendum*:

$X = \text{df } ABC$ only if every instance of X is so because it has characteristics ABC .

Further, these two necessary conditions are probably jointly sufficient:

$X = \text{df } ABC$ if

- (1) every instance of X has characteristics ABC ; and
- (2) every instance of X is an instance of X because it has characteristics ABC .

2.8.6 The search for definitions: the recognition problem

The question is: How does one arrive at a definition? Socrates’ method is to examine particular cases, re-working his definition as he goes, until (if ever) he gets it right. But how can one tell, in a particular case, whether he actually **has** an instance

to which the definition applies? In other words, how can one **recognise** an instance of X as such when one doesn't yet know what X is?

This is the first half of recognition problem - lack of knowledge. Socrates argues that one cannot know anything about, e.g., virtue, until one knows what virtue **is**. This implies that, one must first know the characteristics that FM should have for it to be correct to call it FM.

Similar to the problem of recognising instances (characteristics) mentioned above, the other half of the problem is as follows:

How can one **recognise** when a proposed definition is correct or not?

According to the University of Washington (2006), this is the problem of recognising the correct *definiens*. The correct *definiens* is the one that applies to all, and only the instances of the *definiendum*, and for the right reason. Therefore, a definition should be such as to reach highest achievable degree of certainty, and narrowest room for divergency of views amongst FM stakeholders (Lind, 1998).

2.9 Application of the criteria: an analysis of current definitions

The criteria mentioned in the preceding subsection (2.8.3) is an attempt to formulate necessary conditions for a good definition, i.e., a definition must fulfill these to be a candidate for a good definition. Given these criteria, an analysis of some current definitions of FM will now follow. But first, in the introduction, the principal characteristics (instances) that thread together to give FM an identity was recognised. To recap:

- a) FM plays a supportive role;
- b) FM concentrates on the area of interface between people, workplace, and work of the organisation;
- c) There are multiple disciplines; and
- d) FM requires an integrated approach.

Since the instances of FM above have been recognised, the first half of recognition problem is already resolved. Now, the remainder of the problem is: How do we recognise whether a proposed definition is satisfactory or not?

The natural strategy is then to test the definitions for compliance given the criterion for a correct definition. An appropriate technique for assessing and comparing current definitions, will thus be the criterion-referenced assesment; where a definition is measured against a predetermined set of characteristics (De Valenzuela, 2002).

The test is: Should the definition of FM include a reference to all characteristics of FM, and exclude terms that are very vague for it to be a candidate for a good definition? The answer is of course yes.

To recap, the proposed definition should pick out the right things. In other words, the *definiens* should apply to the right things, viz. exactly the things that the *definiendum* applies to. Secondly, the *definiens* should not be vague. Below is the table indicating the conditions to be met as well as performance of existing definitions.

X denotes the condition is met (20 points)

0 denotes the condition is not met (0 points)

FMAA: denotes the Facilities Management Association of Australia

EN15221: denotes the European Committee for Standardisation

Professional Body	Definition of FM	Aspects of FM				Clarity ?	Score %
		FM plays a supportive role;	Interface between people, workplace, and work	There are multiple disciplines	FM requires an integrated approach.		
RICS	FM is the effective management of place and space, integrating an organisation's support infrastructure to deliver services to staff and customers at best value whilst enhancing overall organizational performance.	X	X	0	X	X	80
IFMA	FM is a profession that encompasses multiple disciplines to ensure functionality of the built environment by integrating people, place, process and technology." (IFMA, 2013)	0	X	X	X	0	60
BIFM`	FM is the integration of multi-disciplinary activities within the built environment and the management of their impact upon people and the workplace.	0	X	X	X	0	60
Noor & Pitt (n.d.)	The management of multi-disciplinary activities to ensure continuous functionality of the built environment by linking and integrating people, place process and technology	0	X	X	X	0	60
EN15221	FM is the integration of processes within an organization to maintain and develop the agreed services which support and improve the effectiveness of its primary activities	X	0	0	X	0	40
Peter Barret (2003)	FM is a strategically integrated approach to maintaining, improving and adapting the buildings and supporting services of an organization in order to create an environment that strongly supports the primary objectives of that organization.	X	0	0	X	0	40
SAFMA	FM is enabler of sustainable enterprise performance through the whole life management of productive workplaces and effective business support services.	X	0	0	0	0	20
FMAA	FM involves the management operation and maintenance of buildings, precincts and community environments, protecting the wellbeing of the Australian community	0	0	0	0	0	0

1

Table 2.1: Assessment of FM definitions

An evaluation of the score card above reveals that most definitions provided by professional bodies and academics fail to pick out all the right aspects of FM. Not only that, but most of the terms included in the definitions are also vague. Explanations about flaws in current definitions are as follows:

1. RICS (2014): *“Facilities Management is the effective management of place and space, integrating an organisation’s support infrastructure to deliver services to staff and customers at best value whilst enhancing overall organizational performance.”*

This is a fair definition, nonetheless, it is inadequate because of the following:

- a) *Focus*: The definition fails to pick all the aspects of FM. It does not mention that FM is multi-disciplinary.

2. IFMA (2013): *“FM is a profession that encompasses multiple disciplines to ensure functionality of the built environment by integrating people, place, process and technology.”*

This is a fairly comprehensive definition; however, it doesn’t satisfy the criteria for a good definition on the following ground:

- a) *The clearness of the definition*: Some terms included in the definition are vague. For example, terms such as *people*, *place*, *process* and *technology* are imprecise. The questions which may arise are: Which people, customers or staff? Which place, business or residential? Which process? and which technology?

3. BIFM (2013b): *“Facilities Management is the integration of multi-disciplinary activities within the built environment and the management of their impact upon people and the workplace.”*

Again, this definition also fails to satisfy the criteria for a good definition because of the following reasons:

- a) *The clearness of the definition*: The terms *activities* and *people* are equally vague. Which activities is the definition referring to; and which people, customers or staff?

- b) *Focus*: The definition also fails to pick all the aspects of FM. It does not include the support aspect of FM.

4. NOORE & PITT (n.d.): *"The management of multi-disciplinary activities to ensure continuous functionality of the built environment by linking and integrating people, place process and technology."*

Equally important, this definition also fails to satisfy the criteria for a good definition because of the following reasons:

- c) *The clearness of the definition*: The terms *place*, *people* and *process* are also vague. Which process and technology is the definition referring to; and which people, is it customers or staff?
- d) *Focus*: The definition also fails to pick all the aspects of FM. The support aspect of FM is not captured.

5. EN15221: *"FM is the integration of processes within an organization to maintain and develop the agreed services which support and improve the effectiveness of its primary activities."*

Similarly, this definition fails as a candidate for a good definition based on the following reasons:

- a) *The clearness of the definition*: The terms *processes*, *activities* and *services* are vague. The question is: Which processes, which activities? and Which services?
- b) *Focus*: Similarly, the definition does not specify all aspects of FM; the interface of people, workplace and multi disciplines is absent.

6. PETER BARRET (2003): *"A Strategically integrated approach to maintaining, improving and adapting the buildings and supporting services of an organization in order to create an environment that strongly supports the primary objects of that organisation."*

Besides being more robust, this definition restricts the FM profession to buildings, while neglecting the diverse nature of the profession.

- a) *Focus*: This definition does not include all aspects of FM, such as FM being multi-disciplinary, and an interface of work place, staff, and customers of the organisation.

7. SAFMA (2015): *“An enabler of sustainable enterprise performance through the whole life management of productive workplaces and effective business support services.”*

Despite being simple and well-focused, this definition is not a candidate for a good definition due to the following:

- a) *Clarity*: The terms used in this definition are vague. The explanatory requirement demands that in many cases, it should be possible to know what FM is with reasonable degree of certainty.
 - b) *Focus*: This definition does not include all aspects of FM, viz. all the *definiens*. Only the support aspect of FM is included in the definition.
8. FMAA: *“Facilities Management involves the management operation and maintenance of buildings, precincts and community environments, protecting the wellbeing of the Australian community.”*

In this definition, FM is viewed in a narrow technical sense, and not in the broader context. It fails as a candidate of a good definitions on the following ground:

- a) *Focus*: The definition does not meet any of the aspects of FM.

Considering the above commentary, a general conclusion can be drawn that definitions provided by RICS, IFMA, BIFMA, Noor and Pitt (n.d.), The European Committee for Standardisation (EN15221), Peter Barret (2003), SAFMA, and FMAA do not meet the entire criteria for a satisfactory definition, due to lack of either focus, clarity, or both.

According to our analysis based on the score card above, it can be argued that RICS definition is the most comprehensive definition compared to the rest, since it incorporates 80% of the characteristics of FM. Now, since difficulties in establishing a universally accepted definition of FM continues, it is necessary to evaluate previous research papers that have attempted to address this issue, to identify flaws and limitations that are hindering closure on FM definition debate.

2.9 Previous research on definitions of FM

Various authors have touched on the topic about the definition and scope of FM, in an endeavour of identifying the essence and definition of FM. Most notable amongst the recent studies are those conducted by Drion et al., (2012); Noor and Pitt (2009); Noor and Pitt (n.d.); Waheed and Fernie (2009); Yiu (2008); and Tay and Ooi (2001).

Amongst the earliest work on the definition debate is the study conducted by Tay and Ooi (2001). Since FM definitions are diverse, the focus of the paper was to establish a common platform to identify FM. Therefore, Tay and Ooi (2001) reviewed a number of definitions of FM provided by professional bodies as well as individuals. It was established that, despite diversity of FM definitions, there are some common themes that thread together to give FM its identity. These are:

1. The focus of FM is on the workplace;
2. FM is applicable to all organisations since they all occupy space for their work;
3. FM plays a supportive role; and
4. An integrated approach is required in practicing FM.

Subsequently, Tay and Ooi (2001) concluded by redefining FM as:

“the integrated management of the workplace to enhance the performance of the organisation.”

The weakness of this paper is; despite redefining FM, there is a lack of explicit arguments for the proposed definition. Since then, others have taken the discussion further in an effort to seek closure on the debate about the definition of FM.

Yiu (2008), in a different context provides an interesting insight into nature of FM. In contrast to Tay and Ooi (2001), the objective was to identify a distinctive knowledge-base, that is not shared with related established professions. He argues

that, FM cannot survive by integration of diversified scope of operations alone, but must have its own distinctive knowledge-base in contrast to related professions.

In pursuit of a definition of FM, Yiu (2008) adopted a similar research method as Tay and Ooi (2001). He reviewed management theories, and postulated that FM is a hybrid of strategic management and project management (PM). Not only that, but he further proposed four conceptual strategic management roles that FM should focus on; namely the sourcing of services, the sourcing of workspace, the sourcing of funds from facilities, and sourcing of performance.

Finally, he redefined FM as:

“the formulation, implementation and evaluation of market-firm decisions on the sourcing of space services, funds and performance.”

The limitation of the study is consistent with Tay and Ooi (2001). Furthermore, the derived definition concentrates solely on sourcing of FM services, rather than broader perspective of FM.

Following this, Noor and Pitt (2009) also reviewed several papers on definitions of FM. As before, it was established that there is widespread variance on the understanding of what FM is. The findings of this paper are consistent with the preceding studies. However, the paper offers no solution. The focus of the paper is on the paradigm shift of FM practice from operational to strategic level in business context.

Again, Noor and Pitt (n.d.) highlights the lack of consensus among the FM practitioners on a common definition of FM in Malaysia. It was established that several actors of FM such as property managers, building maintenance managers, and asset managers define FM based on their perception (Noor & Pitt, n.d.). Similar to Tay and Ooi (2001), Noor and Pitt (n.d.) also reviewed several papers on the definition of FM. However, contrary to preceding papers, this study included an empirical research

through workshops, a seminar and a questionnaire survey. Based on the empirical research, the study concluded with the definition of FM as follows:

“The management of multi-disciplinary activities to ensure continuous functionality of the built environment by linking and integrating people, place, process and technology.”

Despite the robust research method, the weakness of the study is also consistent with Tay and Ooi (2001), and Yui (2008), i.e. lack of a criteria for judging whether the proposed definition is satisfactory or not.

Afterwards, Waheed and Fernie (2009), again raised some concerns about diversity of views on what constitutes FM. The paper contends that even the practitioners in FM struggle to agree on what FM is.

Subsequently, a conclusion is drawn that FM is far from being clearly defined. Nevertheless, instead of addressing the problem, the paper advocates greater degree of acceptance within the strategic parts of organisations. The focus of the paper is consistent with Noor and Pitt (2009); i.e., convincing others that the discipline of FM goes beyond the notion of glorified janitors.

More recently, Drion et al., (2012) again reviewed some recent papers on the definition debate of FM. But still, it was established that there is lack of consensus on the definition of FM, despite acknowledgement that a “preferred” view has begun to emerge.

i.e.;

“FM is a more or less coherent management function focusing on how to develop, maintain and improve the physical assets needed to support and add value to an organisation’s business process and create and maintain a physical workplace that

provides optimal support to the people and work of the organisation" (Drion et al., 2012, pp. 257-258).

Further, it has been explained as:

"... is multi-disciplinary, facilities managers have to deal with the challenges of integrating principles originating from fields such as business administration, architecture, engineering and social and behavioural sciences" (Drion et al., 2012, pp. 258).

Finally, the paper attributes the ongoing debate to lack of leadership in the professional and academic communities, and preoccupation by necessity of the FM profession with operation imperatives, and encourages FM professionals and academics to take the lead in resolving the current debate on the definition and scope of FM.

However, despite its good intention, the paper lacks a decisive solution on how to achieve consensus on the definition of FM. The limitation of this study is consistent with all preceeding papers; i.e., the lack of effective solutions to meaningfully end the definition debate.

2.10 Conclusion

FM has grown out of the merging of building maintenance management with business support services to become a defined sector in real estate. As a result, it is relentlessly multi-disciplinary in nature. Unfortunately, multiple disciplines involved in FM exacerbates the identity crisis of the profession. Since its inception, it has been defined differently by both academics and professionals, as a result, cohesive theory development and practice has been impeded.

Despite the establishment of international associations, difficulties in establishing a universally accepted definition of FM continue to confound the

profession. What exacerbates the challenges appears to be attempts by different professionals and organisations, promoting their own body of opinion instead of basing their views on a criterion for a good definition. The acknowledgement by RICS that members should decide which definition suits their operating environment, is testament of lack of objectivity on how FM is defined.

Certainly, having many definitions is a symptom of a problem, and several authors are opposed to bespoke approach to FM (De Bruijn et al., 2001; Grimshaw, 1999; Tay & Ooi, 2001; Yiu, 2008). The lack of a universally accepted definition has consequences; it invites scorn, lessen credibility, and inhibits progress and unified development of the profession.

Researchers on the topic have been largely unsuccessful in their efforts to end the definition debate on FM. What appears to be the first hurdle for the failure is the lack of a criterion for appraising and evaluating proposed FM definitions. Secondly, and perhaps more important, is the recognition problem. That is failure to recognise the correct definiens (terms) in definitions.

A definition may be formally correct, but still go wrong because it does not capture the right class of aspects of FM. Thus, even though the previous studies on the definition of FM may have been pointing in the right direction, they have not resolved the basic problem; i.e., capturing the right characteristics of FM in definitions.

To have any hope of addressing this issue, it is necessary to first understand the characteristics of FM. Without the knowledge of what FM is, any proposed definition may not be eligible as a candidate for a good definition. Currently, there is no research that has examined the possible causes why definitions of FM go wrong. Therefore, the purpose of this study is seeking a solution that can possibly settle this

never-ending definition debate, by conducting an objective empirical research based on the criteria for a correct definition.

Socrates postulates that, the definition of terms is given as conditions which must be met, and once met, guarantees that we are applying the terms correctly. Per the University of Washington (2006), there are two conditions for a correct definition, that may help us begin to develop a universally accepted definition of FM. These are:

1. The application requirement (focus), and
2. The explanatory (clarity) requirement.

Hence, a conclusion can be drawn, that despite a steady flow of academic papers seeking consensus on the definition of FM, academics and professionals at large are still struggling to establish consensus on the definition of FM, because the debate is flawed. The fundamental weakness appears to be the lack of a criteria to appraise proposed definitions.

Given the characteristics of FM, and the criteria for a good definition, coupled with some potential definitions, such as RICS, IFMA, and BIFM definition of FM to mention but a few, it is now time to review research methods that have been used in previous research studies in order to identify flaws in previous research methods.

CHAPTER 3: RESEARCH METHODS

3.1 Introduction

Since FM profession is relatively new, scientific research in the field has even a shorter history. Ventovuori, Lehtonen, Salonen, and Nenonen (2007), argues that the development of FM has been characterised by a dearth of objectively researched papers. Consequently, this exacerbates difficulties in establishing a universally accepted definition (Hinks, 1999 as cited in Ventovuori, et al., 2007).

From inception of the discipline, FM practitioners and academics have gradually recognised the need for more empirical research. However, Ventovuori et al., (2007), maintains that the development of FM has not been supported by an adequate practical theory, and is grossly under researched.

3.2 Research methods in previous studies

When analysing preceding research papers on the definition of FM, it was further discovered that, the majority of previous discussions have been literature surveys. Below is the table summarising approaches adopted in previous discussions on the definition of FM.

² Title of paper	Full reference	Method	Assumption	Limitations	Comments
Facilities management: a "Jack of all trades"?	Tay L. and Ooi J. T.L. (2001), "Facilities management: a "Jack of all trades"?", <i>Facilities</i> , Vol. 19 (10): pp. 357-363	Literature review	Not defined	Not defined	No empirical research
A conceptual link among facilities management, strategic management and project management	Yim Yiu C. (2008), "A conceptual link among facilities management, strategic management and project management", <i>Facilities</i> , Vol. 26 (13/14): pp. 501-511	Literature review	Not defined	Not clearly defined	No empirical research
Defining Facilities Management (FM) in the Malaysian Perspective	Noor M.N.M., (n.d.) ("Defining Facilities Management in the Malaysian perspective", Liverpool John Moores University, Liverpool, UK	Mixed methods research (Literature review, workshops, and interviews)	Not defined	Not defined	Research method not justified
A critical review on innovation in facilities management service delivery	Noor M..N.M and Pitt M. (2009), "A critical review on innovation in facilities management service delivery", <i>Facilities</i> , Vol. 27 (5/6): pp. 211-228	Literature review	Not defined	Defined	No empirical research
Knowledge based facilities management	Waheed Z. and Fernie S. (2009), "Knowledge based facilities management", <i>Facilities</i> , Vol. 27 (7/8): pp. 258 -266	Literature review	Not defined	Not defined	No empirical research
Facilities management: Lost, or regained?	Drion B., Melissen F., and Wood R. (2012), "Facilities management: Lost, or regained?", <i>Facilities</i> , Vol. 30 (5/6): pp. 254-261	Literature review	Not defined	Not defined	No empirical research

Table 3.1: Research Methods in Recent Studies

As a general observation, we can say that most research papers do not cover both review and empirical research, but rely solely on literature review. Although literature review is an important tool, Meng (2015) argues that it is still based on second hand information. An objective empirical investigation would be better and more robust from the research method view point (Meng, 2015).

Furthermore, in most studies, it was difficult to find main data gathering methods. Not only that, but the selection of research methods is not justified. Additionally, most authors seem to avoid mentioning the limitations and assumptions of research. In brief, the selection of research methods, and the limitation of study were rarely mentioned. To improve the reliability of research, it is important that the research process and decisions related to it are clearly described and justified (Ventovuori, et al., 2007).

3.3 Proposed research methodology

Since the objective of this study involves **exploring** the criteria for a good FM definition, how current definitions satisfy these criteria, and the measure of a universally-acceptable definition, to help us arrive at **generalised** consensus on the definition of FM, mixed method strategy appears to be the most appropriate approach.

3.3.1 Strategy of inquiry

The research strategy was sequential mixed method, and included focus group discussions, and subsequently a questionnaire survey. The purpose of the design was to examine different, but complementary aspects of the phenomenon to address the research question (Golobic & Davis, 2012). The research was undertaken in five phases in accordance with figure 3.1 below (Pathirage et al. 2008; as cited in Noor et al., n.d.).

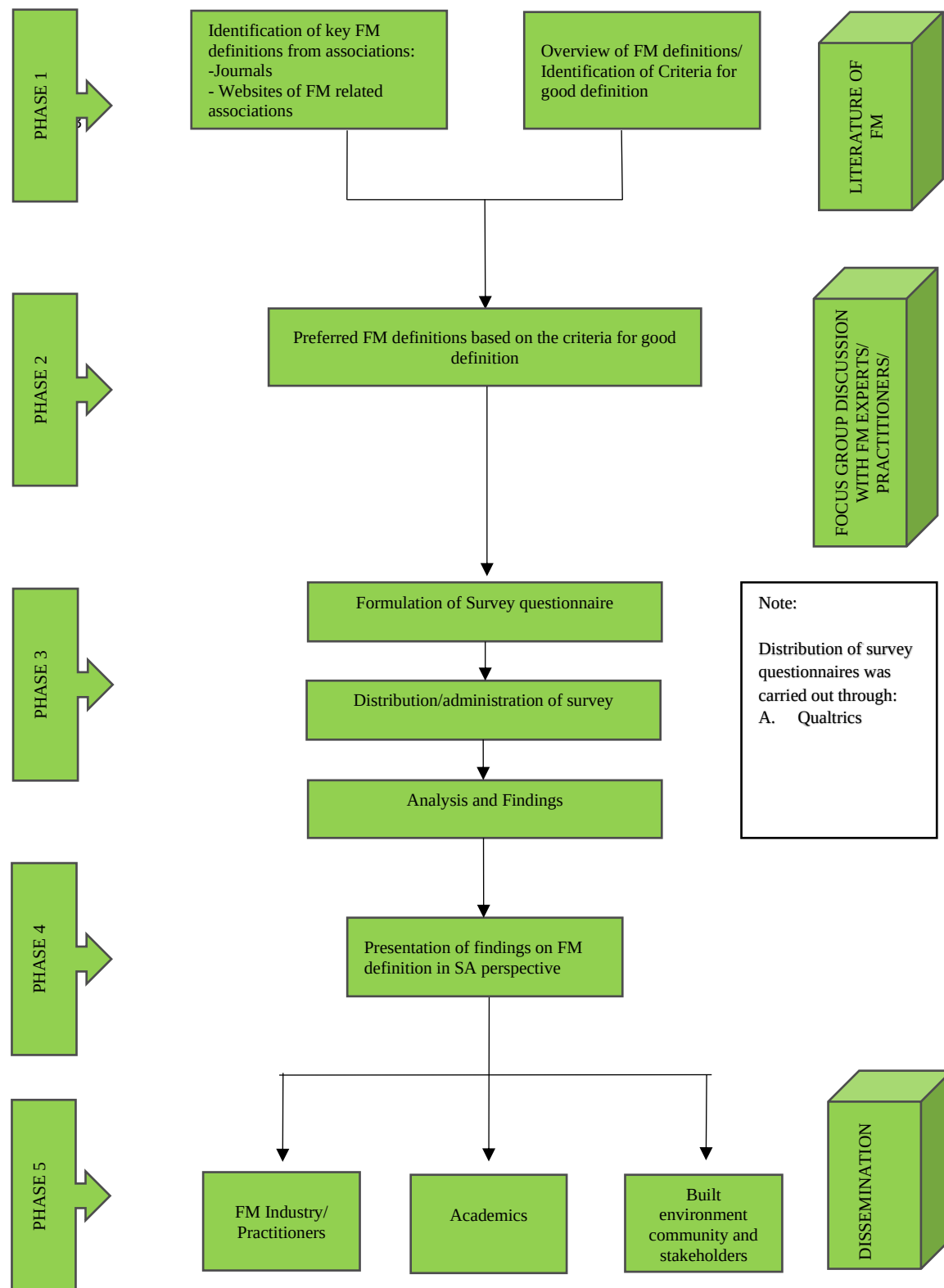


Figure 3. Research Strategy – Revisiting FM definition debate in South African Context

Source: Defining FM in the Malaysian perspective (Noor & Pitt, n.d.)

