

Comparison of the Facility Manager Job Position in Visegrad Group Countries

Marek Potkány

*Faculty of Wood Sciences and
Technology
Technical University in Zvolen
Zvolen, Slovakia
potkany@tuzvo.sk*

Paula Kamodyová

*Faculty of Economics, Matej Bel
University of Banská Bystrica
Banská Bystrica, Slovakia
paula.kamodyova@gmail.com*

Abstract—Facility management can create the potential of a competitive advantage in the form of cost savings and increased time for managing core business activities. One of the successful requirements for the implementation and use of this coordinated management approach is the creation of the facility manager's job position. The aim of this article is to define the theoretical basis of facility management with a presentation of the comparison of the job description definition and requirements of the facility manager job position in Visegrad Group countries. Although the requirements for the job position are highly dependent on the type and size of the enterprise, this article presents a proposal of criteria by which the facility manager's position could be supplemented in conditions of small and medium-sized Slovak enterprises.

Keywords—*facility management, facility manager, small and medium-sized enterprises, Visegrad Group countries*

I. INTRODUCTION

As one of several important instruments in increasing competitive position of an enterprise, companies have used or are beginning to use facility management. Even if at the first sight we can agree that facility management does not provide a very important role for business environment, in fact the contrary is often true. The phrase facility management is being applied more and more frequently in the terminology of current enterprises and actively used for the management of the auxiliary and servicing activities inside the enterprise. In business practice, facility management is considered to be a promising managerial approach, which can create the potential for increased competitiveness of the enterprise through a coordinated management of the auxiliary and servicing business activities. Given the approach, it is possible to create a prerequisite for focusing on the main business activity but also on the secondary effect connected with reducing costs or increasing the quality of auxiliary and servicing business processes.

In his research, Sari considers that there is a considerable difference in development of facility management in western countries compared with procedures used in eastern countries. Sari perceives sector of facility management as relatively new, which provides great opportunity for development, but Sari's perception of research connected with that area remains limited [1]. From a terminological point of view, concept of facility management is considered as a relatively new department, which we can know in simpler form since ancient times. According to the author Štrupa [2], we can set an example of activities such as

preparing food, cleaning a house, transportation or helping each other with various activities. „These services had different forms of provision until the slavish form, but there has been a common feature. They were provided to satisfy those, who would need these services. From today's perspective, we know or call this person a client“ [3].

In the world, facility management started to develop in the 1990s, when the world's largest company IFMA – International Facility Management Association was established. More than 24 000 members in more than 100 countries in the world are supported. The purpose of this company is to assist with professional growth using different programmes, training courses, conferences and exposures. At the same time, it carries out research, which strengthens knowledge and skills of facility management and it publishes various publications, including magazines, bulletins and blogs [4]. Although Great Britain, France, Austria and Germany were one of the first countries that implement facility management, in 2009 The Slovak Association of Facility Management was founded in Bratislava – Slovak Republic. „Its establishment was a response to increasing demands regarding the application of facility management in organizations. SAFM is a sponsor of the quality of facility management in Slovakia. Slovak Association of Facility Management performs, initiates, creates and supports systematic education and training of facility managers“ [5].

We perceive IFMA's definition as the most used definition of facility management. This international organisation defines facility management as a method of harmonising employees, professional activities and working environment in organisation, which includes principles of commercial administration, architecture, human and technical sciences“ [6].

Facility management is concentrated in three main areas:

- „areas relevant to employees, i.e. human resources and sociological aspects (monitoring and analysis of those employee's needs, who work in core business), anticipation of workers in facility management's process;
- areas of work, i.e. performance and funding (know-how of the core process and its links);
- areas of working environment, i.e. architecture and engineering (monitoring and analysis of workplace's needs, optimal disposition and technical background)“ [6].



Fig. 1. Operational efficiency. (source: www.axisfm.com)

Coordinated management of support processes is variable for each case and its implementation can be by following:

- creation and integration of unit of facility management into organisation chart – insourcing (use of own resources – employees for its/their security),
- external form – outsourcing (using resources and services of external organisation for its/her security) [7],
- mixed form of the above-mentioned insourcing and outsourcing.

Service and auxiliary business processes should be classified into two main group – Space, infrastructure and People, organisation on the basis of the classification determined by Kuda, Beránková et al. [8] and STN EN 15 221 [9]. Subsequently, they are categorised in another subgroups:

1. group of Space and infrastructure, see figure 2;
2. group of People and organisation, see figure 3.