3.3.2 Research methods

Based on the selected research strategy, data collection techniques for this study included literature review, focus group discussions, and a questionnaire survey. Elliot and Associates (2005), points out that questionnaire surveys are good for collecting information about people's attributes and attitudes, but if there is a need to understand things at a deeper level, then the use of a focus group discussions is more justifiable.

The advantage of focus group discussions, which other research tools such as surveys cannot offer, is its ability to enable researchers to identify quickly the full range of perspectives held by the respondents (Lauttamaki, 2016; Masadeh, 2012). Moreover, "the interactional, synergistic nature of the focus group allows participants to clarify or expand upon their contributions to the discussion in the light of points raised by other participants, thus expanding on contributions that might be left underdeveloped (Powell & Single, 1996, p. 504)" when using other research tools.

Among other applications, focus groups are useful when one wants to explore the degree of consensus on a given topic (University of Surrey, 1997). A further strength lies in the flexibility, and ability to combine well with other qualitative or quantitative research methods (Heary & Hennessy, 2002).

In this case, focus group discussion was used as the exploratory stage of the study, which enabled us have a relative comparison of different existing definitions, to figure out a preferred definition of FM based on the criteria for a good definition. Subsequent to that, the outcome was subjected to a questionnaire survey, to measure consensus on a preferred definition of FM in the industry. (Masadeh, 2012; Noor et al., n.d.).

Phase 1

The first stage was the identification of key FM definitions, and the criteria for a good definition through review of literature from journals, websites of FM related associations, and other related materials. The purpose of literature review was to establish the essence of FM, identify key FM definitions, and the criteria for a good definition, to identify flaws in existing FM definitions.

Phase 2

The second stage was focus group discussion with experienced local FM experts. The objective was to explore their understanding of FM as a discipline, as a profession, the identity of a facilities manager, and to identify a suitable definition of FM in the industry.

The definitions identified in Phase 1 were used as a guideline for the experts to compare and contrast selected FM definitions, using the criteria for a good definition. At the end of the session, definitions were appraised based on the score card for further research. The purpose was for:

- a) Provide an insight on what constitutes FM as a profession, as a discipline and the identity of the Facilities Manager (knowledge of FM)
- b) Recognition of correct *definiens* of FM
- c) Appraisal of selected definitions.

Phase 3

The results from phase 2 are preliminary, and cannot be generalised due to a small sample size of participants. A subsequent questionnaire survey was therefore launched, to gather many quantitative data that could help us arrive at a universally accepted definition of FM. The questionnaire was designed to:

- a) Identify respondent profile
- b) Measure levels of understanding on FM.
- c) Measure levels of consensus on acceptable definition.

Two response formats were selected: (a) Likert-type (ordinal scale), measuring level of understanding of FM, and agreement on a preferred definition; and (b) frequency (Nominal scale) measuring identity respondent profile.

In order to measure the level of understanding, and agreement on preferred FM definition, five points response choices were selected; strongly agree, agree, neither agree nor disagree, disagree and strongly disagree. At the end of survey questions, participants were given an opportunity to state their opinion on the definition that best describes FM based on the criteria for a correct definition.

Phase 4

The intention of this stage was to analyse and compare the outcome of phase 2 and 3 to arrive at a widely agreed definition of FM in the South African context.

Phase 5

Finally, the dissemination of the report to the Faculty of Engineering and the Built Environment, and FM stakeholders.

3.3.3 Limitations of method

Although focus group research has many advantages, as with all research methods there are limitations. The University of Surrey (1997, p. 3) argues that, “some limitations can be overcome by careful planning and moderating, but others are unavoidable and peculiar to this approach.”

One of the major limitations of focus groups is that they are not appropriate for generalising findings to a whole population, mainly because of the small number of participants as well as the possibility that the participants may not be a representative

sample (Heary & Hennessy, 2002). Hence, the recommendation of the subsequent questionnaire survey in this study.

Secondly, although the group interaction is generally seen as an advantage, focus groups can be also intimidating at times, especially for inarticulate or shy members (University of Surrey, 1997).

Further, focus groups are not fully confidential or anonymous because the material is shared with the others in the group (University of Surrey, 1997). It is undeniable that some topics may be unacceptable for discussion among some categories of research participants. Consequently, some participants may be discouraged from trusting others with sensitive or personal information (Heary et al., 2002).

Furthermore, the quality of the findings is inevitably tied to the skills of the moderator (Heary et al., 2002). The moderator should allow participants to talk to each other, ask questions and express doubts and opinion, while keeping participants focused on the topic (University of Surrey, 1997). It has been argued (Morgan, 1996) that the behavior of the moderator has consequences on the quality of data generated from focus groups.

Lastly, on a practical note, focus groups can be difficult when it comes to scheduling a time and location convenient to all participants (Heary et al., 2002).

Now, the question remains: How does one determine whether a focus group project was done in a proper and effective manner? Per Morgan (1996), emerging consensus is that these issues can be resolved through an emphasis on research design in focus groups. The selected design structure for a focus group was intended to influence the character, quality and reliability of the data (Bender & Ewbank, 1994).

3.4 Group level design issues

While decisions at the project level specify the kinds of data that the focus groups should produce, group-level design decisions largely determine how to conduct the groups to produce such data. Many of the group-level decisions are related to issues of group dynamics that help to ensure a productive discussion (Morgan, 1996). Below are some remedies for the weaknesses in focus groups.

3.4.1 Standardisation

Standardisation addresses the extent to which the identical questions and procedures are used in every group. The great advantage of standardisation, and its most common justification is the high level of comparability, that it produces across groups (Morgan, 1996). Per Bender et al. (1994), comparability enhances reliability of the study. However, one must live with whatever questions and procedures which were chosen prior to entering the field.

3.4.2 Sample selection

The focus groups were homogeneous as possible. It has been recommended that, focus groups be conducted with a comparatively homogeneous group to elevate the equality of contributions to discussion among participants (Masadeh, 2012).

More importantly, "Participants need to feel comfortable with each other. Meeting with others whom they think of as possessing similar characteristics or level of understanding about a given topic, will be more appealing than meeting with those who are perceived to be different" (Morgan 1988, as cited in University of Surrey, 1997). Hence, it was necessary to select participants who have something to say to one another, and who could comfortably talk with one another.

3.4.3 Sampling strategy

Marshall (1996) argues that, random sampling is not the most effective way of developing an understanding of complex issues regarding human behavior. He advances the point, that some informants are 'richer' than others, and that these are more likely to provide insight and understanding for the researcher.

For example, "Choosing someone at random to answer a qualitative question would be analogous to randomly asking a passer-by how to repair a broken-down car, rather than asking a garage mechanic – the former might have a good stab, but the latter is likely to be more productive" (Marshall, 1996, p. 523).

Therefore, in accordance with the preceding argument, the proposed strategy for sample selection was the judgement sampling approach, also known as purposeful sample, where the researcher actively selects the most productive sample to answer the research question (Marshall, 1996).

3.4.4 Sampling procedure

The aim was identifying key informant information sources, defined by sample selection criteria. Per Frost and Sullivan (2012), the South African FM market is characterised by approximately 14 major companies. Since the total population of possible key informants is relatively small, this was necessarily a convenient sample, though there was an element of judgement approach, as efforts were made to ensure that participants come from a range of FM practitioners with similar backgrounds in the industry.

A sample consisted of seasoned FM executives in positions of leadership and responsibility within the FM profession. Kidd and Parshall (2000) points out that the process for validating findings begins with the composition of highly experienced focus group participants.

3.4.5 Number of groups

Although there is no iron-clad rule about how many focus groups are enough, Krueger (1994 as cited in Masadeh, 2012), argues that focus group research should comprise a minimum of three groups. The most common rule of thumb is that most projects consist of four to six focus groups (Morgan, 1996).

Typical justification for this, is that data becomes saturated, and little new information emerges after the first few groups. Since the size of the sample for the topic under consideration is small, the appropriate number of focus groups was four.

3.4.6 Group size

The recommended number of participants per group is usually somewhere between four and six (Heary et al., 2002). It has been argued that smaller groups of four to six give each participant more time to discuss her or his views on the topic, as result, may be more productive within a certain time limit (Masadeh, 2012). Since the sample size for this study is small, it was suggested that the number of participants per group be in the recommended range as indicated above.

3.4.7 Level of moderator involvement

The focus group discussion was based on semi-structured questions to enable the moderator to control the discussion (Morgan, 1996). I.e., directing attention away from what are deemed less important issues. Secondly, to manage the group dynamics, i.e., trying to get everyone to participate equally in the discussions.

3.5 Practical organisation of focus groups

Organising focus groups usually requires more planning than other types of research methods, as getting people to group gatherings can be difficult, and setting up appropriate venues with adequate recording facilities requires a lot of time (University of Surrey, 1997).

Not only that, but it has been observed that recruitment of participants can be daunting especially if the topic under consideration has no immediate benefits or attractions to participants (University of Surrey, 1997). To overcome these obstacles, it was suggested that The University of Witwatersrand (WITS) play a leading role in this regard, since it is in a position of authority, and is one of major stakeholders of FM.

3.6 Ethical issues

Ethical concerns for focus groups are not different from most other research methods (Homan 1991, as cited in University of Surrey, 1997). However, they are particularly pertinent when the topics described are sensitive (Heary et al., 2002). For example, a researcher organising focus groups to discuss a topic such as AIDS, or sexual behavior would need to pay attention to these issues.

In this case, the topic under consideration was not a sensitive one. An ethical issue to consider was confidentiality given that there was more than one participant in the group. At the onset, the moderator made sure that full disclosure about the purpose and uses of participants' contribution is given. It has been recommended that "being honest and keeping participants informed about the expectations of the group and topic, and not pressurising participants to speak is good practice" (University of Surrey, 1997).

3.7 Reliability and validity

The approach to establish reliability of focus groups was triangulation. I.e., the use of different research methods. In this case, a comparison of focus group findings with those from a subsequent questionnaire survey (Bender et al., 1994). The intention of the questionnaire survey was to reveal support for most of the views expressed in the group discussions.

Furthermore, to avoid jeopardising the validity of focus group data, every precaution was taken to avoid finishing participants' responses or ask leading questions that could hinder validity (Bender et al., 1994). Most importantly, only highly experienced participants were invited to take part in discussions (Kidd & Parshall, 2000).

3.8 Data analysis

Focus group discussion digital-recordings were transcribed and went through several phases of analysis. A preliminary analysis was conducted to familiarise with the data, and reflect on its meaning by listening to digital recordings, and reading the transcripts in their entirety several times.

The next stage involved identifying a thematic framework, by writing memos in the margin of the text in the form of short phrases, ideas or concepts arising from the text and began to develop categories.

The third stage comprised shifting the data, highlighting and sorting out quotes, and making comparisons both within and between cases.

Lastly, it was the process of lifting the quotes from their original context, and rearranging them under the newly developed appropriate thematic content. This was achieved by comparing and contrasting data, and cutting and pasting similar quotes together.

CHAPTER 4: PRESENTATION, DISCUSSION AND ANALYSIS OF RESULTS

4.1 Introduction

As outlined in Chapter 3, the intention was to conduct the research in the form of focus group discussions guided by semi-structured questions, with highly experienced participants to discuss what FM is, and then appraise selected FM definitions, based on a criteria for a good definition to arrive at a preferred definition.

Subsequent to that, a questionnaire survey to gather quantitative data, that could help us arrive at a consensus definition of FM in the South African industry was launched. However, due to small sample size, compounded with incomplete responses, the outcome of the survey did not yield valid results, hence was set aside.

A focus group discussion with FM stakeholders was held on the 6th July 2017 by the researcher, helped by the moderator. The sequence of the discussion was first to explore the level of knowledge of South African FM stakeholders on the field of FM, because without the knowledge, we were going struggle to arrive at a satisfactory definition of FM (Lind, 1998).

4.2 Participants demographics

During the planning stage for focus groups, a total of seventeen experienced individuals were identified via consultation with SAFMA and RICS, were invited to participate in four focus groups ranging in size from four to five participants per group. Unfortunately, only one focus group was conducted because most invited individuals were unable to attend during scheduled focus group times.

A total of eight stakeholders participated in the discussion. The group was homogeneous, in the sense that it represented experienced FM practitioners with similar backgrounds. Participants included two women with six and thirteen-years' experience, and six men with experience ranging from thirteen to thirty years.

Using a semi-structured interview protocol to guide the discussion, Prof. Samuel Azasu facilitated the focus group discussion with the assistance of the researcher. Interview questions (see Appendix D) were designed to obtain the perception and level of understanding of FM by participants, and address specific questions and issues identified in literature review, and finally the appraisal of selected FM definitions to arrive at a preferred definition of FM.

Informed-consent procedures were explained at the beginning of the focus group (see appendix B). The entire focus group discussion was recorded using digital-recording devices with the permission of the participants. The anonymity of participants in the focus group is protected in this report, and in some instances, the use of “they” or “their” as the first-person singular pronoun has been chosen to further protect the identity of participants and to illustrate how their statements are representative of focus group participants.

4.3 Focus group discussion

While the research was primarily intended to establish consensus on a satisfactory definition of FM in the South African context, the discussion also broadly looked at the following areas:

- FM as a profession,
- Perceived essential skills for FM, and
- The identity of a professional facilities manager.

Findings from focus group discussion included both expected and unexpected responses. The expected responses were similar to literature review findings, while unexpected responses were unique to focus group discussion. The focus group findings are elaborated below.

4.4 Key Findings

Discussion of each key finding begins with a bulleted list of the major themes that were reflected in the focus group discussion about the key findings. This is followed by an expanded description of participants narratives about their perceptions and experiences and a summary of the findings.

Excerpts from focus group discussion and the actual words used by participants are integrated into these narratives to provide the reader with a greater understanding and appreciation of the ways in which FM issues were experienced, understood and talked about by participants.

It is important to emphasise that when a direct quote from a focus group participant is used, this is not a random choice. Quotes were selected that represent the views expressed by most participants. So, while focus group participants may have stated their experience and opinions in different words, the excerpt used to illustrate the point best represents the experiences expressed by many or all participants.

4.4.1 Key Finding 1: FM as a profession.

- Position and boundary of FM as a profession
- The purpose of FM
- The role of FM
- Integrated FM
- Characteristics of FM
- Distinction of FM from related professional disciplines

Focus group participants were first asked to discuss what FM meant to them as a body of knowledge, a profession, and the identity of the Facilities Manager. Now, since FM remains unrecognised on a world-scale, one participant suggested that, in order

to educate the market on what FM is, the sequence of discussion should first start with FM as a profession, then move on to the training that leads up to that.

a) Position and boundary of FM as a profession

In an attempt to position FM within the context of competition from other related professions, one participant adopted the analogy of the life cycle of the building (design, finance, build, and operate). He articulated the position of FM in the built environment as follows:

“If you take that whole life between the thought and the consulting around where when and what to the project side, the capex side and then the life of the building, I think facilities, and this is a loose definition, focusses on the life of the ‘opex’ side of the building... So, when you...if you loosely define it as that part, it’s the life of a building...anything that’s not core business...I always look at an income expense thing if you would like. Even if you look at the expense side of an income expense, what lines are not core to your business? Anything outside of that almost from a chartered accounts perspective forms the headings that facilities managers can manage.”

This sentiment was expected and is consistent with Tay and Ooi (2001) where it was argued that, “the operate stage is the ‘turf’ of facilities managers just as the design stage is associated with the architect.” From the above-statement, it is clear that the main focus of FM is at the operate stage although the input of facilities managers may also be required at any point of the building life cycle (Pilanawithana & Sandanayake, 2017). In addition, FM offers various services that are outside the core business of an organisation.

Further, another participant extended the above analogy beyond buildings, and offered a statement that was representative of the comments in the context of the boundary of FM. The emphasis was on getting away from a narrow-focused approach to buildings (Noor & Pitt, n.d.). This participant went on to express a view as follows:

"It's not a building it's any infrastructure, roads, Gautrain, the sewerage works, acid mine drainage, you name it. So, I think your analogy of using a PPP is a very interesting and good analogy...One of the things we've been pushing at SAFMA is a lot of the FM and a lot of the reading is about office buildings and in fact... I mean where I am now, we are facilities managers managing towers, telephone exchanges but we don't manage the kit inside because that is, can I call it Telkom? The guys who run that...Core business. Their core business. So, we don't manage manholes, we don't, but we manage everything else in it."

The quote above is consistent with previous studies (Moore & Finch, 2004; Waheed & Fernie, 2009; Kamaruzzaman Myeda, 2018), where it has been acknowledged that the range of FM services is widely accepted as being broad and involves a number of disciplines. Not only that, but the determination of FM boundaries and the extent to which FM overlap other disciplines is difficult to establish (Yiu, 2008).

Based on participants' narratives above, FM can be summarised as a diverse profession that offers various services that are outside core businesses of every enterprise. FM is not only about hard services (buildings and infrastructure) but also the provision of soft services (cleaning, gardening, security, catering, etc.) to public and private institutions such as hospitals, schools, telephone exchanges, aircraft hangers, factories, etc. In brief, it is a broad profession. Consequently, Bell (1992)

argues that there is little to be gained by attempting to impose artificial boundaries around FM.

b) The purpose FM

As the discussion progressed, one participant asked a question: What is the purpose of FM? The response by another participant was; *“FM is the provision of environments which support and enhance the organisation’s business.”* Describing the purpose of FM in detail, the same participant articulated his view as follows:

“...as per the SAFMA definition, is an enabler of a sustainable enterprise performance through the whole life management, whole life, of a productive workplaces environment as an effective support service. So, what we do is we provide a sustainable environment on an ongoing basis within which a business can productively carry on and that is where you are linked and that’s why you’re linked into the business, you’re checking against the business whether what they got sustainably meets their requirements, and they’ve got too much space, they got too little space. Is the space technologically archaic or is it up to speed and that sort of thing? So, it’s not just about the cleaning and the air conditioning side. It’s about being part of the business and looking forward as to what they need on a sustainable basis.”

The sentiment above is consistent with the findings in literature review (Bell, 1992). Atkin and Brooks (2000) as cited in Noor and Pitt (2009), summarised the purpose of FM as “creating an environment that is cohesive to carry out an organisation’s primary operations, to support the core business.” Furthermore, Noor and Pitt (2009) also advanced the view on paradigm shift of FM practice from operational to strategic level in business context as opposed to old-fashioned view of FM which simply dealt with janitorial services.

To conclude, the purpose of FM is the provision of environments which support and enhances the organisation's business. FM enables organisations to increase their productivity by strategically aligning FM functions with their corporate objectives in order for organisations to focus on their core operations. Contemporary view about FM is that it needs to be strategic, and not simply offer operational excellence and cost saving.

c) The role of FM

FM's role is about helping to integrate the work of specialists in many distinct areas which affect the design and functionality of the works place (Bell, 1992). Thus, it may well be that the most important thing that facilities managers do is to integrate wide ranging activities (Kincaid, 1994). The following quotes highlights the same:

"As a project manager what we do, we actually do nothing. We don't design anything, we don't build anything, we don't actually do anything. We make all these things come together, extrapolate that so the operation side of the equation and facilities managers don't actually ever fix anything personally. They don't do any of that but they're responsible for that including the QSL, the financial aspects. Maybe there is something that aligns that with the operations side. That's the facilities manager's role which is the operational project manager for wanting a better word. They have to know a little about everything, they're not an expert they have to be client facing, they have to know expenditure can we afford... All of that."

Consistent with the participant view above, another participant summed up the concept as stated below:

“If you take the analogy, I mean, you’ve got right project management or any of this in a similar equation it’s integration of all activities from concept to operations and that’s it. You integrate everything so FM then takes it as a life cycle integration and deliver all non-core services.”

From the perspective of above participants, a conclusion can be drawn that the main function for both FM and PM is integration of specialist’s work involved during the life cycle of an asset. FM, starts the process by representing the Client in preparation of Client’s brief, ensuring a sustainable building design and evaluating the feasibility of proposals. And once the project is conceptualised, it is then handed over to the project manager who delivers the asset. FM then take it back and operate it for the rest of the years. However, what was interesting and unique to the discussion is the inference by the participants that PM and FM roles are synonymous.

d) Integrated FM

During the discussion, one participant suddenly asked a question: What’s integrated FM (IFM)? Describing what IFM is, another participant echoed a sentiment expressed by many participants as follows:

“Many facilities management companies tend to come in two ways, they are managing downwards or they are doing upwards. Most of the big players come from the one or the other and when integration pulls this whole thing together, and now you do everything. You self-perform a lot; you still contract out but it’s a holistic service”

Consistent with the view above, another participant echoed a similar sentiment in the following words:

“So, they had all those multiple of companies that’s now been brought together so when they go out on an RFP they are going as one. When they are selling to the client they can’t be saying, oh, will have to bring the director of this. No, just one guy goes.”

These sentiments were not articulated in previous research papers, and are unique to this study. The participant’s views about IFM, can therefore be summarised as, the provision of services by a dedicated IFM company which manages a selection of contracted service providers with the aim of providing maintenance, and operational services to a business facility. In other words, it is a method of consolidating all of your business's facility services and functions under one outsourced team of experts.

e) Characteristics of FM

Research shows (Tay & Ooi, 2001; Steenhuizen et al., Reitsma, & Branco Lo, 2014) that there are four aspects that threads together to give FM its identity:

1. The focus of FM is the workplace
2. FM plays a supportive role to core business of an organisation
3. FM concentrates on interface between physical workplace, people and work of organisation
4. FM involves multiple disciplines

Consistent with previous studies, participants echoed similar sentiments about characteristics of FM and the following quotes highlights the same:

“FM focusses on work environment, so all it does is maintaining a workplace, be what it is, and allowing the core business to productively and more productively carry on with its core business or mandate.”

Besides focusing on the work workplace and providing a supportive role, FM also focuses on the user of the space. The interface between business and people is the territory of FM profession (Grimshaw R. W., 2003). One of the participants further articulated this aspect as follows:

“I don’t think we can talk about facilities management without talking about people that are being served besides being the place. I think the people play a huge role as well so I just wanted to add that into the discussion.”

Similar to the comment above, another participant further elaborated the focus of FM on the user of the space in the context of a Hotelier:

“If you were to scope what ideal FM looks like and the answer given there, you would be surprised; was a hotelier. So, a hotelier focusses on the guest and the experience because that’s what drives their business. The focus is on the experience of the guest and that’s their whole focus. So, FM is nothing about the facilities, it’s about the people and the experience they have in those facilities.”

Without a doubt, the interface between people and workplace is a very significant aspect of FM. FM cannot exist without people since it focuses on the end user of space. Aklaghi (1994) articulates that FM is a distinct management discipline which is concerned with the overlap between people, process and place in an organisation (as cited in Clark and Hinxman, 1999, p. 247).

Again, since it is impossible for one to be competent in all multi-disciplinary areas (Yiu, 2008), the discourse of participants recognised that effective FM needs the involvement of professionals from various disciplines and backgrounds as summed up by the moderator below:

“But now I realise that perhaps based on what you’re telling me now is; some students we should be targeting should not just come from an engineering or building technology, but even from some of these industry specific backgrounds; we can get some doctors, nurses, pharmacists. I’ve never really thought about it. This is good sound information.”

The focus group findings about characteristic of FM are consistent with previous studies conducted by Tay and Ooi (2001), Amaratunga and Baldry (2001), and Steenhuizen et al., (2014).

f) Distinction of FM from related disciplines

FM is often considered as the management of facilities, which is simply a branch of the property management discipline with emphasis on building engineering (Yiu, 2008). In light of this confusion, focus group participants were asked to explain how FM differs from property management and corporate asset management.

In order to identify the differences, participants focused on the roles of these related disciplines. One participant highlighted the fundamental difference between property management and FM as follows: *“property managers focusses on the income and expense side of the asset, while FM focuses on the technical functionality of the support services.”*

In other words, property management manages leases and rentals while FM is responsible for the management of the optimisation of the workplace. These sentiments are captured in the comments of one participant who explained further in the following words:

“The first thing that property managers deal with is the side of income and expense. The fundamental difference is they are focused as much on the income as the expense.”

Another participant described the distinction between FM and property management with reference to one undisclosed property management organisation:

“So, the way it’s been split in a fairly large property management organisation, property management is about leases, rentals, acquisitions. FM accommodation plans, optimisation plans, space utilisations, provision of services, making sure all functions work and all the rest of it through outsource service providers...So, one part is setting up and closing up leases and then the management of the optimisation of the portfolio that sits with the FM...The property manager is someone who’s managing, for me, is managing the leases and the rentals and the money literally.”

When explaining the distinction between, corporate asset management and FM, one participant identified the focus of corporate asset management as the strategic decision making on what assets to buy and what assets to sell. This sentiment is best reflected in the words of the one participant below:

“I think that an asset manager focusses on when to exit and when to not. I think the facilities management role provides them key information to make those strategic decisions. So, I think it’s more strategic on that level between owned stay and go and below that the facilities manager feeds him useful information to make those strategic decisions.”

The above findings are consistent with previous studies (van der Voordt, 2017). According to van der Voordt (2017), FM is traditionally linked to facilitating people and business process in building -in -use to reduce the cost of overheads of an organization. While Corporate Real Estate Management (CREM) focuses on acquisition, operation and disposal of real estate. CREM is perceived as strategic management of buildings and portfolios, whereas FM is perceived as operational management of buildings-in-use. However, both FM and CREM focus on the end user.

From the narratives above, a conclusion can be drawn that, property management is about tenancy management, i.e. leases, rentals, acquisitions, while the management of the optimisation of the portfolio sits with FM. Asset management is mainly concerned with business value of the asset, thus the focus is on business profitability. What is fundamental is that FM provides the two disciplines with key information to make strategic decisions.

On the other hand, Grimshaw and Cairns (2000), argues that what differentiates FM from related disciplines is integration. However, this view was not articulated in the discussion, and is also inconsistent with some recent studies (van der Voordt, 2017). According to van der Voordt (2017), the main role of PM and CREM is integration of disparate activities in construction and real estate respectively. Therefore, integration cannot be considered as an aspect that differentiates FM from related disciplines.

4.3.2 Key Finding 2: FM as a professional discipline.

- The perception and identity of a facilities manager
- FM: a jack of all trades
- Core competence of a facilities manager
- Essential FM skills.
- Route for accreditation as a Facilities Manager

a) The perception and identity of a facilities manager

Generally, market participants agree that there is a lack of knowledge on the proper management of facilities in South Africa (Frost & Sullivan, 2012). As pointed out by one participant, the root cause is that, *“historically people have morphed into facilities management because the organisations didn’t know what to do with them.”* A number of participants echoed similar sentiments about FM being a dumping ground of unwanted personnel. This view is summed up in the words of the above participant as follows:

“Everybody says, I was in the old days a PA or a secretary, I then went through this and went through that and I became the facilities manager but all they did there was buy office stationery and made sure that the coffee and tea was done and now they’re an FM. No, we’ve got to change that. The FM industry went through a patch where it had a bad reputation because everybody outsourcing was inheriting section 187 the dumping site as we know it, the dark horse. So that’s the dumping ground. You’ll be surprised what you find in that arena when you transfer people across. These people don’t know what it’s all about and you’ve got to train them up.”

Another participant echoed similar concerns, emphasising FM as a dumping ground of unwanted personnel:

“I was dealing with a client and their facilities manager was brought over by a big company, electronics company and he’s their facilities manager, near retirement. He’s never done facilities management before. They were bought out, he was getting old 55 or whatever, excess requirements so now he’s their facilities manager.”

While it may have been pointed out that FM is a dumping ground of unwanted personnel in organisations, almost all participant agreed that this practice must come to an end. One participant expressed his view with regards to the skills set for one to be a competent facilities manager:

“so, it’s just the basics, and a lot of people pick it up on the job training but in today’s market we can’t because the kind of skill set, we put in the FM arenas.”

The above findings are consistent with previous studies (Tay & Ooi, 2001; Frost & Sullivan, 2012). Major challenges that currently exists, include the critical shortage of skilled personnel, and the limited recognition of FM in the industry. People qualified in other disciplines often end up undertaking FM management functions despite lacking adequate training (Frost & Sullivan, 2012). According to Tay and Ooi (2001), end users in general, do not regard FM as requiring professional qualification but employ “facilities manager” who do not hold relevant professional qualification.

However, due to the wide skill set required for a facilities manager to be competent, focus group participants agree that this trend must change. There is an

urgent need to address the skills shortage that is present in the market. Tay and Ooi (2001) argues that, a facilities manager is one who is formally trained, and whose level of responsibility is the strategic management of the workplace while overseeing operational matters.

b) FM: a jack of all trades

The sheer breath of FM makes it impossible for a facilities manager to become a technical expert in every area of responsibility (Bell, 1992; Yiu, 2008). Hence, it is recognised that effective FM requires facilities managers to possess a unique combination of skills (Frost & Sullivan, 2012). Generally, many participants agree that in order for one to be a competent facilities manager, the priority is to become a jack of all trades and a master of none. The precise level and scope of knowledge required to become a competent facilities manager was explained by one participant as follows:

“Chartered building surveying came about and it was called... This wasn’t even relevant. It was called Jack of all trades master of none and because we studied some structures, we studied quantity surveying, we studied contract law and landlord and tenant law, we studied maintenance materials. We made concrete, we did slump tests, we also had to study basic economics, basic financials, building design, building structures, some architecture. You cover a bit of everything and the skillset involved enables us to do certain things are more involved with project management. But if you take that as a facilities manager... If you’re a facilities manager that hasn’t got the faintest idea about anything to do with HVAC, they’ve got to know a little bit about everything. So, they can’t have the wool pulled over their eyes.”

The above participant further elaborated his view in the following words:

“Anything that isn’t core business that sells, anything else comes out of facilities management, be it stationery, be it air-conditioning, be it pumps, be it generators, be it parking. All of that comes under that. You may have specialists on those line items. The Facilities Manager must know a little bit about all of that and know when to call in a specialist.”

Therefore, we can conclude that the above sentiments suggest that an FM course should provide students with technical competence, that will at least assist them in interfacing effectively with specialist consultants, because there is no way that one can cover all the required skills in detail. This view was further articulated by one participant as follows:

“I think there must be some certain subjects covered, basic subjects you know of how to use HVAC whatever, I’m a bit of a generalist so if you come from a more financial background, you need to have some basics.”

On the whole, due to integrated nature of a range of services offered by FM, it is required that anybody being educated into an FM role needs to have an integrated mix of constituent disciplines. Again, the above findings are consistent with previous studies (Tay & Ooi, 2001; Frost & Sullivan, 2012).

c) The core competency of a facilities manager

According to Clark and Hinxman (1999), “a facilities manager is a manager.” Mintzberg (1973) defines a manager as, “that person in charge of an organization or one of its sub-units” (as cited in Clark and Hinxman, 1999, p. 246 - 247). When

describing the core competency of a facilities manager, many participants perceptions were consistent with previous studies (Clark & Hinxman, 1999; Tay & Ooi, 2001), where it was argued that the core competence of a facilities manager is management. The following words by one participant highlights the same:

“We’ve been asked that is the key requirement or function of facilities management and the answer is management. It’s the key in the word. When you talk about chartered building surveyor things to do you’ve got technical, you need the financial, you need the interpersonal skills you need legal. You should have a section of contracts and that... And so, what you got is an all-round technical manager who’s got good interpersonal skills but I think we’ve just scoped an animal that never exists.”

From the above statement, we can deduce that management is key for a facilities manager. The facilities manager is the person in charge as opposed to specialist consultants. When faced with a problem, he gets a specialist consultant to sort out the problem. He does not sort out the problem by himself. The core competence of a facilities manager, is thus strategic management while overseeing operational matters. This view was supported by many participants in the focus group, and is consistent with previous findings (Tay & Ooi, 2001).

d) Essential FM skills.

According to Frost and Sullivan (2012, p. 14), “Facilities managers are required to possess a unique combination of skills that include Finance, HR and Technical skills amongst others.” Similarly, Kamaruzzaman et al., (2010), also articulates that, FM is a balance between technical, managerial and business acumen that may be related to operational, tactical and strategic decision-making process.

Many focus group participants acknowledged that FM encompasses multiple disciplines to provide effective environments which support and enhances the organisation's business. One participant provided three essential skills required for one to be a competent facilities manager as follows:

- i. **Human factor:** *"A facilities manager must have people skills."*
- ii. **Finance and business:** *"A facilities manager must be good with numbers."*
- iii. **Managerial skills:** *"You've got to be organised or you're not just going to get through the day or through the month or through the year."*

The same participant further elaborated his view in the following words:

"As you said the definition of an FM is someone that is good with people. So, if you got no people skills you can't be an FM. Another one is an FM has got to be good with numbers. We can't have an FM that doesn't understand what his budgeting is all about, what his financial restraints are because you're in control... I know it's a triple P, you've got to know how to budget for the 25-year period. How's it going to run, what the parameters are, what's the life cycles and what the cost of replacement is going to be. So, we've got to go through that and for me it's always going to be that organised person. You can't be someone that's disorganised if you want to be an FM. Because there is just too much."

iv. **Understanding business organisation**

Interwoven with finance, is the need for a facilities manager to have fundamental understanding of the nature of the business that they support. For example, a nurse would be the perfect Facilities Manager for a healthcare organisation,

since he or she understands the business of healthcare better than any other professional. This is essential when service contracts are up for renewal. One participant articulated this view in the following words:

“by doing so, the facilities manager would not only grow the relationship with his client, but it also becomes easy and obvious to have a contract renewed when the time for renewal comes.”

Further, another participant went on to express a view on how the understanding of the nature of business by a facilities manager is linked to general management:

“To tie back to that general management...now if you’re on the client side you have to understand your business so that your service provider or your team can deliver it. You’re not a specialist in any particular area but you are definitely a Jack of all trades. You need to know something I mean the same for me and BA. You’re an inch deep a mile wide and a master of nothing.”

Furthermore, a different participant echoing the sentiments of many interviewees, also elaborated the importance of understanding business in context of finance as follows:

“The first question you ask a client is; how do you make money? I want to know how you make money because if you don’t have the budget to do it, I can promise you now... I need to make sure we’re focusing the budget at very least doesn’t affect your income. So, we have to understand a bit about business.”

v. Technical skills

Again, subsequent to the above sentiments, another participant expressed the view that, besides the preceding skills, a facilities manager must also be technically competent in the area of operations and maintenance. One of the interviewees elaborated this view as follows:

“You need some technical knowledge so that when you’re sitting and you’re listening to that supplier talking to you, you know he’s not going to rip you off....These things we got to know so it’s important for basics HVAC, UPS. A Guy will tell you, you got to change all your batteries in three months. No, we’ve got to make sure our FMs have some sort of knowledge when it comes to that. Generators, what is their routine, how do they go about doing certain things. Just that extra engineering knowledge.”

vi. Real estate

Similarly, in order to be able to recommend any plans for a property, it is important that a facilities manager effectively understands the basics of Real Estate and Property Management. In an industry that requires careful management of physical property operations, personnel, and finances, an asset plan provides the necessary direction for a successful real estate management. However, there may be times when the Facilities Manager is also asked to contribute to the due diligence on new acquisitions as well. This view was echoed by one participant as follows:

“To get back to the course material, if you could cover the first a little bit across here which is the consulting, the real estate, the stay go, we went through with this. We

had the whole buy; do we buy do we not buy, pros and cons of ownership and buildings. You know a little bit about that, whether you slot it in there or there you need to know the whole life cycle. A little bit whether you want to end up in real estate. So, you don't have to be a real estate expert you know who to call on."

vii. Leadership and strategy

To conclude, the reality is that for most organisations, real estate is the second highest expense after human resources (Atkin & Bildsten, 2017). And if an organisation owns facilities, then real estate is a valuable asset. So, strategic planning ensures that facilities are appropriately planned to meet the needs and changing requirements of building users over time. One participant, echoing a sentiment expressed by many participants, explained this view in the following words:

"The main question is asking and being willing to ask your client what is your five-year plan? Then you take the five-year plan and you, not them, you work them through the five-year plan... It's all around knowing, again I go back to, knowing your client, knowing where they are going and what David's idea was three months, six months' time, yes, you're going to need space...So FM's come out of the closet with global workplace solutions around what is the best way to re-design the workspace, make sure it's agile, make sure it's the correct way of doing stuff."

In brief, the above sentiment indicates that, instead of assuming that HR knows what is best for employees, Facilities Managers must take the leadership role and sell

changes in the facility that improve productivity or employee satisfaction. They must learn more about the issues around space use and productivity, then share these with your HR department. Then advocate change and improvement using evidence and analysis and develop a business case for change that benefits the organisation.

Summing up, rather than having a longer list about what disciplines goes into Facilities Management, focus group participants agreed that there are four key aspects that are fundamental for one to become a competent Facilities manager. These are:

1. Technical aspect,
2. Financial aspect,
3. Managerial aspect, and
4. Legal aspect.

The above skills required to become a competent facilities manager are consistent with findings in literature review (Clark & Hinxman, 1999; Kamaruzzaman et al., 2010; and Frost & Sullivan, 2012)

e) Routes of entry for professional qualification

Focus group participants were asked to explain how one would become an accredited facilities manager in the South African industry. Participants pointed out that currently, there is no specific legislation that directly regulates the FM industry in South Africa. This finding is consistent with Frost and Sullivan (2012). Nevertheless, the accreditation is conducted by SAFMA. There are three levels of accreditation; a credit facilities profession; a certified facilities manager; and a supervisor.

Besides, there are two routes for one to become accredited facilities professional. Firstly, one needs either NQF seven and five-years' experience, or by coursework, including 10 years' experience. In both instances, each route requires the development of a portfolio of evidence on which individual skills, knowledge,

experience and core competencies are assessed by the awarding body, the SAFMA Qualification panel.

So, if a candidate is submitting a portfolio for a strategic facilities manager's level, he must demonstrate having relevant experience operating at a specific management field and at a strategic level. Relevant experience is not related to project management experience but strategic management. The route for accreditation was described by one participant as follow:

“So, to be an accredited facilities professional manager, you need either an NQF seven plus five years' experience. And for that, you would do the usual thing, that is you must put in a submission, and it gets evaluated or were still running a prior learning route which is 10 odd years of relevant experience. So, if you are going an accredited, we were talking about being a strategic facilities manager, you must be able to demonstrate that you you've been operating at a specific management field and at a strategic level for the relevant amount of time and then we will accredit you as an...Look it's not a government accreditation it's an association accreditation. We are talking to the council of the environment to move it to that level. So that is the end point.”

Furthermore, the above participant emphasised what relevant experience is. It is not experience in project management, but rather strategic management experience. The evaluation score card covers aspects such as management of finances, budgeting, HR, etc. at a strategic level. The view was further expanded by the same participant as follows:

“We get a lot of people that come in with project management experience and we say it’s not facilities management, and we’re looking for strategic. We have an evaluation score card and we actually evaluate them against a score card to see that you’re able to tick off...That you managed finance, budgeting, that you managed staff and that sort of thing and also that you managed the clients at a level that you can...In your CV that you got strategic...”

Therefore, a conclusion can be drawn that in order for one to be accredited as a professional facilities manager in South Africa, one must understand what FM is and demonstrate individual skills, knowledge and experience of the core competencies of a facilities manager, and not just focusing on basic level operations but strategic feeder level as well. That is the ultimate where a professional facilities manager should be. The SAFMA routes for accreditation as a professional facilities manager are similar to that of BIFM.

4.3.3 Key Finding 3: Appraisal of selected FM definitions

From literature review, two conditions that should be met for a definition to be considered satisfactory were identified:

1. First of all, it should be as concise as possible and capture all the right characteristics of what we’re trying to define, in this case, facilities management.
2. It should have a clear meaning, so that reasonable people should not disagree when the criteria has been met.

Therefore, in order to arrive at a satisfactory definition of FM, the participants were requested to compare and contrast selected FM definition based on the above

criteria. The objective was to have a relative comparison of different definitions based on the criteria, and thereafter, appraise definitions based on points scored in relation to conditions that have been met.

From the eight participants, seven filled in the score card. From the seven score cards, one was not considered since it was incomplete, hence only six responses were considered for evaluation and appraisal purposes.

The quantum of points if a condition is met was 20 points. Hence, in an event that all five conditions are met, the maximum points scored was 100 points per definition. Now since only 6 responses were considered, the aggregate points were: $6 \times 100 = 600$ points. Below is the table indicating the points score per definition by the six participants.

4 Professional Body/Author	Definition of FM	Participant						Total Score	%	Rank
		1	2	3	4	5	6			
IFMA	FM is a profession that encompasses multiple disciplines to ensure functionality of the built environment by integrating people, place, process and technology.” (IFMA, 2013)	80	60	80	80	80	60	440	73%	1
BIFM ⁵	FM is the integration of multi-disciplinary activities within the built environment and the management of their impact upon people and the workplace.	100	80	60	60	60	60	420	70%	2
RICS	FM is the effective management of place and space, integrating an organisation’s support infrastructure to deliver services to staff and customers at best value whilst enhancing overall organizational performance.	40	80	100	80	40	40	380	63%	3
SAFMA	FM is enabler of sustainable enterprise performance through the whole life management of productive workplaces and effective business support services.	60	60	40	60	40	100	360	60%	4
Peter Barret (2003)	FM is a strategically integrated approach to maintaining, improving and adapting the buildings and supporting services of an organization in order to create an environment that strongly supports the primary objectives of that organization.	40	100	60	60	40	60	360	60%	4
Noor & Pitt (n.d.)	The management of multi-disciplinary activities to ensure continuous functionality of the built environment by linking and integrating people, place process and technology	40	80	80	60	40	60	360	60%	4
EN15221	FM is the integration of processes within an organization to maintain and develop the agreed services which support and improve the effectiveness of its primary activities	20	100	40	40	0	60	260	43%	5
FMAA	FM involves the management operation and maintenance of buildings, precincts and community environments, protecting the wellbeing of the Australian community	0	40	40	60	0	0	140	23%	6

Table 4.1: Stakeholder’s score card on the criteria for good definition

Five interval scales used to appraise the definitions of FM against the criteria for a good definition were classified as a percentage as follows:

Poor	Bad	Moderate	Acceptable	Good
0 - 20	20 - 40	40 - 60	60 - 80	80 - 100

These five interval scales were reclassified into three categories of negative (0 – 40), neutral (40 – 60), and positive (60 – 100).