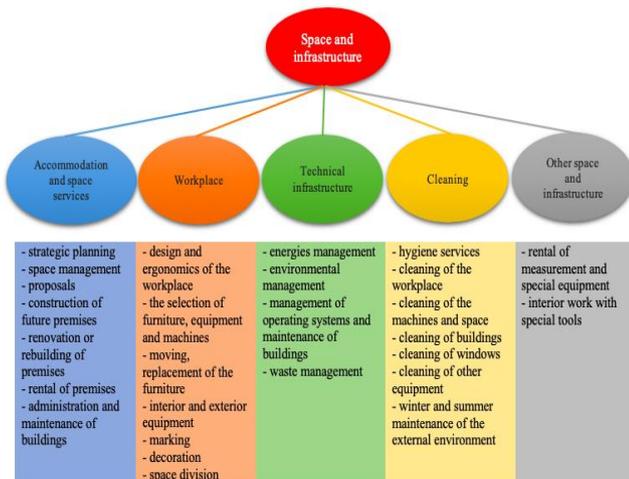


Fig. 2. Group of Space and Infrastructure. (source: own compilation according to [2])

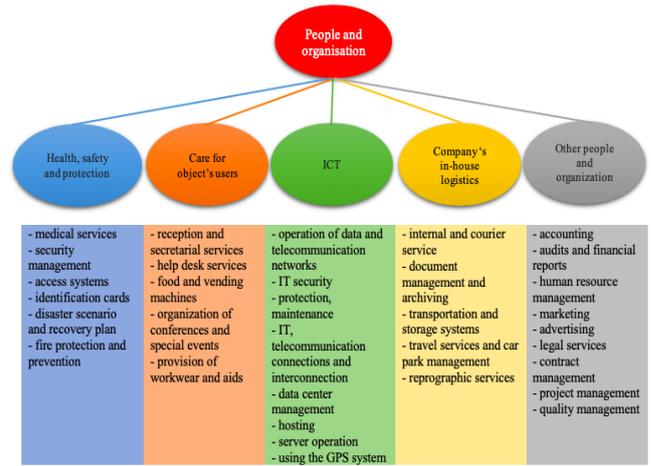


Fig. 3. Group of People and Organisation. (source: own compilation according to [2])

Aim of facility management or actively using coordinated management approach for service and auxiliary business process should be to make it easier for the organisation by solving problems with supporting activities, help to focus core business and try to work towards 3 areas (employees, processes, environment) and streamlined their independence. Achieving the above state leads to economic efficiency, efficient operation and consequently to the competitive position of the company" [10]. The use of facility management (FM) may generate benefits but at the same time, there may be risks or disadvantages for business entities as shown in Table 1.

TABLE I. ADVANTAGES AND DISADVANTAGES OF THE FM

| Advantages | Disadvantages |
|---|--|
| <ul style="list-style-type: none"> - reduction of costs or cost savings - unified recording of in / outsourced services - increase of employee's productivity, - free up space capacities - innovation - rationality / clarity of service status - improving the quality of the activities being carried out - capital and cost savings - focus on core business - obtaining expert know-how - transfer risk to the service provider - reduction of conflicts between internal and external service providers | <ul style="list-style-type: none"> - fear of loss of control over the reserved area - fear of external company orientation for its own short-term goals - fear of misinterpretation of facility management - fear of rising costs - fear of sensitive information leak - fear of a reduction in profit - fear of inadequate qualifications of employees |

Source: Own compilation according to [3], [6], [10]

According to the author Štrup [11], facility management can help in competitive combat when:

1. „Simplifying the organisational chart (allocation or assignment of the facility manager through managing of FM, unification of process from different organizational units, standardization of processes),
2. Professionalization of supporting processes,
3. Transparency of the financing supporting processes,
4. Creating a stable core of service providers,

5. Introducing qualitative parameters into evaluation“.

Each supporting process from facility management’s area is different and expresses a specific subcategory. Despite this fact, core area of the FM understanding remained the same and entire process of auxiliary and supporting business processes is necessary to be managed by a responsible employee – facility manager. This is the reason why we focus on its core area and studies in the next part of the article.

II. FACILITY MANAGER

Enterprise creates a job position for facility or outsourcing manager to make the entire business process work as efficiently as possible in order to increase profits and reduce costs. That’s an employee, who is responsible for coordinating management of auxiliary and supporting business processes within organizational structure. He/she is perceived as main point of the department, which is responsible for performance of company’s defined tasks and optimizing the links between subordinated employees, work equipment (production and administration premises, buildings ...) and equipment like computer systems etc.

We can imagine various daily roles and ways of work under the same name of facility or outsourcing manager. One fundamental thing remains the same and that’s the role of facility/outsourcing manager, which is necessary for the enterprise. For this reason, we divide definition of facility manager into 2 types:

1. „Facility manager of company/large FM supplier has to know activities of his/her client to be able to unmistakably ensure support of these processes/activities. Its priority is to ensure flawless operation of customer’s primary processes. Supplier’s facility manager should constantly monitor the quality of his supplies and look for a possibility to increase the quality or innovate“ [12]. Typical employers are management companies, real estate companies, construction firms, public and private organizations including universities.
2. „Facility manager of the company is thoroughly familiar with the details of the primary processes in the company (often is a member of the management – or should have sufficient competence for the relevant decisions) and is familiar with the capacity and requirements of the individual employees. He identifies the inputs, outputs and requirements of individual facilities. His work should concentrate on concept, strategy, planning and monitoring (control and evaluation). The company facility manager is the guarantor of flawless support activities in organizations/companies“ [12]. Facility manager is linked with securing some functions in management as strategic (business development, goals and intentions of the enterprise over the long term), regulatory (guide activities), professional (leadership, application of appropriate methods), consulting (consulting activities), communication (acquiring and transmission information, getting people to perform tasks in the enterprise), educating (raising employees by their looks, courtesy, tact, but also present mistakes), disciplinary (punishment of

negligence, and superficiality psychotherapeutic (expression of humor, generosity, consistency and diligence) and representative function (exemplary performance, speech, culture of world, insights) [12].