The highest percentage of positive scale (combination percentage of acceptable and good, i.e. 60 % – 100%) was regarded as the acceptable FM definitions as per focus group assessment.

From table 3. above, a conclusion can be drawn that based on the criteria for a good definition, the definitions ranked from 1 to 4 are acceptable. However, the definition provided by IFMA is the most comprehensive FM definition since it scored the highest points compared to other definitions. Despite this attempt, the study does not claim to have arrived at a consensus definition of FM.

4.4 Summary of discussion

The focus group discussed FM as a profession; as a discipline; and the identity of a professional facilities manager, including the appraisal of eight selected FM definitions to arrive at a preferred definition. The discussion helped to explore the essence and scope of FM by stakeholders, as well as the establishment of a preferred definition of FM in South African context. Findings from discussion included both expected and unexpected responses. The expected responses were similar to literature review findings and included the following:

- Position and boundary of FM as a profession - the main focus of FM is at the operate stage although the input of facilities managers may also be required at

any point of the asset life cycle. It is a diverse profession that offers various services that are outside core businesses of every enterprise.

- The purpose of FM - is the provision of environments which support and enhance the organisation's business
- The role of FM - is life cycle integration of wide-ranging activities and delivery of all non-core services.
- Characteristics of FM - it's focus is the workplace; it plays a supportive role to core business of an organisation; it concentrates on interface between workplace, people and work of organisation; and involves multiple disciplines.
- Distinction of FM from related professional disciplines - property management is about tenancy management, i.e. leases, rentals, acquisitions, while the management of the optimisation of the portfolio sits with FM. Asset management is mainly concerned with business value of the asset; that is which assets to buy or sell, thus the focus is on business profitability.
- The perception and identity of a facilities manager - End users in general, do not regard FM as requiring professional qualification. However, this practice must come to an end. A professional facilities manager is one who is formally trained.
- FM: a jack of all trades - due to multi-disciplinary nature of FM, Facilities managers are required to possess a unique combination of skills, such as HR, Finance and technical skills among others.
- Core competence of a facilities manager - is the strategic management while overseeing operational matters.
- Essential FM skills - Technical, financial, managerial and legal aspect.

- Route for accreditation as a Facilities Manager - there is no specific legislation that directly regulates the FM industry in South Africa, however, for a candidate to be accredited as a professional facilities manager, emphasis is on relevant strategic management experience rather than project management.

The following unexpected responses were unique to the focus group discussion:

- The role of FM - what was unique to the discussion is the inference by the focus group participants that PM and FM roles are synonymous.
- Integrated Facilities Management (IFM) - An explanation for IFM as a method of consolidating all business's facility services and functions under one outsourced team of experts was not articulated in previous studies.
- Distinction of FM from related disciplines - According to Grimshaw and Cairns (2000), what distinguishes FM from related disciplines is integration. However, integration cannot distinguish FM from related FM disciplines since Project Management and CREM also focuses on integration of disparate activities in construction and real estate industry. The fundamental difference is that FM focuses on optimisation of the work place, while property management deals with income and expenses. On the other hand, CREM focuses on strategic decision making on what assets to buy or sell. However, FM provides property management and CREM with key information to make strategic decisions.
- The preferred definition of FM in this study is that provided by IFMA.

While many comments underscored the findings of the earlier studies, others added completely new dimensions to literature on the subject. Furthermore, results of the survey generally suggest that FM stakeholders are knowledgeable on what constitutes FM, and their views are consistent with most findings in previous studies.

Hence, the obstacle to achieving consensus on the definition of FM appears not to be the lack of knowledge, but rather the lack of established criteria for appraising proposed definitions, and failure by stakeholders to recognise correct terms to define FM. However, according to our survey findings, the definition provided by IFMA is the most satisfactory definition compared to other definitions provided by professional bodies and individuals.

CHAPTER 5: SUMMARY AND CONCLUSION

5.1 Introduction

The definition and scope of FM remains a contentious issue, and proposed definitions depend on the local culture, organisation's interest, and people's personal interest. The critical and unresolved tension is the absence of consensus on definition of FM by stakeholders. Unfortunately, it prevents a common platform for a cohesive theoretical development, and the establishment of a unified FM profession. Consequently, exacerbating the identity crisis of the FM profession.

5.2 Summary of findings

Previous studies on the topic have been largely unsuccessful in their efforts to end the definition debate on FM. The difficulty in arriving at a widely agreed definition is compounded by the fact that there are not yet established criteria to appraise proposed FM definitions. A range of different professionals and organisations involved attempts to promote their own body of opinion. Not only that, but most research papers do not cover both review and empirical research, and are based on existing theory which is usually second-hand information.

To address these shortcomings, the objective of this study was thus identifying some criteria for a good definition from the body of knowledge, and applying this criterion to existing FM definitions to identify flaws, and thereafter, revisit the debate with relevant stakeholders so as to arrive a satisfactory definition.

From literature review, four characteristics of FM were identified:

1. The focus of FM is the workplace
2. FM plays a supportive role to core business of an organisation
3. FM concentrates on interface between physical workplace, people and work of Organisation, and

4. FM involves multiples disciplines

The most common problem that has been identified with the contents of proposed definitions is that, definitions fail to capture the right characteristics of FM. Secondly, is the problem of recognising the correct terms. Therefore, in order for a definition to be considered satisfactory, there are two conditions that must be satisfied:

1. Focus requirement - a good definition should exclude non-essentials and should be concise as possible.
2. Clarity requirement - a good definition should exclude terms that are vague

When selected FM definitions were analysed against the above conditions, it was discovered that definitions do not satisfy the criteria for a good definition. In brief, the definitions lack either focus, clarity or both. This discovery is consistent with findings in literature review. However, clarity of definition and focus of a subject are essential to establish consensus on the definition of FM.

Hence, in conducting this study, we chose to establish a preferred definition of FM based on a criterion for a good definition, rather than relying on review of few selected definitions, and applying our opinion. By considering a criterion for a good definition, we attempted to remove much bias from the selection process.

Subsequently, given some FM definitions, aspects of FM, and the criteria for a good definition, a focus group discussion comprising experienced FM practitioners was conducted. The objective was to seek the views of participants on what FM is, as well as to appraise selected definitions based on the criteria, in order to establish a preferred definition in the South African context. In order for a definition to be considered satisfactory, each aspects of FM must be captured by a definition, and terms that are vague must be excluded.

The focus group findings generally suggest that participants are knowledgeable on what constitutes FM, and much of their views are consistent with previous studies. Therefore, a conclusion can be drawn that lack of knowledge, cannot be regarded as an obstacle to establish consensus on the definition of FM.

However, the lack of established criteria for a good definition appears to be the root cause for the failure by definitions to capture rights aspects of FM, including failure by stakeholders to recognise correct terms. While many comments underscored the findings of the earlier studies, others added completely new dimensions to literature on the subject.

Based on our findings, the definition provided by IFMA was found to be more comprehensive compared to definitions provided by other professional bodies and individuals, because the definition is concise, and excludes non-essentials as well as terms that are very vague. The IFMA defines FM as follow:

“FM is a profession that encompasses multiple disciplines to ensure functionality of the built environment by integrating people, place, process and technology.” (IFMA, 2013)”

The selected definition is based solely on our research and analysis of eight definitions rather than imposing our own opinion on the selected definition. Hence, this definition is simply not like any other ordinary definition in FM literature, but rather it serves to synthesise FM by taking into account the most agreed aspects of FM. A review of current definitions revealed that many FM definitions failed to capture the most commonly identified aspects of FM. However, the selected definition captures most aspects of FM and is broad enough to portray the essence of FM. This is an

important finding as many of FM definitions have been previously set forth without a criterion.

5.3 Conclusions

By recognising that variations in definitions have led to confusion which affects the formulation of theory to underpin the discipline, the adoption of a consensus definition of FM is of paramount importance for the development of a cohesive FM profession. Consensus on the definition of FM can provide opportunities to academics in terms of guiding future research, and to practitioners as they develop and implement more effective FM practices.

In order to scientifically study a phenomenon such as FM, it is necessary to have a clear understanding of what FM is, and its associated characteristics and boundaries. Without the knowledge of what FM is, it is virtually impossible to arrive at a consensus definition. Secondly, a criterion for a good definition is required in order to eliminate bias on the definition of FM. This is necessary in order to establish a consensus on the definition of FM.

As evidenced from this study, a definition should capture all right aspects of FM, and must be concise and clear as possible, in order for it to be considered a good definition. In spite of this attempt, the study does not claim to have reached a consensus definition due to small sample size. Further empirical research on the preferred definition is required to establish consensus in the industry at large.

Nevertheless, the research strategy as illustrated in Figure 3.1 on page 49 can be conceptually accepted as a general approach for further research on the topic. Not only that, but the adoption of the criteria for a good definition would provide an agreed upon starting point for structural framework for additional development of FM definition.

5.4 Implications for the study

The study attempts seeking a solution that can possibly settle this never-ending definition debate, by adopting a criterion for a good definition to mitigate variations in FM definition. The benefit would be minimising diversity in definitions across organisations, regions, and nations; hence, paving the way to ultimately achieve a standard international FM definition.

Secondly, consensus on definition of FM is important since it would allow researchers to more precisely advance theory, and practitioners to identify the scope and boundaries of FM (Stock & Boyer, 2009). Equally important, we are also of the view that this discussion can have a long-term effect on accelerating and raising the professional profile of the FM profession.

5.5 Limitations and direction for future studies

The results from focus group discussion indicates that the definition by IFMA is the most satisfactory definition of FM. However, these results cannot be inferred to the wider FM industry in South Africa context due to the small number of participants. Consequently, the outcome is not conclusive. A more comprehensive survey to reach consensus on definition of FM is required. New data must be collected, and existing sources adapted in order to provide comprehensive statistical power that can help us arrive at a universal FM definition.

5.6 Recommendations

Four decades after the formation of IFMA in USA, limited progress has been made on the correct definition of FM. International and regional associations and academic and research institutions need to work together in the development and revision of the definition and scope of FM. The collaboration should extend towards international standards, professional practice, academic qualifications, and the

adoption of the criteria for a good definition, including generally accepted terms for defining FM.

The major area identified in this study as requiring further improvement is the measurement of the level of understanding on what FM, and the establishment of a consensus on a universally agreed definition of FM in the industry at large through comprehensive empirical surveys with relevant stakeholders, based on the criteria for a correct definition. Academics and professional bodies must take the lead in resolving the endless debate on the definition of FM.

References

- Ali , Z., McGreal, S., Adair, A., & Webb, J. R. (2008). Corporate Real Estate Strategy: A Conceptual Overview. *Journal of Real Estate Literature*, Vol. 16, No. 1, 3-21.
- Atkin, B., & Bildsten, L. (2017). A future for facilities management. *Construction innovation*, 116-124.
- Bell, J. (1992). Facilities Management and Changing Professional Boundaries. *Facilities*, Vol. 10, No. 10, 1-4.
- Bender, D. E., & Ewbank, D. (1994). The focus group as a tool for health research: issues in design and analysis. *Health Transition Review*, Vol. 4, No. 1, 63-79.
- Chotipanich, S. (2004). Positioning facilities management. *Facilities*, Vol. 22, No. 13/14, 364-372.
- Clark, E., & Hinxman, L. (1999). Developing framework of competencies for facilities managers . *Facilities*, 246-252.
- Crewell, J. W. (2009). *The Selection of a Research Design*. Retrieved from Scribd Web site: <https://www.scribd.com>
- De Bruijn, H., van Wezel, R., & Wood, R. C. (2001). Lessons and issues for defining "facilities management" from hospitality management. *Facilities*, Vol. 19, No. 13/14, 476-483.
- De Valenzuela, J. S. (2002, July 30). *What is Criterion-Referenced Assessment?* Retrieved from University of New Mexico Website: <http://www.unm.edu>
- Drion, B., Melissen, F., & Wood, R. (2012). "Facilities management: lost, or regained?". *Facilities*, Vol. 30, No. 5/6, 254-261.
- EIPPEE. (n.d.). *Choosing appropriate research methodologies and methods*. Retrieved from EIPPEE Web site: <http://www.eippee.eu>

- Elliot & Associates. (2005). *Guidlines for Conducting a Focus Group*. Retrieved from MassTapp Web site: <http://assessment.aas.duke.edu>
- Frost & Sullivan. (2012, August 22). *An assessment of The South African Facilities Management Industry*. Retrieved from DKMC Web site: <https://www.dkmc.co.za>
- Golicic, S. L., & Davis, D. F. (2012). Implementing mixed methods research in supply chain management. *International Journal of Physical Distribution & Logistics Management, Vol. 42, No. 8/9*, 726 -741.
- Grimshaw, B. (1999). Facilities management: the wider implications of managing change. *Facilities, Vol. 17, No. 1/2*, 24-30.
- Grimshaw, B., & Cairns, G. (2000). Chasing the mirage: managing facilities in virtual world. *Facilities, Vol. 18, No. 10/11/12*, 392-401.
- Grimshaw, R. W. (2003). FM: the professional interface. *Facilities*, 50-57.
- Heary, C. M., & Hennessy, E. (2002). The Use of Focus Group Interviews in Pediatric Health Care Research. *Journal of Pediatric Psychology, Vol. 27, No. 1*, 47-57.
- Hinks, J., & McNay, P. (1999). The creation of a management-by-variance tool for facilities management performance assessment. *Facilities, Vol. 17, No. 1/2*, 31-53.
- Humboldt State University. (n.d.). *What are the criteria for a good argument?* Retrieved from Humboldt State University Web site: www.users.humboldt.edu
- Israel, G. D. (1992). *Determining Sample Size*. Florida: University of Florida.
- Jensen, P. (2008). The origin and constitution of facilities management as an integrated corporate function. *Facilities, Vol. 26, No. 13/14*, 490-500.
- Junghans, A., & Olsson, N. (2014). "Discussion of facilities management as an academic discipline". *Facilities, Vol. 32 Iss 1/2*, pp. 67 - 79.
- Kamaruzzaman, S. N., & Myeda, N. E. (2018). Developing facilities management (FM) competencies for Malaysia. *Journal of Facilities Management*, 157-174.

- Kamaruzzaman, S. N., Marinie, E., & Zawawi, A. (2010). Development of facilities management in Malaysia. *Journal of facilities management, Vol. 8, No. 1*, 75-81.
- Kidd, P. S., & Parshall, M. B. (2000). Getting the focus and the Group: Enhancing Analytical Rigor in Focus Group Research. *Qualitative Health Research, Vol. 10, No. 3*, 293-308.
- Kincaid, D. (1994). "Integrated Facility Management". *Facilities, Vol. 12, No. 8*, 20-23.
- Lauttamaki, V. (2016). "ACTVOD-future workshops - a generic structure for a one-day future workshop". *Foresight, Vol. 18, No. 2*, 156-171.
- Lind, H. (1998). The definition of market value. *Journal of Property and Investment, Vol. 16, No. 2*, 159-174.
- Madrigal, D., & McClain, B. (2012, September 3). *Strengths and Weaknesses of Qualitative and Quantitative Research*. Retrieved from UX matters Web site:
<http://www.uxmatters.com>
- Marshall, M. N. (1996). Sampling for qualitative research. *Family Practice, Vol. 13, No. 6*, 522-525.
- Masadeh, M. A. (2012). Focus Group: Review and Practices. *International Journal of Applied Science and Technology, Vol. 2, No.10*, 63-68.
- Meng, X. (2015). Facilities management: tracing its development trajectory. *Property Management, Vol. 33, No. 3*, 212-223.
- Mertens, D. (2012). Transformative Mixed Methods. *American Behavioral Scientist, Vol. 56, No. 6*, 802-813.
- Mohamat Nor, N. A., Mohammed, A. H., & Alias, B. (2014). Facilities Management History and Evolution. *International Journal of Facilities Management, Vol. 5 No. 1*.
- Moore, M., & Finch, E. (2004). Facilities Management in South East Asia. *Facilities, Vol. 22, No. 9/110*, 259-270.
- Morgan, D. L. (1996). Focus Groups. *Annual Reviews of Sociology, Vol. 22*, 129-152.

- Mutch, C. (2013). *Doing Education Research (2nd ed.)*. Wellington: NZCER Press.
- Myeda, N. E., & Pitt, M. (2014). Facilities management in Malaysia - Understanding the development and practice. *Facilities*, 490-508.
- Noor, M. N., & Pitt, M. (2009). A critical review on innovation in facilities management service delivery. *Facilities*, Vol. 27, No. 5/6, 211-228.
- Noor, M. N., & Pitt, M. (n.d.). *Defining Facilities Managemnet (FM) in the Malaysian perspective*. Liverpool, UK: Liverpool John Moores University.
- Pathirage, C., Haigh, R., Amaratunga, D., & Baldry, D. (2008). Knowledge management practices in facilities organisations: a case study. *Journal of Facilities Management*, Vol. 6, No. 1, 5-22.
- Pheng, L. S. (1996). Total quality facilities management: a framework for implementation. *Facilities*, 5-13.
- Pilanawithana, N. M., & Sandanayake, Y. G. (2017). Positioning the facilities manager's role throughout the buidling lifecycle. *Journal of Facilities Managemnet*, 376-392.
- Pitt, M., & Hinks, J. (2001). Barriers to the operation of facilities management: property management interface. *Facilities*, Vol. 19, No. 7/8, 304-308.
- Powell, R. A., & Single, H. M. (1996). Methodology Matters - V. *International Journal for Quality in Health Care*, Vol. 8, No. 5, 499-504.
- South African Facilities Management Association. (n.d.). *What is Facilities Management*. Retrieved from South African Facilities Management Association Web site: www.safma.co.za
- Steenhuizen, D., Flores-Colen, I., Reitsma, A. G., & Branco Lo, P. (2014). The road to facility managment. *Facilities*, Vol. 32, No. 1/2, 46-57.

- Stock, J. R., & Boyer, S. L. (2009). Developing a consensus definition of supply chain management: a qualitative study. *International Journal of Physical Distribution & Logistics Management*, 690-711.
- Tay, L., & Ooi, J. T. (2001). Facilities management: a "Jack of all trades"? *Facilities*, Vol. 19, No. 10, 357-363.
- The Royal Institute of Chartered Surveyors, 1999a. (2016, April 4). *RICS draft guidance note: The strategic role of facilities management in business performance*. Retrieved from RICS iConsult: <http://www.consultations.rics.org>
- The Royal Institute of Chartered Surveyors, 1999b. (2016, April 4). *RICS draft Guidance Note - Managing Facilities to Enhance Organisational Performance*. Retrieved from RICS iConsult: <http://www.consultations.rics.org>
- Then, D. S.-S. (1999). An integrated resource management view of facilities management. *Facilities*, Vol. 17, No. 12/13, 462-469.
- University of Surrey. (1997, March). *Focus Groups*. Retrieved from Social Research Update 19: <http://sru.soc.surrey.ac.uk>
- University of Washington. (2006, November 1). *Socratic Definitions*. Retrieved from Philosophy 320: <http://facult.washington.edu>
- van der Voordt, T. (2017). Facilities Management and corporate real estate management: FM/CREM or FREM? *Journal of Facilities Management*, 244-261.
- Ventovuori, T., Lehtonen, T., Salonen, A., & Nenonen, S. (2007). A review and classification of academic research in facilities management. *Facilities*, Vol. 25, Vol 5/6, 227-237.
- Waheed, Z., & Fernie, S. (2009). Knowledge based facilities management. *Facilities*, Vol. 27, No. 7/8, 258-266.
- Weiss, D. (2014, July 28). *Why is facilities management struggling to be strategic?* Retrieved from Faith + Gould - UK & Europe: <https://www.fgould.com>

Wikipedia, the free encyclopedia. (n.d.). *Definition* . Retrieved from Wikipedia Web site:

<https://en.wikipedia.org>

Yiu, C. Y. (2008). A conceptual link among facilities management, strategic management and project management. *Facilities*, Vol. 26, No. 13/14, 501-511.

APPENDICES

Appendix A: Ethics Clearance Certificate

Appendix B: Focus Group Confirmation Letter

Appendix C: Focus Group Participation Consent Forms

Appendix D: Focus Group Questions

Appendix E: Focus Group Discussion transcription

Appendix F: Survey Participation Consent Form

Appendix G: Survey questionnaire

APPENDIX A: Ethics Clearance Certificate

School of Construction Economics & Management

University of the Witwatersrand, Johannesburg -PO Box 20, Wits 2050, South Africa • Tel: +27 (0)11 717 7652/77669
Fax: +27 (0)11 717 9729 Email:CEM@wits.ac.za



SCHOOL OF CONSTRUCTION ECONOMICS AND MANAGEMENT RESEARCH ETHICS COMMITTEE

CLEARANCE CERTIFICATE

PROTOCOL NUMBER CEM/17/05/IEP/MS

PROJECT TITLE:

Revisiting the Facilities Management (FM) Definition
Debate - A study of South African Stakeholders

INVESTIGATOR

Isaac Edson Phiri 528982

SCHOOL/DEPARTMENT

**SCHOOL OF CONSTRUCTION ECONOMICS AND
MANAGEMENT**

DATE CONSIDERED

29/05/2017

DECISION OF THE COMMITTEE

Approved conditionally with respect to the declaration and
forwarded moderate corrections. Please note these
corrections.

EXPIRY DATE

28th May 2018

DATE

29 May 2017

CHAIRPERSON

Dr. Kola Ijasan

cc: Supervisor: Prof S Azasu

DECLARATION OF INVESTIGATOR (S)

To be completed in duplicate and **ONE COPY** returned to the Secretary Mrs. M. Sithole at the CEM
reception desk.

I fully understand the conditions under which I am/we are authorized to carry out the abovementioned
research and I/we guarantee to ensure compliance with these conditions. Should any departure to be
contemplated from the research procedure as approved I/we undertake to resubmit the protocol to the
committee. I agree to completion of a yearly progress report.

A handwritten signature in black ink, appearing to be 'I. Phiri'.

Signature

Date

06, 06, 2017

REVIEWER'S COMMENTS: HUMAN RESEARCH ETHICS COMMITTEE (NON MEDICAL)**DATE: 11/10/16**

Applicant's name: Isaac Edson Phiri	Student Number: 528982	Reviewer's name: 05										
Supervisor's Name: Prof S. Azasu												
Degree: MSc												
Title of the research project: Revisiting the Facilities Management (FM) Definition Debate – A study of South African Stakeholders												
Comments for the applicant to address on the Ethics Application Form:												
Comments for the applicant to address on the Participant Information Sheet: Use the official CEM address and include your supervisor's details as backup												
Comments for the applicant to address on the Consent Form: If the respondents are not agreeing, how do they show it in your consent form												
Methodological comments for the applicant to consider:												
Reviewer's overall comments:												
Recommendation (please indicate): <table border="1"><tr><td>Accept as is</td><td></td></tr><tr><td>Minor revisions</td><td>X</td></tr><tr><td>Moderate revisions</td><td></td></tr><tr><td>Major revisions</td><td></td></tr><tr><td>Resubmit</td><td></td></tr></table>			Accept as is		Minor revisions	X	Moderate revisions		Major revisions		Resubmit	
Accept as is												
Minor revisions	X											
Moderate revisions												
Major revisions												
Resubmit												
Please indicate if the Reviewer would like to see the amended version of the Ethics Application Form, PIS and Consent Form: <table border="1"><tr><td>Yes</td><td>X</td></tr><tr><td>No</td><td></td></tr></table>			Yes	X	No							
Yes	X											
No												

University of the Witwatersrand, Johannesburg

Application to the Human Research Ethics Committee (HREC Non-Medical)

Use this form in applying for clearance of research involving human participants ('human subjects'¹).

Instructions

1. Completed applications must be submitted to the Research Office by the last day of the month for consideration at the meeting during the following month.
2. Incomplete applications will NOT be considered.
3. Applications will NOT be processed without signatures from supervisors (where relevant) and the Head of School/Unit.
4. Photocopying should be done 'back to back' to save paper.
5. All submissions and materials must be typed. Handwritten submissions are NOT acceptable. Glossy and fancy binding NOT necessary.
6. All appendixes, if any, must be stapled to the ethics form and collated

The following documents must be included with your application as numbered appendixes:



Check list

No. of copies
required

For all research:

X	Completed Ethics Application Form	10
X	Copies of the research proposal	4
X	Copies of proposed questionnaires/interview schedules	4
X	Participant Information sheet	4

Where applicable (Attach to this form):

	Acknowledgement of Informed Consent form (for participant's signature)	4
	Relevant permissions (from, e.g. company's HR department, National authorities such as Education, Correctional Services, etc.) or other legally required consent	4
	Any other required/appropriate release or consent forms (e.g.: Focus group participant consent form, consent to record (audio), model release (for video or photography), etc.	4
	Guardian consent form (for participants under the age of 14)	4
	Minor assent form	4
	Other (Please specify)	4

Declaration:

I recognise that it is my responsibility to conduct my research in an ethical manner according to Guidelines of the University of the Witwatersrand, according to any laws and/or legal frameworks that may apply, and according to the norms and expectations of my discipline.

In preparing this Application for Ethics Clearance from the University of the Witwatersrand, I have consulted the **Guidelines for Human Research Ethics Clearance Application /non-medical** (a separate document available on this web site <http://web.wits.ac.za/Academic/Research/Applications.htm>) and have familiarised myself with the ethical guidelines specific to my discipline.

Signature



Name of Researcher/Applicant

Isaac Edson Phiri (Student Number: 528982)

¹ In place of the term 'human subjects', University of Witwatersrand prefers to use the term '(research) participants' in order to reflect the difference between the bio-medical sciences—where 'research subjects' is more appropriate—and the humanities and social sciences.

HREC (Non-Medical) Clearance Application

PROTOCOL NUMBER (for office use only): _____

Researcher's personal data

Surname	Phiri	Name	Isaac Edson
Title (circle one):	☐ Prof ☐ Dr ☒ Mr ☐ Ms ☐ Other:		
Department/discipline	Faculty of Engineering and the Built Environment		
School	School of Construction Economics and Management		
University address	University of the Witwatersrand, 1 Jan Smuts Avenue, Braamfontein, Johannesburg, 2050, South Africa, P.O. Box 20 Wits, 2050		
Staff / Student number	528982	☐ Full time ☒ Part time	☐ Staff
Your telephone(s)	+27 82 334 7317		
Your Email:	isaac@3dqs.co.za/528982@students.wits.ac.za		
Name of Supervisor	Professor Samuel Azasu		
Supervisor's email address	Samuel.azasu@wits.ac.za		
Supervisor's tel. number(s)	+27 11 717 7676		

TITLE OF RESEARCH PROJECT

Revisiting the Facilities Management (FM) Definition Debate – A study of South African Stakeholders

Is this research for degree purposes?	☒ Yes ☐ No
If so, for what degree?	☐ Honours ☐ MA ☐ PhD ☒ Other (specify): MSc
Has it been approved by the relevant higher degrees committee or other relevant unit?	☐ Yes ☐ No ☒ Submitted & pending

Where will the research be carried out?

Gauteng Province, South Africa

What are the aims & objectives of the research relevant to human research participants (Please list; be brief)

- To obtain basic data on the definition of FM in the South context;
- To measure the level of understanding on FM in the industry;
- To measure the level of recognition of correct instances of FM in the industry;
- To determine an acceptable definition of FM;
- To establish the level of consensus on acceptable definition of FM in the industry.

List the names and affiliations of any *additional* researchers who will be covered by this ethics protocol

Professor Samuel Azasu

Has appropriate formal permission been obtained, if required (e.g. employer, government department, land owner, etc.)?

☐ Yes (attached) ☒ Not required ☐ Pending (must be supplied before permission is granted)

Do you have any financial or material interest associated with your research participants or with the organisations that you will work with during your research?

☐ Yes, current ☒ No ☐ Potential conflicts of interest may exist

If yes, please explain how you will manage any existing or potential conflicts of interest.

HREC (Non-Medical) Clearance Application

PROTOCOL NUMBER (for office use only): _____

Protocols submitted to the Committee must have sufficient information to enable the committee to judge the ethical implication of the proposed research. Please be brief and concise but also as specific and informative as possible.

How will data on human research participants be collected (techniques, methods, procedures)? Be brief but specific	
☒	Formal interviews using questionnaires, schedule/list of questions, or formal protocol (Attach all questionnaires, schedules, etc.)
☐	Informal interviews, semi-structured or open ended interviews (Attach interview protocol, or guidelines)
☐	Ethnographic observation, participant observation, other informal descriptive and / or interactive methods
☒	'Focus group', seminar/discussion group, or other group-orientated research
☐	Community-based, participant, or 'action research' methods or technique such as drama workshops, community theatre, training workshops, participant rural appraisal (PRA), rapid rural appraisal (RRA), etc.
☐	Research on/in therapeutic or counselling contexts
☐	Observation of public performance, and/or public behaviour observation
☐	Photography, video and/or audio recording (specific separate consent forms may be required)
☐	Mapping or other techniques that involve direct interaction with participants (otherwise exempt)
☐	Other research methods or techniques—explain below.
Details:	

How will informed consent be obtained?	☒	Formal (Signed form)	☐	Informal or Verbal	☐	Other (e.g. public speech)
Explain your strategy for ensuring informed consent						
A detailed Participant Information Sheet (PIS) will be prepared and sent out to all participants taking part in the research. The PIS will capture key information related to the research with the following sections: (a) Purpose of the study, (b) What their participation will involve, (c) Participant's possible benefits and / or risks for participating in the study and (d) Participant's rights during execution of this study. A Consent Form will form part of the PIS that will be sent out to the participants for them to provide their formal and informed consent to participate in the research. (Refer to Appendix A to E) Participants may refuse to participate in this study. They may change their mind about being in the study and quit after the study has started. Participants signatures will indicate that they have decided to participate in this study. Should participants not agree to participate, they will not sign the participation form, hence will not participate.						
Attach participant's information sheets, informed consent forms, and/or other related materials						

NB: informed consent in the social science and humanities research involving human participants

Where informal ethnographic or participant observation methods are used, or where signed Informed Consent forms are not possible, or for research involving group contexts (focus group, Participant Rapid Assessment, Rapid Rural Appraisal, public performance, workshops) **state how the quality of informed consent will be assured.** It is essential that direct participants in research be fully informed and agree on this basis to participate in research.

HREC (Non-Medical) Clearance Application

PROTOCOL NUMBER (for office use only): _____

Who will the research participants be? Corporate Real Estate Professionals i.e. Executives and Managers			
Age range?	18 years and to 60 years		
Does this research expose either the participant or the researcher to any potential risks or harm that they would not otherwise be exposed to?	☐	Yes	☒ No
Will research involve vulnerable categories?	☐	Yes	☒ No
If so, state which ones:	N/A		
How will participants be selected and approached?	A sample of participants for focus group discussion will be selected from major South African FM companies as identified by Frost & Sullivan report (March 2012). Email and telephonic contact will be made with participants before Information Sheet and Informed Consent documents are sent to them to complete. Thereafter, the on-line Research Questionnaire will be sent to them.		
How will any existing vulnerabilities among research participants be addressed?	N/A		

NB: The term 'Vulnerable categories' includes, among others, children under 14, orphans, prisoners, persons with cognitive or communication disorders, people who are traumatised or currently in traumatic situations.

HREC (Non-Medical) Clearance Application

PROTOCOL NUMBER (for office use only): _____

Can confidentiality be guaranteed?	☒	Yes	☐	No
Can anonymity be guaranteed in resulting reports, theses and/or publications?	☒	Yes	☐	No
Explain how this will be done? What will participants be told in this regard? Participants' right to anonymity will be maintained by not disclosing their private information or that of the organizations they work for. The participants' information will not be published. All data collected will be destroyed after the study.				

NB: While confidentiality may be desirable, it cannot be guaranteed in, for example, focus groups, or ethnographic observation. Similarly anonymity should be preserved in questionnaires, but cannot be offered in workshop methodologies, focus group research, etc. All data however should be kept confidential and safe from unauthorised access once it has been collected. Informants should have the right to remain anonymous in the final report, and this must be respected in handling of all data relating to them.

What is to be done with the research data after completion of the project?
Research data will be destroyed after the study.

NB: 'Raw' or unprocessed data, especially where the identity or personal data of research participants is included, must be safeguarded and preserved from unauthorised access. Data may be destroyed after use, but preservation in an archive or personal collection may also be appropriate, desirable or even essential. For instance, data sets that contain historically important information or information that relates to national heritage must be preserved and should be placed in a public archive where possible and appropriate.

All data should be preserved in a way that respects the nature of the original participants' consent.

10. How will the results be reported, and who will have access to this/these?
The results will only be in the research report which is expected to be in the university library

SIGNATURES (REQUIRED)

In signing this form, the researcher and supervisor (if any) of this project undertake to ensure that any amendments to this project that are required by the Human Research Ethics Committee are made before the project commences.

Declaration: We, the signatories, declare that all information on this form is correct and that we will strive to maintain the highest ethical standards in this research, according to disciplinary and university expectations at all time, recognising that ethical practice in research is always a continuing process.

	Date	Name	Signature
Applicant		IE Phiri, 528982	
Research Supervisor's name & signature (for students)		Prof Sam Azasu	
Dept/Unit Head's name & signature		Prof Dave Root	

APPENDIX B: Focus Group Confirmation Letter



20th June 2017

Dear Sir/Madam

Thank you for your willingness to participate in our focus group. As per email correspondence, we would like to hear your ideas and opinions about the definition of FM. You will be in a group with 4 to 5 other participants. Your responses to the questions will be kept anonymous. The date, time, and place are listed below. Please contact *Ruth Billet* the School Administrator for directions to the venue where the focus group will be held on Tel. +27 11 717 7652

Date: 5 th July 2017
Time: 16:00 to 18:00
Place: WITS, School of Construction Economics and Management Boardroom

If you will not be able to attend for any reason, please contact Isaac Phiri on 082 334 7317 or through email: isaac@3dqs.co.za. Otherwise we look forward to seeing you.

Yours Sincerely

A handwritten signature in black ink, appearing to read "I Phiri".

Isaac Phiri (Student No. 528982)

APPENDIX C: Focus Group Participation Consent Form

The purpose of the group is to select a suitable FM definition based on the criteria for a good definition. The proposed definition will be used in a subsequent questionnaire survey to obtain information which will inform consensus on a universally accepted FM definition in the South African context.

You can choose whether to participate in the focus group and stop at any time. Although the focus group will be recorded, your responses will remain anonymous and no names will be mentioned in the report.

There are no right or wrong opinions to the focus group questions. We would like to hear many different viewpoints and would like to hear from everyone. We hope you can be honest even when your responses may not agree with the rest of the group. In respect for each other, we request that only one individual speak at a time in the group and that responses made by all will be kept confidential.

I understand this information and agree to participate fully under the conditions stated above.

Name:

.....

Signed:

.....

Date.....

Note: Should you not agree with the conditions stated above, please do not sign this consent form:

1. FOCUS GROUP INTRODUCTION

1.1 WELCOME

Thank you for agreeing to be part of the focus group. We appreciate your willingness to participate.

1.2 INTRODUCTION

Moderator; Assistant moderator

1.3 PURPOSE OF FOCUS GROUP

The existing FM definitions are diverse. Hence the purpose of this focus group is to establish a suitable definition which satisfies the criteria for a good definition to alleviate the identity crisis that FM faces today. There are two conditions that a good definition should satisfy:

- a) A good definition should be concise as possible, and capture all the right instance (aspects) of FM.
- b) A definition should have a clear meaning. I.e., terms which are vague should not be included. (e.g. people meaning customer)

Some existing FM definitions provided by professional bodies together with the identified criteria will be used as the basis for your discussion, to select a suitable FM definition.

2. GROUND RULES

2.1 WE WOULD LIKE YOU TO DO THE FOLLOWING

We would like you to participate.

We may call on you if we haven't heard from you in a while.

2.2 THERE ARE NO RIGHT OR WRONG OPINIONS

Every person's experiences and opinions are important.

Speak up whether you agree or disagree.

We would like to hear a wide range of opinions.

2.3 CONFIDENTIALITY

We would like you to feel comfortable sharing what you think. Opinions expressed in this room will be treated in confidence.

2.4 WE WILL BE RECORDING THE GROUP

We would like to capture everything you should say.

We will not identify anyone by name in our report, all responses will remain anonymous.

APPENDIX D: Focus Group Questions

A major area of interest to this study is the knowledge of FM by stakeholders.

Without knowledge of FM, it is impossible to define what FM is.

Q 1: What is FM?

(Probe topics: as an academic discipline, as a profession)

Q 2: What constitutes FM as an academic discipline?

(Probe topics: which courses, which specific disciplines – engineering and which types? non- engineering and which types?)

Q 3: Does FM has a unique body of knowledge or does FM borrow from different disciplines?

(Probe topics: academic institutions, professional associations)

Q 4: What distinguishes FM from related established professions?

(Probe topics: e.g. property management, corporate real estate management, and project management)

Q 5: What are the characteristics of FM?

(Probe topics: supportive role to enhance core business; multi-disciplines; integration of disparate specialist skills; interface between people, workplace and work of organisation; integrated approach)

Q 6: a) What should be the core areas in an FM qualification?

b) What should be optional in an FM qualification?

(Probe topics: understanding business organization, managing people, managing work environment, managing resources, managing the premises and managing services)

Q 7: How does one become a professional facilities manager?

(Probe topics: on the job experience, formal education, professional certificate)

Q 8: A definition of FM should meet two conditions for it to be a candidate for a good definition:

1. It should exclude non-essentials, and be as concise as possible.
2. It should capture the right characteristics of FM

Based on the criteria for a good definition above, which definition do you think best describes FM in the table below?

Scoring criteria: the condition is met (20 points); the condition is not met (0 point)

FMAA: denotes the Facilities Management Association of Australia

EN15221: denotes the European Committee for Standardisation

Professional Body	Definition of FM	Characteristics of FM				Clarity ?	Score	Rank
		FM plays a supportive role;	Interface between people, workplace, and work	There are multiple disciplines	FM requires an integrated approach.			
RICS	FM is the effective management of place and space, integrating an organisation's support infrastructure to deliver services to staff and customers at best value whilst enhancing overall organizational performance.							
IFMA	FM is a profession that encompasses multiple disciplines to ensure functionality of the built environment by integrating people, place, process and technology." (IFMA, 2013)							
BIFM`	FM is the integration of multi-disciplinary activities within the built environment and the management of their impact upon people and the workplace.							
EN15221	FM is the integration of processes within an organization to maintain and develop the agreed services which support and improve the effectiveness of its primary activities							
SAFMA	FM is enabler of sustainable enterprise performance through the whole life management of productive workplaces and effective business support services.							
FMAA	FM involves the management operation and maintenance of buildings, precincts and community environments, protecting the wellbeing of the Australian community							
Peter Barret (2003)	FM is a strategically integrated approach to maintaining, improving and adapting the buildings and supporting services of an organization in order to create an environment that strongly supports the primary objectives of that organization.							
Noor & Pitt (n.d.)	The management of multi-disciplinary activities to ensure continuous functionality of the built environment by linking and integrating people, place, process and technology.							

Q 9: Based on the criteria for a good definition, please rank the proposed definitions generated in from Q11?

(Probe topics: correct terms, reference to FM characteristics, concise)

Q 10: Is there anything else you would like to say?

APPENDIX E: Focus Group Transcription



CERTIFICATE OF VERACITY

We, hereby certify that in as far as it is audible the afore-going is a true and correct transcript of the recording provided by you in the matter:

(NAME OF AUDIO: 2017.07.06_16.26_01)

DATE COMPLETED	:	13/07/2017
NUMBER OF PAGES	:	38

Date of Meeting: 06 July 2017

Present:

Tshnyi Magoro	- (PARTICIPANT)
Dikeledi Sithole	- (PARTICIPANT)
Conrad Mills	- (PARTICIPANT)
Ponatshego Rapetswa	- (PARTICIPANT)
Chris Aslett	- (PARTICIPANT)
John Sameul	- (PARTICIPANT)
Kerrey Millar	- (PARTICIPANT)
Dominic Rose	- (PARTICIPANT)
Sameul Alasu	- (MODERATOR)
Isaac Phiri	- (ASSISTANT MODERATOR)

SAMUEL AZASU: Isaac is trying to finish his master's degree and we were thinking about what he might do for his master's degree and one afternoon... All this time we were brainstorming about what he might do and it crossed my mind that one of my former professors did some work on definitions on market value, property market values. So I said look I think I've seen some papers toying around with different issues of facility management. Could we use same criteria and apply facilities management definitions and see what we might get? Which is how this whole thing came about. Now [inaudible 0:00:51:3] we've discovered in October, November last year that [Ichma? 0:00:56.3] and ICS have formed a kind of partnership and the goal of their partnership is to standardise definitions and processes around facilities markets. So we thought this is going to be a politically correct project in that sense. And then in the process we also discovered that here in South Africa there has also been a project on definitions and standards of facilities management and we thought, okay it would've been nice if we had done this before that but in any case that standard and those definitions were coming up for review sooner or later. And so there might be a case for doing a project like this, first of all to give him his degree but also then to have some kind of evidence based discussion around how future review of the current definitions and South African standards would go when the time comes. Maybe I'll close... So briefly, guys, the background of this discussion that we... It started out as just a normal school project whose significance we only discovered as we were probing it. Now we

see three aspects to the discussion: facilities management as a body of knowledge, facilities manager as a profession and the identity of the professional who we call a facilities manager. Now when we were looking at the discussions, one of the things that we noticed was that many of these definitions only cover a part of the three. You very seldom find a definition that takes care of all three and since that we know differences and how these things are defined there is some ingenuity in terms of who's an FM professional and who is not. Where are the boundaries of the industry? Which occupational areas could we include, which occupational areas could be excluded? Hello

MALE SPEAKER 1: Sorry we're late.

SAMUEL AZASU: Welcome.

DIKELEDI SITHOLE: Thank you. Isaac.

SAMUEL AZASU: Dikeledi, please take a seat. Your seat is the best one.

MALE SPEAKER 2: [inaudible 0:04:06:02] as a gift. Before he comes.

SAMUEL AZASU: They can sit... Actually, they can sit anywhere. So you're able to figure out who's inside and whose doing outside of it. Who could be classified as a FM professional and who could be left out of it and what is the body of knowledge that will constitute facilities management? We think that based on what we've been seeing and even based on what have been done so far, even in the South African context. These problem remains. So we think there is a case for keeping the discussion open and we acknowledge that there is a risk that people would feel from having done such a tedious amount of work and finding it in a South African context and creating standards with a bunch of stats from the University pop up and say they want to take on the discussion. We acknowledge that. But we are also of the view that this thing should be approached as a work in progress rather than, you've reached your destination guys, time for everyone to stop and go home. So we think that our responsibility as a University is to say okay, this is good but becoming bad and we need to keep the discussions open and keep probing it until our knowledge grows, our definition becomes more complete and our boundaries are sharper and we also think some of this can also have a long term effect on accelerating and raising a professional profile or profession. And so this is the background to what we're trying to do.

So it started modestly as a school children project and then over time we discovered it might be more important than we thought. So we're operating in stages. We decided

to do this because of discussion and then once we need to prove the result. We tend to use these to feed into a setting that we then run across the entire industry and then what he would then do is to have a report back incorporating the outcome of this discussion. But also a survey that will run for the industry and we're perfectly happy to share with the industry first of all thanks for [inaudible 0:06:55:08] and I'm like I [inaudible 0:06:58:8] that, you know, we did approach our ICS, for some reason they weren't very interested.

MALE SPEAKER 2: [inaudible 0:07:10:2]

SAMUEL AZASU: We still haven't had time to do it but we decided to move on from there. Let's get this thing done, anyway, as long as there is a critical number... Is this...? Maybe you want to check it? As long as there is a critical number of season players in this market we need to take part in a discussion. We just need to on with what... So that is the background. Now so in our view there are two conditions for a good definition. First of all it should be as concise as possible and capture all the right characteristics of what we're trying to define, in this case, facilities management. It should also be... It should have clear meanings meaning that reasonable people should not disagree when the definition have been met and when it has not been met. Now you'll agree that in the industry right now people can still debate which definition is correct or which one is not. So for that as evidence that we still need to keep this going. So furthermore we... As a moral of commodity we'd like to do the following... To establish that all of you have expressed concern to participate and also the second thing we're practising as far as this book is concerned there are no right or wrong opinions. I am in the process of creating knowledge so all opinions are of equal value and you're welcome to speak out and disagree as strongly as you can, if the need arises. For me personally, since I teach I get students disagreeing all the time, it's totally okay and we would like to hear a wide range of opinions as possible. Especially opinions that search on the many years of experience you've had operating in this field. We have pinpointed [inaudible 0:09:36:06] and we look at a landscape, this is the most experienced people and if you're going to have a discussion of this nature these are the people you'll need to call. So... Kerrey is here.

MALE SPEAKER 2: Lock him out.

MALE SPEAKER 3: It's the old pull/push thing isn't it?

MALE SPEAKER 2: Welcome, why did you take so long to arrive?

KERREY MILLAR: Sorry I'm late.

SAMUEL AZASU: So we would like a wide range of opinions and also we would respect your confidentiality in the sense that when the reporting questionnaire comes out no one would be identified by name in the final report so that entities of participants will become confidential and we would like to, for ease of, being able to process the information, record the discussion that's why we have all these recording devices. We've kept the recording device off when we were talking about everything else but now since it's only FM we can now turn it on.

So could we start by having an introduction around the table? Your name and where you work and maybe how long you've been in the industry? Maybe start off with [inaudible 0:11:14:3].

TSHNYI MAGORO: I was stuck in traffic. Hi I'm Tshnyi Magoro from CBRE. I've been with the company for six years now and interestingly I'm in finance department.

SAMUEL AZASU: All right.

DIKELEDI SITHOLE: Hi my name is Dikeledi Sithole. I'm working for Bidvest Facilities Management. I've been with them for 13 years now and I'm Facilities Manager.

SAMUEL AZASU: All right.

CONRAD MILLS: Conrad Mills, I'm also with CBRE and I've been in the industry for about 20 years now.

PONATSHEGO RAPETSWA: Ponatshego Rapetswa, Bidvest FM. I've been with them for 12 years.

CHRIS ASLETT: Chris Aslett. We used to be with Broll but we most recently joined Cushman and Wakefield. Been in the industry since 1982.

MALE SPEAKER: [inaudible 0:12:08:0]

JOHN SAMUEL: Hello, John Samuel. Currently with J-Maynard previously Turner and Townsend and currently I'm assigned with Topcon as their acting CEO in the property business.

PONATSHEGO RAPETSWA: So that's wat [inaudible 0:12:28:4].

KERREY MILLAR: Kerrey Millar. I've been in the industry for nearly 30 years, I'm here under false pretences. I'm just curious. I've been scouring on the [periphial? 0:12:44:7] FM for the last 15 odd years so...

CHRIS ASLETT: Good to see you.

DOMINIC ROSE: I'm Dominic Rose, I'm in service of the Chartered [inaudible 0:12:54:9] so I've been in the industry about 30 years.

SAMUEL AZASU: Great and I'm Sameul Azasu, I've been here for a little bit over five years so I'm over here for Sweden so I've been just re-organising the property programs here. We've launched our FM program only last year so we are only going into the second year next year and so one of the things that we have to do is to supervise and read projects so I'm a Supervisor.

ISAAC PHIRI: My name is Isaac Phiri, I've been working as a quantity surveyor for [inaudible 0:13:37:20] for 7 years. I've left and formed my own practice which is 3rd Dimension Quantity Surveyors. I'm [inaudible 0:13:47:1] there, that's what I do.

CONRAD MILLS: And in the process of getting there, MSC [inaudible 0:13:54:3].

SAMUEL AZASU: Okay, all right. So I think we can get started... Start a discussion and... So one area of interest in this study is to know what stakeholders like yourselves understand by the field of facilities management because without the knowledge of what facilities management is we'll struggle to arrive at the definition. So what we want to do is to probe this definition of FM in terms of what would it look like as an academic discipline. What does it look like as a profession and which group of firms constitute the FM industry? So this is how we'd like to go and for disclosure in the end all we want to do is have a definition that have all three together. So maybe we can start with FM as an academic discipline. Can we argue that it is a unique discipline or is it an area that borrows from other disciplines and if so what would those disciplines be? Now I'm going to pretend we haven't just developed a curriculum in FM. So [inaudible 0:15:31:4] with a discussion here. So anybody wants to start?

DOMINIC ROSE: Can I disagree with you sir [inaudible 0:15:37:8].

SAMUEL AZASU: Sure.

DOMINIC ROSE: I've actually [inaudible 0:15:44:7] project now so I'm head of the project side instead of the facilities as well and the reason I'm saying that is I think... The way you put it firstly, if we can start a loose definition of what it entails and then we'll see academic what skills lead up to, that was my thinking.

SAMUEL AZASU: Great.

DOMINIC ROSE: And I was thinking we're talking enough how the head of professional services within service have been... Facilities intuit facilities. When we talk to clients... I know this is about academic but let's talk to clients... Because ultimately from a professional we're trying to educate the market and make sure the

training leads up to that. The ultimate, to me, is a triple P which got nothing to do with what service or what anyone else has done because it takes you from the thought of mainly wanting a structure to managing it and keeping it going for its full intent having changed it 25 years later and that's... If you think then it's looking at this whole life we're building and it's... If you take that whole life between the thought and the consulting around where when and what to the project side, the capex side and let the life we're building. I think facilities, and this is a loose definition, focusses on the life of the opex side of the building. I think styles have been done the same. If you [inaudible 0:17:22:0] 20 years buildings in London, for example, over 20 years the capex is over 20% and 80% is opex a big amount is churn. So when you... If you loosely define it as that part, it's the life of a building... Should be a 100 or 200 years. You know in the UK they keep refreshing 400-500 year old buildings keep the façade keep rolling it. It's safe within that there's a user or an occupier or the owner will lease it and it's saying if you subtract... And I know I hate to call it core business. Anything that's not your core business... I always look at an income expense thing if you'd like. Even if you look at the expense side of an income expense, what lines are not core to your business? Anything outside of that almost from a chartered accounts perspective forms the headings the facilitators can manage. Over the life of a building that changes and we've gone a bit forward with technology and everything else but that simplistically hence the not translated to think not and in terms of framework it fades in.

CHRIS ASLETT: It's actually... I'll take it a little bit further... It's not a building it's any infrastructure, roads, Gautrain, the sewerage works, acid mine drainage, you know. So I think your analogy of using a PPP is a very interesting analogy.

SAMUEL AZASU: So you're extending his analogy but [inaudible 0:18:55:4] to building to infrastructure.

JOHN SAMUEL: One of the things we've been pushing at SAFPA is a lot of the FM and a lot of the reading is about office buildings and in fact... I mean where I am now we facilitate management master towers, telephone exchanges but we don't manage the kit inside because that is, can I call it Telkom? The guys who run that...

Core business. Their core business. So we don't manager man hours, we don't but we manage everything else in it and if you take SAA, where we did work. SAA technical, they manage the hanger and all the movable platforms and some of them are very sophisticated to allow the guys to maintain an aircraft plus all the fire [inaudible 0:20:03:5] equipment. That's all FM but it's a work environment so whatever we're

doing is we are maintaining a workplace [inaudible 0:20:15:0] and allowing the core business to productively and more productively carry on it's core business or mandate or whatever it is and the PPP essentially the guys walk in with their laptops, sit down, plug in and work and FM does everything else. I also think that it's a very interesting analogy he said. The other thing is it's broader.

DIKELEDI SITHOLE: I think in essence you've actually summarised it because when we talk of your core business we let the client focus on their core business and we do everything else. We don't want... It's like an outsourced service whereby you... If you are in the business of telecommunication and then you just outsource the service of facilities you don't want to worry about your desk that's broken or you don't want to worry about the power that's not on the building. You just want to focus and make profit on your core business and then we take over whatever that needs to be done on the side. So in essence you've just summarised it by... In simple terms to say that we are responsible for making sure the customer focus on their core business and then you'll do everything.

CHRIS ASLETT: So, again, going back to PPP's. Looking at the hospitals that we did. Government will apply [inaudible 0:21:42:4] provide clinical services. The service provider is [inaudible 0:21:47:9] will do everything else, even to running the bulk pharmaceutical stores up to the point where the pharmacist dispatch and that would've been included manufacturing the chemo therapy drugs which have to be done in a special whatever. So... And everything else that was conventionally thought. That's even running all stores, the linen store in the ward providing the linen not making the bed because that was seen as a clinical service but you had to draw that boundary as to what was core and what wasn't core. So in schools it could involve providing the stationery, which you get [inaudible 0:22:32:0] and that sort of thing other than actual, I don't want to say wheezing the chalk board, that's a bit out of date hey? That sort of environment.

JOHN SAMUEL: I also don't think we should... Because in right mind one would think we use out... We're using outsource I don't think this discussion should go outsource

CHRIS ASLETT: No

JOHN SAMUEL: It's what...

CONRAD MILLS: Sir? Sir? You can't say that here they just outsourced.

DOMINIC ROSE: No we don't screen Wellington. It's not whether we outsource or not it's saying does that fall under that facilities manager role [inaudible 23:13:5] or not.

CONRAD MILLS: But it also breaks it up because a lot of our clients in manufacturing today by getting rid of the so called 'invisible yellow line'. This yellow line is always pulled up where they would employ their own cleaning team on this side of the line, we employed ours. That is disappearing because they realising that dual suppliers dual whatever's more cast. We're cleaning exactly the same space with the same type of management but their people weren't doing it as diligently as what an FM would be. Now this FM role plays a bigger part in a manufacturing site where it was... Before it was, you're just a cleaner, you're going to worry about soft services? Now the [inaudible 0:23:59:9] and they keep inside so the insource part is always that machine that's producing chocolates, paper whatever. They'll carry on running that but we supply the spare parts as the FM. So that's how you tie those two together as well. It just brings FM into a totally different light and we're actually lucky that some of our clients have noticed that and the yellow line has been taken away slowly and they're now moving to this shadow organisation... Remember what we had at Absa? Where we had a man behind us on every turn, guard. Why can't that outslack FM now do everything why must I have another FM or what were they called? Operators sitting above an FM where the FM is actually the knowledgeable person and he can deliver.

SAMUEL AZASU: If I rephrase what you're saying or if I take what you've described so far first of all would you [inaudible 0:24:55:8] first of all these are radio services that are outside core businesses of every enterprise taking place in some kind of building, office, retail, industrial or with special preference. Also cover in infrastructure and he has probably two characteristics. First of all business support characteristic but then also professionalised, preferably professionalised. Professionalised in contrast to having some kind of informal in house service that is taking place whose probably standards and outcomes you cannot easily measure and control. I'm just on a tight... I just want to summarise.

TSHNYI MAGORO: I just want to bring... I don't think we can talk about facilities management without talking about the people that are being [inaudible 0:26:01:7] besides being the place I think the people play a huge role as well so I just wanted to add that into the discussion.

SAMUEL AZASU: Yes, definitely.

CHRIS ASLETT: Going back to a conference a few years ago, if you were to scope what the ideal FM looks like and the answer given there would you, you'd be surprised was a hotelier. So a hotelier focuses on the guest and the experience because that's

what drives their business. The fact that they either [inaudible 0:26:50:0] works and the lights work. The focus is on the experience of the guest and that's their whole focus. So FM actually is nothing about the facilities it's about the people and the experiences they have in those facilities.

MALE SPEAKER 3: It's actually the focus on the user of the space.

CONRAD MILLS: And that's why I think all of us are going into this new space called global workforce. We're all turning our attention to making sure that the client's experience from the minute they walk into the building, there's that receptionist. That smiling and greeting you correctly, knowing exactly where you need to go to and takes you on this journey. As we said earlier the journey to the boardroom, everything is setup you've got your client coming and you have your presentation you do your fire talk or you evacuation talk and everything else and from there it all goes out but before that now what a lot of FM's doing is also tying the videos in before you even meet the client. So there's an area where you sit and you get the safety video taken through, what is emergencies in this particular building? What is unique to this building, what to look out for? So it's good that that doesn't come from the client. That is initiatives that came from the FM providers, the FMs onsite that see these things and a lot of FMs have actually written a lot of programs that also tie into that and that's also taking you back. As you said the definition of an FM is someone that is good with people. So if you got no people skills you can't be an FM. You can't come and tell me I'm hiding in my office I don't need to see Dominic today. You've got to go confront Dominic on a regular bases because that's where the problem comes in. Another one is an FM has got to be good with numbers. We can't have an FM that doesn't understand what his budgeting is all about, what his financial restraints are because you're in control... I know it's a PPP, you've got to know how to budget for the 25 year period. How's it going to run, what the parameters are, what's the life cycles and what the cost of replacement is going to be. So we've got to go through that and for me it's always going to be that organised person. You can't be someone that's disorganised if you want to be an FM. Because there is just too much. When you walk in that door in the morning, everything goes wrong, can you organise it, can you manage your people and can you still put on a brave face when you confront the client saying we're working on it sir, don't worry we'll get you an answer. Those are three major things that I normally look for when I look at an FM and a lot of guys come back and say I'm

an FM for 10 years but when you ask them for those three points, they can't actually answer it.

DOMINIC ROSE: Apologies, what was the three points?

CONRAD MILLS: The first one was good with people, you've got to have people skills. Good with the numbers and then an organised person. Because you know you've got to... You know what it is, even with project management. You've got to be organised or you're just not going to get through the day or through the month or through the year and those are the three main points you've got to get to when you look at these FMs. Everybody says I, was in the old days a PA or a secretary, I then went through this and went through that and I became the facilities manager but all they did there was buy office stationery and made sure that the coffee and tea was done and now they're an FM. No, we've got to change that. The FM industry went through a patch where it had a bad reputation because everybody outsourcing was inheriting section 187 the dumping site as we know it, the dark horse. You don't want somebody put him in FM and they're going to get outsourced eventually. So that's the dumping ground. You'll be surprised what you find in that arena when you transfer people across. These people don't know what it's all about and you've got to train them up.

SAMUEL AZASU: If I hear you correctly, it was the one place that you sent people if you didn't know what to do with them.

KERREY MILLAR: Yes.

DIKELEDI SITHOLE: Still is.

CONRAD MILLS: Still is. Up till today.

[inaudible 0:30:57:0 – 0:31:02:2]

CONRAD MILLS: People are getting too tired, even FM.

DOMINIC ROSE: I was dealing with a client and their facilities manager they were brought over by a big company electronics company and he's their facilities manager, near retirement. He's never done facilities management before. They were bought out, he was getting old 55 or whatever, excess requirements so now he's their facilities manager. He's doing a nice little yellow page plumber job.

CONRAD MILLS: It's exactly what it is. And I mean what we don't realise if you were... The old guys in the room would know it, an 'old FM' there was no sourcing, there was no procurement to support you so you had to be that confident researcher. You had to actually go and get your own supplier database backed up and today's FM is lucky where we've got the sourcing team that maybe put something together and

say we can use these but you still have to have that talent to identify the correct suppliers as well and be able to work with them.

KERREY MILLAR: In the last couple of years De Vere has become Integrated Facilities Management. Is that what you're talking about? Integrated... What's integrated facilities management [inaudible 0:32:19:0].

DOMINIC ROSE: Seen in that perspective forget names and the lot. We were assigned a company. Many facilities management companies tend to come in two ways they managing downward or they're doing upwards. So Broll. I used to work with [inaudible 0:32:35:5], Broll, Cushman & Wakefield etcetera etcetera... They were managing Danwood. I used to be the technical manager that used to manage plumbers within property management. Then there's the cleaning companies that think hang on if we're doing cleaning let's buy a security company. Actually lets cross sell by doing hygiene, let's cross sell sort of all these doing companies and then there's the management companies. Most of the big players come from the one or the other and when integrated pulls this whole thing together and now you do everything. You self-perform a lot, you still contract out but it's holistic service as opposed to we manage and you pay the security company we'll tell you what to pay them to one to one that's the more integrated.

CONRAD MILLS: You can see it in surveys you can see it in Bidvest it's there, so they had all those multiple of companies that's now been brought together so when go out on an RFP they're going as the one not as... But when they do their little in house thing I suppose you do your different markets. But when they're selling to the client they can't be selling, oh I'll have to bring the director of this... No, just one guy goes.

DOMINIC ROSE: It always gets me when the banks... Origin first which is now R&B Private Bank says bring it all to us, bring it all to us, bring it all to us. And we all have private banks for each and bring insurance and bring everything to us. Can I speak to you about that, oh no that's car division well what was the point of that? What was the point of me bringing everything to you and now I go to your [inaudible 0:34:03:9] your car division your [inaudible 0:34:05:1] loan so that sort of analogy and where I think it used to be and where it's going to change.

JOHN SAMUEL: So sitting as a client and Bidvest is one of the major suppliers. If I got a problem, I phone up one person.

CHRIS ASLETT: That's it.

JOHN SAMUEL: That's all I phone. I phone the COO and he sorts it out and he comes back to me. Then I got a client base of a thousand so it's two phones. Downhill and out that way.

DOMINIC ROSE: Just to get back to the skills... Those intricate service skills I agree with you I think historically people have morphed into facilities managers because they were left there. We debate when looking at sides... We need a technical facilities manager or a people front facing facilities manager and you know with Nelson Mandela Children's Hospital we had to have someone that new hospitals. It's going to be technical; you can't mess around with that. So each site may take what but I think... I promise there's not many charter building surveyors in South Africa. The charter building surveyors

[inaudible 0:35:18:2 – 0:35:23:2]

DOMINIC ROSE: Charter building surveying came about and it was called... This wasn't even relevant. It was called Jack of all trades master of none and because we studied cell structures, we studied quantity surveying, we studied contract law and landlord and tenant law, we studied maintenance materials. We made concrete, we did slum tests, we also had to study basic economics, basic financials, building design, building structures, some architecture. You cover a bit of everything and the skillset involved enables us to do certain things are more involved with project management. But if you take that as a facilities manager... If you're a facilities manager that hasn't got the faintest idea about anything to do with HVAC, they've got to know a little bit about everything. So they can't have the wool pulled over their eyes. They have to be financial because if you do... And I guarantee you now as a building surveyor if I did a 10 year plan... We did it in Botswana for 28 hospitals and 600 clinics. 28 Hospitals. I did a five year plan prevention maintenance plan on every bit of plant saying good practice says you do this every three months, this six months whatever. There's no way the client can afford it. We worked... We pitched for a client here where, I won't say who, they said my budget for facilities, and it's a retailer, is based on our company share price. The buildings don't give a shit about share prices, they need repairing and you will constantly have the sheer theoretical classroom knowledge as re-do the ceiling every three years, re-do this every five years. We'll say that's what you spend. The budget of the client, because things are tough say I do not have that money. So you have to know how to span it out and say we'll squeeze that one out, that squeeze is critical, if you don't do that your trucks don't get out and make you

money that's it. We'll squeeze out three years to five years. You got to know how to play with money, with spreadsheets [inaudible 0:37:24:2].

CHRIS ASLETT: You need to manipulate it.

KERREY MILLAR: There's something else you said there, that implies that the facilities manager has to have fundamental understanding of the nature of the business that they are supporting.

[inaudible 0:37:35:4 – 0:37:38:0]

DOMINIC ROSE: The first question you ask a client is how do you make money? I thought you're coming to [inaudible 0:37:41:0]. I want to know how you make money because if you don't have the budget to do it I can promise you now... I need to make sure we're focussing the budget at very least doesn't affect your income. So we have to understand a bit about business so your...

CONRAD MILLS: So the one introduction you made for us, that client I know as much about their business as what they know. That's why you talk to them.

CHRIS ASLETT: That's not the same one.

CONRAD MILLS: No but hold on that also says to them why I could talk to them about expanding into Africa. So I went the extra mile to understand exactly what they needed in their business, not only here but throughout and by doing that as an FM you are only going to grow your relationship number one and you're also going to grow a contract to make sure that when it becomes time for renewals or an FM inside your job is to took but if it's outside and it's an outsource model, they're going to just give you because he knows what he's doing, he knows the plan with the building. There's no money, like we're saying, and all our clients there's no money and you need to know exactly was going on in your HVAC arena. That's the... I think the worst place for any FM is the HVAC because it's too cold, it's too hot but it's one air vent blowing, what do we do? And that's where we get those issues so as an FM you're right, that's a skill set of knowing all those disciplines but also understanding the client. Sorry...

SAMUEL AZASU: It's about knowing your client's business scheme.

CONRAD MILLS: It's very key role I mean, my client does pharmaceutical. I think he's Pick 'n Pay's supplier so I'm not going to support right away. I don't know what he's doing if he's way of track.

SAMUEL AZASU: There's a particular interest to be given that with the right education, in fact one of the ladies we have now first corridor FM graduate is a nurse. Now bashing to the persuade her [inaudible 0:39:33:6] you know I met a nurse...

Professional nurse in an FM program. But the example you gave just proved the point which is that is the FM for hospital, she understands the business of healthcare.

CONRAD MILLS: She would be the perfect FM for the healthcare organisation.

SAMUEL AZASU: It's the second time I've done it the first time I've done it was to hire... Bring in a boy with a degree in chemistry and I had to go and baffle the guys from across the bridge but this is a practical degree why did you bring in a guy with chemistry and I said have you ever tried a degree in chemistry?

[inaudible 0:40:07:4 – 0:40:12:9]

SAMUEL AZASU: I said listen I dropped out I stopped chemistry because it was too difficult and I have a rule about managing somebody who does it had a degree though. In my mind he has sufficient analytical skills to tackle anything. He turned out to be one of my best students. Even though he didn't know anything about property. But now I realise that perhaps based on what you're telling me know is some of students we should be targeting should not just come from an engineering or building technology but even from some of these industry specific backgrounds we can get some doctors, nurses, pharmacists. That would be... I've never really thought about it... This is very good sound information.

KERREY MILLAR: Just another thought, McKenzie, a long time ago, they were doing a piece of research and I think they were trying to produce the right hypotheses. Usually didn't do the their hypotheses wrong or they did discovery that the relationship between a technical service provider and a customer is actually more efficient and better when the customer side is a [inaudible 0:41:34:5] general manager and does not have technical expertise.

Because if you got a facilities manager trying to manage a facilities manager what you end up with is a debate and a dispute over who's got the most technical knowledge and who's cleverer than who, as opposed to the general manager going okay well on told you to do that and deliver that it's not like we did a... I was hopping if there's anything around that in a definition of what's required.

DOMINIC ROSE: I think that generally goes back to Jack of all trades master of none, I think there must be some certain subjects covered, basic subjects you know of how to use HVAC. I'm a bit of a generalist so if you come from a more financial background you need to have some basics.

[inaudible 0:42:24:0 – 0:42:26:7]

CONRAD MILLS: You need some technical knowledge so that when you're sitting and you're listening to that supplier talking to you, you know he's not going to rip you off. So it's just that basics and a lot of people pick it up on the job training but in today's market we can't because the kind of skill set put in the FM arenas. So you're going to have to bring that in so it is something that will have to be there where there's some sort of basic finance for dummies and this for dummies. That type of things it just need I guy to say when you're talking about HVAC these are your main points when the guy's saying you have to change the oil on your air conditioner please he's pulling the wool over your eyes because he's not oiling the air conditioner. So you know those are the type of things and... When you're laughing at... It's actually there. I've read quote the guys are quoting for something that doesn't even fit into what we're looking at. We're talking about the hideaway units and he's busy talking about air cooling units or AU units. It's all different so asked the questions, where are you putting all this? Oh no we're putting it in here and we're running it through... So I went as a dummy, and he took me through because I came in a suit, he thought okay another one. He took us through everything and when we were done I said okay I am going to now change it for you. He looked at me and I said oh your quote is totally out of sync thank you very much we haven't done business with them again.

These things we got to know so it's important for basics HVAC, UPS. Guy will tell you you got to change all your batteries in three months. No we've got to make sure our FMs have some sort of knowledge when it comes to that. Generators, what is their routine, how do they go about doing certain things. Just that extra engineering knowledge.

KERREY MILLAR: It links back to your professionalism

CHRIS ASLETT: Yes, but I think what you're... If you're setting up a course you need to provide the guys with the technical competence there is now ways that they can cover all the bases. Because this guy is now an FM and he joined his SANRAL and he's now going to run roads. He's not a road specialist but he's got a level of technical competence that allows him to very quickly pick up enough.

SAMUEL AZASU: Or at least interfacing factory specialists.

CHRIS ASLETT: That's right and when he gets to specialist he's got enough technical confidence to be able to say okay I heard that I'm not sure I believe that so go away and check and come back because you can't... In a course you can't cover everything you can cover a lot of...

CONRAD MILLS: And that's where your confident researcher comes in who says okay yes I heard what you've said but let's have a meeting tomorrow he's going to check his research and come back boom.

CHRIS ASLETT: Phone a friend or google

SAMUEL ALASU: So we're picking up here also is that an integrated nature of a range of services you offer require that anybody being educated into an FM role needs to have an integrated mix of constituent disciplines.

CHRIS ASLETT: You ready?

KERREY MILLAR: A little bit going through this. I'm not nearly as... I'm coming through the RACS through the management consultancy faculty which as anybody knows they don't know what to do with him.

CHRIS ASLETT: Sounds like he's going to get [inaudible 0:46:00:4].

KERREY MILLAR: But what I'm hearing is there seems to be quite fear of management consultancy around the... About the way in which this thing is put across and... Okay so you said you were going to follow him but did you really because the problem you've got is not the problem you say you've got or is it something else. I think... I don't know.

DOMINIC ROSE: I'll tell you what... There's day to day things they've got to get hold of before you change everything in proof. What about you set out [inaudible 0:46:37:5] to our clients? I'm not thinking report, we'll have the [inaudible 0:46:39:7] improvements but you've got to know the basics first and then look at the improvement. And so I don't want to say know there's not a consulting element to it but functionally there is a day to day that has to happen regardless. And then the individual... I don't know how we bring the [inaudible 0:47:00:1] but has to have [inaudible 0:47:02:5] and I don't know if you teach that but you've got to have to question because that itself prompts the client to improve your projects which is consulting.

[inaudible 0:47:12:0 – 0:47:24:4]

SAMUEL AZASU: The right kind of attitude and rabid characteristics not so much the content by the kind of skill and orientation you're putting out.

JOHN SAMUEL: We've been asked that is the key requirement or function of facilities management and the answer is management. It's the key in the word. When you talk about chartered [inaudible 0:47:49:3] things to do you've got technical, you need the financial, you need the interpersonal skills you need legal. You should have a section

of contracts and that... And so what got is an all-round technical manager who's got good interpersonal skills but I think we've just scoped an animal that never exists.

[inaudible 0:48:13:5 – 0:48:21:1]

DIKELEDI SITHOLE: I like what he's saying with management because that brings in the fact that whatever he provides must be of quality because I think that is important. Everything must be of quality before we can talk about strategy or anything like that and to do that you must manage it. It won't be of quality unless you're actually driving the money.

JOHN SAMUEL: To tie back to that, that general management understanding the business now if you're on the client side you have to understand your business so that your service provider or your team can deliver it. You're not a specialist in any particular area but you are definitely a Jack of all trades. You need to know something I mean the same for me and BA. You're an inch deep a mile wide and a master of nothing.

SAMUEL AZASU: So what I'm hearing is about... Rather than giving a longer list about what disciplines go in I see three key disciplines in FM. There is the technical disciplines, there's a financial and then there's a managerial aspect.

CHRIS ASLETT: That's correct.

CONRAD MILLS: That's what we're leading to yes.

CHRIS ASLETT: And legal.

JOHN SAMUEL: Depending on where you are, if you're on the supplier side you're managing a contract up and if you're on the client side and it's outsourced you're managing the contract down.

KERREY MILLAR: There's somebody going on there talking about management is the key [inaudible 0:49:48:9] you've got to be able to... As you were saying you're an inch deep and a mile wide but there's got to be some layer of the facilities management that's actually an inch wide and a mile deep when we've got to understand intricate technology that drives business economy. Some people...

[inaudible 0:50:07:3 - 0:50:10:9]

KERREY MILLAR: So is that part of facilities management or is it something else? I'm trying to get to terms with the definitions of [inaudible 0:50:17:7].

JOHN SAMUEL: If I've got a HVAC problem I know little bit about HVAC, not a lot, if I've got an HVAC problem I got and get my HVAC client. If I've got a greywater plant, again greywater...

KERREY MILLAR: Your HVAC guy now, does he fit into the world of facility management or is he something else?

JOHN SAMUEL: Well no, he might be a specialist in handling HVAC. Well he might be... Let's say he might be an HVAC contractor or I might go to Aurocon and say listen give me your... I've got a massive problem with... I'm running Eskom plant and this thing ain't working. So I go and get a specialist consultant to go in and check it out. I don't do it. I know nothing...

KERREY MILLAR: The term is aggregation. You aggregate the service that you require.

CONRAD MILLS: So if you're the client side, nine times of ten you've got your engineer that's got that multiple discipline of electrical and HVAC so he'd be giving John all the support that he needs in order to make sure that it's sufficient.

SAMUEL AZASU: But the question is, is he an FM?

CONRAD MILLS: No in the client's space he's a specialist. He's a specialist sitting in the client's space, okay. Then what we've done now as the outsourcers, we come along and we put a structure in place where we got our FM and in that structure we put our own technical, either HVAC specialist...

KERREY MILLAR: Are they an inch wide and a mile deep? Those people that you bring in?

CONRAD MILLS: No, they would be specialists just for HVACs and going down.

JOHN SAMUEL: Yes, that's right.

CONRAD MILLS: Exactly and then you'll have...

KERREY MILLAR: So they do fall inside the envelope of facilities manager.

DOMINIC ROSE: They fall inside the envelope but not the animal. We've gone from the definition of what it is to now a person.

KERREY MILLAR: But when you're looking at what is an FM you're looking for that broad definition of...

DOMINIC ROSE: FM, what we discussed earlier is if you think about the income expense... Everyone is happy with that analogy. So if you take a chartered accountant and really break it down to lots of levels, everything you spend, and that's not just in your facility infrastructure. Anything that isn't core business that sells, anything else comes out of facilities management, be it stationery, be it air-conditioning, be it pumps, be it generators, be it parking. All of that comes under that. You may have specialists

on those line items. The FM must know a little bit about all of that and know when to call in a specialist.

KERREY MILLAR: By the FM, you mean the person in charge?

DOMINIC ROSE: Yes.

KERREY MILLAR: As opposed to the industry.

DOMINIC ROSE: Yes the industry becomes all of that.

KERREY MILLAR: You're doing two things, you're giving a job description for an FM manger and you're also saying [inaudible 0:53:18:3].

SAMUEL AZASU: Because what we've been doing... My way of... Let's just take a few steps back. What we found when we looked at all the definitions of FM was that each of these definitions covers only a part of the discussion around this table. That as a specified discipline, try to describe the industry, describe probably a partial professional. None of it compasses this as a result of defending a weak jurisdiction you are. You have certain opinions of who's an FM who's not or what does what discipline should be put on an FM or what not. Or what services even constitute FM and what services do not which is the point of departure for this whole discussion. We thought maybe we could work towards a definition that contains all three elements.

DOMINIC ROSE: I've got it.

SAMUEL AZASU: Cool.

DOMINIC ROSE: Brilliant, shall I? If we think there's the... Back to my triple P thing there's the upfront consulting to build the management consulting bit then there's the capital spend bit and then there's the life bit, the operation. So we've now got capex and opex consulting, sorry...

CONRAD MILLS: Keep you in a job.

DOMINIC ROSE: When I'm talking to project managers and I you know project managers will be were to be what I'm saying. As a project manager what we do, we actually do nothing. We actually do nothing. We don't design anything, we don't build anything, we don't actually do anything. We make all these things come together, I've gotten a little bit about that, a little bit about that and we bring them all together because we've got a view about it. Extrapolate that so the optics side of the equation and facilities managers don't actually ever fix anything personally. They don't do any of that but they're responsible for that including the QSL, the financial aspects. Maybe there is something that aligns that with the operations side. That's the facilities manager's role which is the operational project manager for wanting a better word.

Because they have to get everyone playing nice... They have to know a little about everything, they're not an expert they have to be client facing, they have to know expenditure can we afford... All of that. So maybe there's something there, I don't know.

JOHN SAMUEL: If you take the analogy, I mean, you've got right project management or any of this in a similar equation it's integration all activities from concept to operations and that's it. You integrate everything so FM then takes it as a life cycle integration and deliver all non-core services.

CONRAD MILLS: And where you've left off as the PM the FM picks up the PM for the smaller stuff as life goes through.

JOHN SAMUEL: Well in fact the FM, if you think about it, starts the process because they run through and develop the concept and the need... Because and FM should be involved in design anyway and then... What you look at is you've got an asset, a piece of ground we're running on, you need to maintain it and then the need arises and that's when you're going to move people on and build a building. Once you've got it conceptualised you then hand it to the project manager who then delivers the asset. You then take it back and operate it for 50 years.

PONATSHEGO RAPETSWA: I don't think technical skills is by key. Reason being you'll find that some clients are not technical and then you need to make sure that the service provider he's using, in other words your sub-contractors, do not truly rob your client. You need to be technical; you need to understand the quotes. You need to know as well the cheapest quote is not necessarily the best quote. You need to see that whatever the contractor is invoicing you for complies with SANS because technicalities is quite key.

When you maintain a building you're not only maintaining the structure. You also need to keep in mind that should something go wrong there, you will be the first person to be blamed. So whoever walks into your building must comply with the SANS. You need to be in the position to provide a proper scope of work. Otherwise the contractors will just come and do as they please. Because most FM companies these days are subcontracting any... Especially on the big jobs.

SAMUEL AZASU: I have a question that probably won't get [inaudible 0:58:12:0]. But professions variously defined as property management, corporate management and I was wondering how property management and corporate asset management is different from FM.

DOMINIC ROSE: The first thing that property managers deal with is the income side of the income expense. The fundamental difference because most properties are run by PTYs, you have an income expense statement property so they are focussed as much on the income as the expense. In the good old days we had one technical manager, when I first came here... I came from the UK in '94 and I said [inaudible 0:59:00:3] when the phone rings so I will think that's one difference. I think there is a link in that and this is where it gets interesting in terms of the asset management side in terms of the lifestyle costing [inaudible 0:59:13:4] whatever, they must feed into that but I think that an asset manager focusses on when to exit when to not. I think the facilities management role provides them key information to make those strategic decisions. So I think it's more strategic on that level between owned stay and go and below that the facilities manager feeds him useful information to make those strategic decisions. That's my two cent.

CONRAD MILLS: That also ties into your landlord, what your relationship is between the FM or the client and landlord. When you've got fully integrated companies in a different sense where you've got ANT and you've got FM, they work together like Broll's been doing. I'm sorry and in the sense of Broll where, you know, the guys have been doing the property management, they always had the FM. So he was feeling everything up and he knew exactly what was going on as a property manager, exactly to saying, okay we need to advise this client. They're either going to be spending a lot of money or in our buying are we going to make more money. We're going to move them to another building; we're going to set something else up. So this whole cycle of moving them is that property manager and the FM. So the property manager does the building assets, controlling it. The FM is the one feeding the information. But when it's the FM that works for Bidvest and it's a Broll property owner, is he supplying the right data? What is that relationship? That is where the grounds will get (I am sorry if I mention names) but I'm just saying there's where it goes a bit shady to say have they got information did they get the right things? And that's where your property manager suffers because the FM wants to keep the contract in this building because now he knows the building, he knows exactly what's wrong with the building, he knows how to fix it. He doesn't want anything to change. But the property manager now has got different goals to move him because they're going to make more money as that particular company.

CHRIS ASLETT: So the way it's been split in a fairly large property management organisation, property management is about leases, rentals, acquisitions. FM accommodation plans, [inaudible 1:01:40:0] optimisation plans, space utilisations, provision services, making sure all functions works and all the rest of it through outsource service providers.

TSHNYI MAGORO: And the people like you.

CHRIS ASLETT: And... Let's not. That's even true so what we... I mean talking about names we know Broll provides property management function. It's now been split... That contract's been split into three parts. So one part is setting up and closing up leases and within us there is one section that does that, which is commercial. There's one section which is actually managing the money flow, all through the same contactor. That goes to our accounts now and then the management of the optimisation of the portfolio that sits with the FM. So if you break it out that's the way we look into it and property management I think generally... And the word of property is a big misnomer and for everyone else knows here... This afternoon I was looking at the property practitioner's bill and if it goes through and it's the way it is you're all going to be registered real estate agents before long to be able to practice. The property manager is someone who's managing, for me, is managing the leases and the rentals and the money literally.

SAMUEL AZASU: Look, I completely agree partly for a reason why I slightly have no interest in this discussion is because a few years ago... I think it was a SAFTA convention were presenting a study on corporate real estate managers and we started out going heavily on each other on the floor. Especially between corporate real estate and facilities management. We were told, listen those suspicions are meaningless the corporate real estate manager is a strategic FM and nothing else dropped those [inaudible 1:03:45:1] and you know... First of all I was new here so I needed to be a bit differential because I didn't know who I was speaking to but our understanding from this side of the fence is that the property manager is interested in an investment banker preferably managing this guys who was the manager investment of the assets and managing the returns whereas the FM would be interested in the technical functionality of the support services' capability of the building in terms of activities that are to be taking place in there. So our view is that the interface and FM's work eventually supports investment banking because one of the mandates of the property manager

would be to make sure that not only they're generating the rent but also going you're in the [inaudible 1:04:54:6] the market value the property price.

DOMINIC ROSE: Remember when you also do due diligence for a purchase. So if an investor is looking to purchase a building what's the due diligence? And there's different levels...

CONRAD MILLS: No thank you, never again.

DOMINIC ROSE: There's different levels of due diligence to purchase. So when you do a due diligence you need to go and tell are there, what's the floor space like and how flexible is the space can be for an office. Let's take an office example. So if you're going to buy it, yes you look at the rent roll, how long do the leases currently stretch and those things and that's the deal. In terms of the structure what are the floor to the ceiling height? Does that give flexibility? If you look in London, the buildings 200 years ago, they've gutted half of them because the floor to ceiling heights don't cater now for the air cons that we do now. If you look at the physical structure, in terms of anything obvious. Anything structurally a problem as well, life cycle of plant. Your advisement on things that may impact whether they buy or don't buy or impact the cost you should offer. Facilities made impact saying it's a very... It's unlikely to say because it's Miliken carpets going to cost you more to clean it, don't buy it or change the carpet. They're probably not deal breakers. There's an element to facilities that will fill into that but not a great deal. But except for the plants. If the plants are 15 years old across its usual line, that's all person wants to do. If you do a detailed report, 50 pages, saying about all the cleaning and security, I can change the security. I don't need to know that whether I buy or sell it and I may need to know what rate drop is so there's some information needed but you know it's buy or sell, what kind of an asset or which facilities can support the information but not the full breadth. I think the other differentiates and not in terms of the trade mirror I think it should be recognised in my opinion. There's probably three... There's two category types, are we using the third because you mentioned infrastructure rightly. There is a fundamental difference from a selling perspective and we're trying to sell FM to an investor as opposed to an owner occupied. Because owner occupied or an occupy whether they're the owner or not, they're saying I want my staff to perform. We do business relocations. Critical to them is on day one are my staff still earning an income? What would impact that? And hence so if you're selling to an occupier, they've got different views as opposed to investor. We can talk to an investor for a

shopping centre or a retail centre, you look [inaudible 1:07:36:7], you look the whatever, yes but do I get more rent? What does it do to my tenant attention, does it impact? Because I've got fixed op costs. A lot of the multi-tenant buildings has fixed op costs. I've got that to spend, if I spend now that's coming off my profit I've got it doesn't matter how good it is. So I think segmenting it and understanding it in the courses, just understanding and then with infrastructure and those things you've got a different level of structures. It may not be an oval anatomy the American Tower for example in ATC this is part of this actually his building they're renting it. It just happen to be [inaudible 1:08:15:3]. So you've got to... I think a little bit of Jack of all trades understand the differentiate of it when who's the end user? Who's going to live there day to day and the types of service that's... So you need to know a little bit about...

SAMUEL AZASU: We have... That's a relief to know because in our current undergraduate post graduate courses we do have both training property management and FM. When we did it for undergraduate program we were just trying to do these are I see as competency areas as a point of departure to assign all kinds of [inaudible 1:08:47:9]. But now that you've mentioned it I realise our students, some of them specify in property management and some of them specified in FM. But FM specialisation FM... FM course only happens in year four. I oversee it by a number of constitutes and disciplines but property management happens to be compulsory which means even though they will specialise in FM they actually come in there with some good knowledge of property management which allows them to end up tied with the investment side of their decisions. In fact in three weeks we'll introduce corporate real estate as an [inaudible 1:09:26:5] as well which gives additional specialisation... But then again they will specialise in corporate real estate having already done property management. So we got that right by accident, it wasn't by design.

CONRAD MILLS: No but it's a... In the modern era when we look at the companies that are involved in today your property FM you're actually going to be one person soon because of the way the companies are being structure today. So they're not looking for that... The property manager is going to be that guy that deals with leases, so it's going to be... I don't know they'll come up with a different name for him somewhere along the line but your property and your FM... And I'm talking about the likes of JLL, CBRE, Broll, all those companies. They've got that now, they've taken the FMs, they've put them there. What are they doing with the property managers? They're bringing them into this default. They're trying to merge them so my FMs have

already started asking me questions around can I get into the real estate part of the business. How do I get in there? Because I want to know both sides of the table and talk to my clients.

CONRAD MILLS: No but I'm just saying. That is where it's coming from and when you look at these companies and I mean we're here. CBRE is here, JLL is here, Cushman and Wakefield is here. They're pushing that.

KERREY MILLAR: Conrad, it's a fascinating thing you just said. The FM guys are asking can we get into the real estate side of the business. They don't consider themselves to be in the real estate business.

CONRAD MILLS: When they're saying the real estate business they're talking about the transactional stuff. Not... We are in the real estate but the transactional. They want to be able to sit with their client and be able to propose the full solution like we were saying earlier you know, the client wants to move, I'm your FM. Allow me to put...

CHRIS ASLETT: Just a word of warning, Government is looking at it the same way which means that your FMs would have to be registered real estate practitioners but that spreads across everyone down to the plumber and this is where it's going. So what... What SAFTA is going to do is separate it and leave the real estate guys, as in agents, and the traders in real estate and try and separate on the way and believe me that's the thinking that's only about three years old.

CONRAD MILLS: Well somethings going to happen because it's here, it's arrived on our doorstep and we've got to deal with times.

[inaudible 1:11:59:6 - 1:12:09:2]

DOMINIC ROSE: To get back to the course material, if you could cover the first a little bit across here which is the consulting, the real estate, the stay go we went through with service. We had the whole buy do we buy do we not buy, pros and cons of ownership and buildings. You know a little bit about that, whether you slot it in there or there you need to know the whole life cycle. A little bit whether you want to end up in real estate. So you don't have to be a real estate expert you know who to call on. I think that's where you could draw in the stone.

KERREY MILLAR: The conversation is the same thing, started off FM then we talked about property management. An interesting thing about property management, you talked about property management the function of making sure the money comes through the door and the tenants stay and the function of deciding what asset to buy

what asset to sell, what to spend. So the asset management and the property management, you kind off...

DOMINIC ROSE: Do you not see a James Bond film where big bad takes over the world?

[inaudible 1:13:22:0 - 1:13:27:7]

KERREY MILLAR: He was saying FM is fundamental to providing the correct information about asset decisions. Where do you actual split them. Where does one stop and the other begin? When does asset management trespass or when does it gets out of its supposedly rightful position and start to presume to tell people what to do with assets.

SAMUEL AZASU: If you look at the Arabs. How the Arabs views this. The Arab places creates a kind of [inaudible 1:14:00:1]. They will place asset managers on the top of the food chain. They will place property managers a little bit lower and then they will place the facilities manager not just below but somewhat on the side. Feeding, as you said, technical information about the physical condition of the asset, and it's ability to support business operations which will keep the rent coming in and keep it down for as long as possible. So it's almost like an organogram coming from the top down with the FM on the side providing support service.

KERREY MILLAR: So let me ask you a different question then, what is the purpose of FMs?

JOHN SAMUEL: It's to provide an environment within which their core business can...

CONRAD MILLS: A sustainable environment.

JOHN SAMUEL: A sustainable environment yes, they can... I mean we've got the definition here. So FM is going to enable us, as per the SAFTA definition, is an enabler of a sustainable enterprise performance through the whole life management, whole life, of a productive workplaces environment as an effective support service. So what we do is we provide a sustainable environment on an ongoing basis within which a business can productively carry on and that is where you are linked and that's why you're linked into the business, the point you made, and where you're carrying on you're checking against the business whether what they got sustainably meets their requirements and they've got too much space, they got too little space. Is the space technologically archaic or is it up to speed and that sort of thing. So it's not just about the cleaning and the air conditioning side. It's about being part of the business and looking forward as to what they need on a sustainable basis.

DOMINIC ROSE: That's what frees you to real estate strategy. Does the FM person say Jabu you're a [inaudible 1:16:16:8] you're a 20 square metre per person you're mad. You should be looking at ten metres per square or eight metres per person. There's a capital cost, tell you what we'll get an expert into it to look at alternative sites to see if we can do it. We'll map out the structure here because it's old it's 12 meter spans whatever, we wouldn't allow it. We're not experts in that but we think we should call in experts, we may even have in house space planning let's do a stack of block. We're fixing this, we're running that and that's a given but we're also looking constantly how's your asset working.

JOHN SAMUEL: So David PSG who is Discovery in there their property guy said listen that office block over there, there's a couple of floors over there we can lease it out for three years. We don't need it, he said, wait hold on a second. If you look at your staff growth going forward you're going to need that in six months' time. So don't lease it out, because you're going to need it. So he had his fingers exactly on the utilisation and what they were. He also knew from a business point of view and HR point of view what their HR growth is going to be and he had that locked spare space, yes it's surplus now but he's telling the business in that link of time you're going to need it.

SAMUEL AZASU: So interesting because you raised it because the question I now ask are who of them... What role is he then playing, is he in that particular incident? Is he been an FM or is he a corporate real estate manager?

JOHN SAMUEL: I would argue he's FM. He's got his finger on the business, understanding the business and he is managing the facilities to provide a sustainable work environment.

SAMUEL AZASU: So it's a consequence of his knowledge?

CONRAD MILLS: It's all about engrossing yourself in business.

[inaudible 1:18:05:5 - 1:18:09:3]

JOHN SAMUEL: So for him that the air conditioning works and that the place is clean, as he says, that's strategic. It's given FM works, the coffee is hot and air conditioning and all that stuff, that's a given.

SAMUEL AZASU: Part of the reason of we're probing this is to see if we can get the market average of the profession and see who is in who's out. Who do we classify as an FM, who is just supporting the activities of the facilities manager?

KERREY MILLAR: It was interesting when you said the square of your [inaudible 1:18:47:7] sounds like there is optimisation of the business.

JOHN SAMUEL: Because if you look at it, it actually runs differently. My KPI is about cost of services. So I get provided a service and let's say it costs so many million a year and they want to maintain it or reduce it. How do you reduce the cost of FM? One of the ways I can go to my supplier and shave two and six off their rates. The other way is I can shave 20% of my area. So I'm not going to bother to try and shave two and six off the rates. So the thing to do is to then optimise the space, bring people together and get rid of... And what I do is I reduce my other area, that frees up area which I then hand over to the property guys and say get rid of it and so there's an income that comes back.

DOMINIC ROSE: Pull it back to the course now, because that's more strategic and you may float up to that space. Back to course level, there should be a basic understanding of sort of space planning and the cost relationship between the square per person or something.

CONRAD MILLS: The main question is asking and being willing to ask your client you're whatever what is your five year plan? Then you take the five year plan and you, not them, you work them through the five year plan. So they're sitting in the heart of Sandton, they've got a seven storey building. When you walk around the building they can only occupy two floors, so you looked at all that and now you ask them; what's their five year plan. They'll turn around and ask why? You're FM. We've proven where we took them on a little journey where we said FM is showing you, you either got to move or you got to lease your other few floors and they were shocked. They were going around all over trying to get the right thing and the perception has changed where anytime they want Tant Tuna to phone FM though, listen can you give us some advice on what we should be doing. It's all around knowing, again I go back to, knowing your client, knowing where they're going and what David's idea was three months' time, six months' time, yes you're going to need space. We've done the same with a client now where we said you need to... Your projection that you're showing but your HR is recruiting; you need to look for more space. That's coming from FM, it's coming from nowhere else because they know what they've got inside.

PONATSHEGO RAPETSWA: Lexcon head office, they've got a similar program. What they did is they leased a portion of their building to SARS and they signed a very

long lease agreement. So what is happening now they need that space and now they cannot get rid of SARS.

CONRAD MILLS: So they are stuck.

[inaudible 1:21:40:9 - 1:21:43:9]

CONRAD MILLS: No but it's asking and when I sit in some of the meetings and I ask them okay give me an idea of what you want to do over the next two years. So you walk around the building, you see they're starting to pack people in and you're saying why do you have two people sharing a desk? Why aren't we looking at it? Oh we got cash constraints. I said okay fine but we can still... Maybe you got furniture laying in your basement, that's not going to cost a lot. Oh we never thought of all that but we don't want to make [inaudible 1:22:06:6] but you're sitting two people at a desk and now a lot of the corporates are starting to look at it differently saying okay FM let's talk, tell us what your ideas are and we'll consider it. So FM's come out of the closet with the global workplace solutions around what is the best way to re-design the workspace, make sure it's agile, make sure it's the correct way of doing stuff.

[inaudible 1:22:33:7]

DOMINIC ROSE: I knew you were being too quiet.

CONRAD MILLS: So what did I say wrong there now?

DIKELEDI SITHOLE: But remember you have to save... Sorry... FM again, you are required to save cost. Any way when they want cost saving, they start in FM. That's where it starts everywhere.

CONRAD MILLS: That's the swear word in everything.

DIKELEDI SITHOLE: That's the first place that they start so you might be advising the client that in the next five years this is what you need to do but you also have to consider the costs because now they're saying okay look at this seven storey building, the lights are on all the time, what are we going to do to make sure that your electricity bill comes down to by 20% or whatever. So this is what you need to do. We as FMs would come in and say okay this is what we'll do, we'll put in... Because people forget to switch off the lights when they go home, so we'll put service lights or timers or whatever to say six o'clock all the lights must switch off.

SAMUEL AZASU: We have a sensor here but there is no off switch. When the students have to present and if their slides are not contracting enough we have this lights on all the time. Some genius forgot to put in an off switch. [inaudible 1:23:49:0 - 1:23:56:1]. I tell people this was originally constructed by Greenbuild but the only thing

green about it is the colour of the walls because during the winter it's death cold because this side is supposed to be north facing and they said because of the glare we got to turn it the other way around. Well it means that when it's such a cold winter we won't get any heat. That's right we don't... What else are we supposed to use heaters?

JOHN SAMUEL: And when you heat it, it goes straight out of the top.

SAMUEL AZASU: And all our post graduate classes take place from 05:30 pm to 08:00 pm. So our students this time of the year...

[inaudible 1:24:29:9 - 1:24:33:2]

DIKELEDI SITHOLE: They can't concentrate.

SAMUEL ALASU: No, it's been a bit of a disaster. As a place... As a school building it hasn't worked well.

DIKELEDI SITHOLE: And the way is to go back to the customer. Because remember from the design phase if there is a project that needs to be established on it then your facilities manager is the person that supposed to say okay this is what they need to do say to the PM can you take over. So when the wheels feel off the bus in any case it goes back.

SAMUEL AZASU: And guess what and terrifically the architectural comes to show this building off. Now I wonder why he's really showing off because the building... I was like why not make ladies talk to us for 10 minutes. You noticed we had a closed door because people were talking downstairs, even that acoustics doesn't work.

[inaudible 1:25:28:7 - 1:25:38:8]

DIKELEDI SITHOLE: It's like the architects must liaise with the facilities managers because as facilities managers we have to make sure the building is [inaudible 1:25:51:8] you know you need to make sure of that so that's why from the inception of the project the FM should be there. Because the architects, all they do is design beautiful buildings what comes after that is...

SAMUEL AZASU: I'll tell you what, my view, overtime in the university system we've become over specialists to the point where we're not even able to interface with anyone because somewhere our architectural degree has to be some sensitivity thoughts what's going to happen with the building if and it doesn't look like they occupy themselves with that at all.

DOMINIC ROSE: They should cancel design awards awarded more than 10 years after the building was built.

KERREY MILLAR: I'm sure we can all tell stories around the table of architectural faux pass, lights 15 metres in the air. There's no way to get up there. That's a classic. Ledges, beautiful it's fantastic wonderful. They go all out to the top [inaudible 1:27:03:3] how does that help you dust them but you keep thinking you've got a view there that looks down. It's a nightmare.

SAMUEL AZASU: I've been reflecting what we did, I think we did good but at the same time a felt we could do better and I've been working for the last six months on what is missing that we could put in that would take this to the next level.

DOMINIC ROSE: I think you've done this brilliantly because you could walk your shoes round and learn so much from this building. What not to do...

SAMUEL AZASU: Actually one of my colleagues last year, his Bachelor students studied this building and the reports was [inaudible 1:27:42:5] and we wanted to lay it out. The feature of the guy who used to run our facilities, who is now gone, or basically give it to them and say this building [inaudible 1:27:53:7]. The previous guy wasn't reachable but now that [inaudible 1:28:05:1].

DOMINIC ROSE: You were going to say something.

JOHN SAMUEL: I'm just sitting back and enjoying this.

KERREY MILLAR: No, what you just described or were describing I think is called a consultancy lad sales approach that has been happening in corporate real estate for probably the last 10 years. It sounds like it's finally found its way through the FM rule of you actually going in at an executive level and understanding the problem, solving it in time. It just goes back to what I was saying. It seems ever more difficult to separate your FM and property management and asset management the role down properly all actually led themselves to actually be tools in solving a problem and taking it away from them.

DOMINIC ROSE: I think also, I think... And you put it well. It's good to have a definition and re-visit and revolve. I was looking at the whole fee structure for professional services, the project management, the architect because everyone is a winning a 20% tariff was 20% on the fees. If you look at the fee scales and the stage one there's so much jubrication than all the rest of it and I was speaking to a senior quantity surveyor so I looked at it during turnkey fees and bring the price down and pricing it was all upwards and we don't all have to decide what time you choose what's happening. Let's just think effectively. So if I go to a client saying I just reduced your cost... I mean fees by 50%, I'll do it at 50% tariff. If I was the client I'd say well you either ripped the

rig for 30 years or I'm getting your CT. There's has to be a reason behind it. So this... Oh you're going to upset a few people doing that. You are the taxi driver fighting Uber. You know about the taxi driver, oh get on with it I like Uber, you are sounding just like that and if the FM industry doesn't like wise evolve and re-visit this definition and see how we've changed and see what your skills comes under the... Whatever it is then we are [inaudible 1:30:28:4].

KERREY MILLAR: If you actually get a chance to see what some of the sharp edge guys are doing in terms of construction. Integrating the thing of doing it... Their fees are going to be around 5-6%. Not 11-13 it's a lot like...

DOMINIC ROSE: Facilities management whatever we call the umbrella needs to keep looking at self-revolving because ultimately what you're saying is right we've had this chat about where I'm going with clients and that's what I want to get in strategically because from a projects perspective service owned projects... Because big Telkom deals are project work anyway. B at a project level you are dealing with a CEO it's much easier to on sell your relationship there. We'd be happy to discuss this. I think at the moment the market... Every time you see an online tender yellow bidding thing that's where our evolution is selling there. So I think there are a few clients, very few and they're probably global, I think the rest of the market place still is here in terms of how we market FM let's not oversell and try to chip away. We're still saying what's your cost per air con? I said I can't tell you, well you're a facilities manager, what's your response time? 150 a minute response, you've got a full time on site. We've got a very unevolved market so you've got to make sure that we don't go over the top in that in terms of selling it. Because otherwise they'll think your amiable, you are, you're asset managers. You've got to sell, get in and understand what facilities is at, not basic level but strategic feeder level and then start changing where it can be so that it's... That's the ultimate where FM should be.

SAMUEL AZASU: Look when we started this we had college who came in after we were done and I remember some of the questions we had to answer was, why did they conduce your courses for the property students.

KERREY MILLAR: When you say this do you mean the rebuilding of the course.

SAMUEL AZASU: They were like why did they conduce your courses, you had property students. [inaudible 1:32:56:0] It's a business. It's not just [inaudible 1:33:04:04]. Until you have been trained as a teacher and as an educational developer you just teach what you've been taught. Which is where most of them were coming

from. Because what we need in our degree, that's what we expected to see instead of... What kind of graduate are we trying to produce, what is he going to do with the degree. What do his employers need him to know in terms of knowledge and attributes? So that was how we approached it. When we have people coming in after the fact... Since they didn't see a reflection of what their degree relates to there was this fear of why are we doing it? We didn't have entrepreneurship skills, it actually takes from this role and they were like shouldn't we be doing that in business school? Who has the money to send this kid to business school afterwards? The employers need them to work right away so there's no logic in giving him a four year degree consisting of just properties or facilities and then now go to business school to learn how to manage people when [inaudible 1:34:11:6] so we'd have an degree from spot.

DOMINIC ROSE: It frightens me to hear that any... Any university in South Africa, any [in] anyone would question why, knowing a little bit about entrepreneurship, in this country that is scary. That is scary.

SAMUEL AZASU: You know I'll tell you where the problem is coming from. In Sweden it became law that unless you're trained as a teacher, a PhD will not allow you to teach at a university. The Swedes won't let you work in a university if you're not a trained teacher. The reason why I haven't got a PhD is because... Now South Africa is relatively behind so it's still not required to be an educational developer or trained teacher as a result of which if you are not a trained teacher you just teach the way you have been taught and that is where the real problem is. So when I fly in from Sweden, [inaudible 1:35:13:9] we were struggling to get through the sitting it was just one week. I didn't even want to go, I thought it was a waste of time and guys the fundamental benefit of this is that if you go to class and there's a problem you can successfully troubleshoot and re-design the course. Otherwise if you're not a trained teacher... What un-trained teachers tend to do is that if the courses don't work it's the student's fault and we're in a position of relative power. If we said it's the student's fault who's to question would we say? But when you are a trained teacher you can say, it's not my fault it's not the student's fault the design hasn't worked from the kind of students I have, which is actually what teacher training eventually does. But you see the course as a process through which the students must pass, if it doesn't work you're shaving with time. Troubleshoot shaving with time and all that it leads to is that every good degree must start with the groundwork specification. What graduate are we trying to produce, what does he need to know? What skills and contents must he need to have?

Then you can backwards engineer proton. So what we did was when we did it we ended up with guts, confidence got very [inaudible 1:36:34:2] because we didn't have it in house. When we realised that [inaudible 1:36:37:7] we designed a program... Because you can teach this you can teach that you can teach that so it essentially becomes a job we create for ourselves [inaudible 1:36:53:4] which is why every minister of education [inaudible 1:36:57:6] for the last 30 years has one thing to say, which is degree programs finally come around accept no one really knows how to fix it. But the real missing thing was we almost never stopped with graduate certification and if you don't start with the graduate certification, 95% of the time you'll get a degree that doesn't work.

KERREY MILLAR: It's useless then.

SAMUEL AZASU: Yes, four years usually in South Africa funded by general scholarships...

KERREY MILLAR: So it's a user specification?

SAMUEL AZASU: Yes, user specification. Big time. You have to talk to them, you have to talk to them. Accreditation bodies, professional organisations, some are even alumni and use that to craft a graduate before you use [inaudible 1:37:47:2]. Without that you're 23 years down the road and you're still [inaudible 1:37:53:7]... Anyway, okay we're over time let me just see if I can run through the remaining issues quickly. I think we covered some of the questions already. So one question that we probably need to discuss is how does one become a professional facilities manager? One would be recommended [inaudible 1:38:23:0] to become let's say the kind of facilities manager we want to see going forward. We agree that a lot of people just...

CONRAD MILLS: Wondered in, stumbled in.

JOHN SAMUEL: Let's start with the SAFTA position which is let's say the end point and then we can work out maybe how we get there. So to be an accredited facilities professional you need either a NQF seven plus five years, I think seven years or a... And for that you would do the usual thing must put in a submission and it gets evaluated or we're still running a prior learning route which is 10 odd years of relevant experience. So if you're going un-accredited we were talking about being a strategic facilities manager, you must be able to demonstrate that you've been operating at a specific management field and at a strategic level for the relevant amount of time and then we will accredit you as an... Look it's not a government accreditation it's an association accreditation. We're talking to the council of the environment to move it

to that level. So that is the end point. Now the question is now I'm 20 years old how do I get there? And I think that's... We've established the end point and now it's a question of how do we get there other than... We've looked at it, we get a lot of people that come in with project management experience and we say it's not facilities management and we're looking for strategic. We've got an evaluation score card and we actually value them against a score card to see that you're able to tick off... That you managed finances, budgeting, that you managed staff and that sort of thing and also that you managed the clients at a level that you can... In your CV that you got strategic...

KERREY MILLAR: What are the levels of...?

JOHN SAMUEL: We've got a credit facilities professional and then a certified facilities manager, a supervisor coming down. So we've got as in SAP, have actually got... If you go on the website it's all laid out if you have got a grading of facilities and you got a number of people who are graded in those different criteria.

DOMINIC ROSE: And do you do submission and interview or ...?

JOHN SAMUEL: No what we do is... It's a submission that... We got four and the submission you put your submission in against that, which obviously includes CV and it goes in and what we got is we got a criteria and it's evaluated by two different people. They then put it together if they agree, if they don't agree it actually goes back for a reference, I'm the referee. And then we've also got an appeals process. So we say to you listen we don't think you... And it works two ways, there's an appeals process. If you don't like it you can appeal. The other one is if we get it and we think that actually we're reading in your submission but actually what we really read in submission, we don't think you've clarified it well, we'll call you then for an interview, and we've done that as well.

DOMINIC ROSE: Presently there's no interview?

JOHN SAMUEL: No, the interview is a clarification process. It's not a routine process, no.

SAMUEL AZASU: Okay we're going to move a little bit towards the end, there is just one last thing we want you to do for us before you go. We just... At the end of your sheets... Over the maybe the two of you can just put it together. So this is the last thing on the table's overleaf. These are different definitions and what we would like you to do is order them for us and just see on the basis of criteria mentioned in the columns here, which of the definitions fit this criteria. We want to have kind of relative

comparison of a different definitions using the criteria specified here and [inaudible 1:43:44:2] so we kind of want your views on the comparisons of these definitions.

ISAAC PHIRI: The score is either zero or twenty.

KERREY MILLAR: So it's either?

DOMINIC ROSE: Nothing in between?

ISAAC PHIRI: Nothing in between.

CONRAD MILLS: Zero or twenty?

ISAAC PHIRI: If the condition is met it's twenty, if the condition is not met...

JOHN SAMUEL: Is that in the rank.

[inaudible 1:44:10:2 - 1:44:30:4]

DOMINIC ROSE: So if that definition fit those characteristics, if that definition fits there.

ISAAC PHIRI: Yes.

DOMINIC ROSE: Okay.

ISAAC PHIRI: After that it's clarity. How clear is the definition?

SAMUEL AZASU: So we have four criteria, characteristics, clarity and then we have a score and a rank. No the characteristics are four so you do a sub-set of these and also score their clarity and then we go to score.

TSHNYI MAGORO: So the score of this is zero or twenty, for this?

[inaudible 1:45:05:5 - 1:45:07:0]

ISAAC PHIRI: This definition, there's no reference to that. If they say below best definition...

[inaudible 1:45:15:5 - 1:45:28:6]

SAMUEL ALASU: This allows us then to rank the definitions.

DIKELEDI SITHOLE: So how would you rank say...

[inaudible 1:45:32:5 - 1:45:42:4]

SAMUEL AZASU: So what we've tried to do is to say is look, in the absence of any objective criteria is our opinion versus your opinion. So why are we enforcing criteria and using criteria to evaluate the alternative definition?

CONRAD MILLS: Not interested.

JOHN SAMUEL: ...to be subjective.

CONRAD MILLS: Isaac, what did you want for clarity?

ISAAC PHIRI: Sorry. Some of the terminologies used in the definition.

CONRAD MILLS: Yes, so what do you want us to put there? Clear or not clear.

DOMINIC ROSE: Yes, no.

ISAAC PHIRI: You need to enter those points twenty or zero as well.

CONRAD MILLS: Oh does that add to the overall score?

ISAAC PHIRI: Yes.

DOMINIC ROSE: Clarity, we've got to score clarity?

[inaudible 1:50:36:7 - 1:50:42:7]

MS: Just check your zero for clarity.

[inaudible 1:50:45:4 - 1:50:47:4]

CONRAD MILLS: It won't impact the scores.

ISAAC PHIRI: Characteristics would be 80, clarity is 20 times one.

CONRAD MILLS: Oh you still get to a 100. Okay. No that three is the same.

SAMUEL AZASU: When was the last time you wrote an exam?

CONRAD MILLS: No, that's not on.

DOMINIC ROSE: Not a long time because I used to not like it.

CONRAD MILLS: Stays the same, must be changed.

[inaudible 1:52:19:1 - 1:53:01:3]

SAMUEL AZASU: Thank you.

[inaudible 1:53:16:3 – 1:54:12:4]

SAMUEL AZASU: Thank you very much this has been extremely rewarding, not only in terms of the study itself but also a reflection on the things we've done so far. Because we did go in to a curriculum proposal stage with an industry meeting where we haven't hear back. So this is also a backdoor way of validating some of the things that we're doing against the things what has happened out there and for FM [inaudible 1:54:52:0] particular sense we're only in our first year, it's critical for us to know if we're on the right path. Thank you this was very critical feedback, so thank you so much for coming. The next steps is we're going to transcribe all of this and do a follow up survey that hosts the time membership of SAFMA and all the relevant industry players so you will hear from us when the survey comes again and when it's all over we will send out a report as well.

CONRAD MILLS: Good.

[inaudible 1:55:26:5 – 1:56:56:5]