Important factors in corporate practice are appropriate working conditions and working environment. Better productivity, reduction in the number of complaints, absences and other factors bring growth. Facility manager is responsible for all these factors and management of company see him like catalyst for change. At the same time, the facility manager should have characteristics, such as inspire people around him, have positive attitude, set goals and deadlines to provide meaningless and appeal to start the process, listen members of team and their opinions, meet every members of its team and thus identify strengths and weaknesses, listen to the opinions of the work environment and the necessary changes, which they consider to implement, recognize subordinate employees and appraise them for their work. In 67%, employees prefer verbal praise from the cash bonus. Therefore, it is appropriate to focus on positive feedback and constructive criticism in order to achieve positive results. Meet co-workers on a more personal level, where they can find hidden talent and more flexible leadership [13].

III. MATERIALS AND METHODS

The aim of this article is to define the theoretical basis of FM with a presentation of the comparison to the job description definition and requirements of the facility manager job position in Visegrad Group countries (Slovak Republic, Czech Republic, Poland, Hungary). The secondary goal of the article is also the draft criteria for which the specification of the facility manager's job position could be added.

The basic scientific methods were used in the methodology. The abstraction method has been used to define concepts, phrases, categories and suggestions in the subject area of FM based on analysis and synthesis of the literary search of available information sources. The comparative method was used to compare the available data to the qualification assumption, the job description, competences and responsibilities of the facility manager's position in the selected enterprises. When we were comparing, we used the information available by application <https://www.glassdoor.com> and other job offering web sites, which virtually present offers of job positions in more than 600,000 enterprises around the world. For our needs, we compared the position of the facility manager in the Visegrad Group. We randomly selected 3 job positions in different types of enterprises and industries for each country. The method of induction and deduction was subsequently used in concluding the conclusions and deducting the consequences from the obtained data.

IV. RESULTS

Following the defined goal of contribution, we present the results of analysed countries in The Visegrad Group (Slovakia, Czech Republic, Poland and Hungary) in forms of table outputs. The results include job title, job description, competencies, responsibilities, education, professional experience, language skills, computer skills, driver’s license

and last but not least, the personal qualities and knowledge necessary to ensure the function of the facility manager and his equivalents.

TABLE II. SPECIFICATION OF THE JOB POSITION – FM IN THE ENTERPRISE’S CONDITIONS IN SLOVAK REPUBLIC

| | |
|--|--|
| Scope of employment, competence and responsibilities | Specialist of facility management |
| | <ul style="list-style-type: none"> - direct support for facility management - systemic check of regular inspections - implementation of tenders for FM’s service providers - conclusion of contracts with FM service providers - monitoring facility management’s legislation - administration of internal systems - key-user - support for device inventory - responsibility for monitoring the budget - support for ensuring system processes for repairs, maintenance and other measures for all property entrusted - preparation and cooperation in the negotiation of contracts with the service providers - care about contracts with service providers - price analysis and analysis of supplier structure - support for defining and optimizing processes (failures, empowerment, inventory management, etc.) |
| | Facility specialist |
| | <ul style="list-style-type: none"> - ensuring the visual appearance of the sales network interior in the required quality - optimizing the facility process within the sales network - branch opening and closing activities, including communication with suppliers and the necessary documentation and permits - communication and coordination of external suppliers - collaboration and coordination of activities with the Sales Manager and individual Regional Sales Managers when opening, closing, moving or redesigning affiliates - monitoring of valid FM’s legislation, including OSHA - provision of documents and cooperation on tender preparation |
| | Facility manager |
| | <ul style="list-style-type: none"> - responsibility for the management of buildings and the operation of technical installations (heating, cooling, ventilation, measurement and regulation, energy, waste management ...) - solving technical problems within a company building - planning of revisions and maintenance of buildings - provision project and related documentation in accordance with valid legislation - designing and managing individual projects in the field of construction, maintenance and development of buildings - preparation of projects in the field of energy saving - preparing tenders, searching for suppliers of individual services - project technical solutions and costing - management of team and co-ordination of external contractors - provision of health and safety at work - communication with suppliers (gas, power stations ...) - creating an annual budget - communicating with a parent company abroad |
| | Specialist of facility management |
| | <ul style="list-style-type: none"> - secondary education with graduation |
| | Facility specialist |
| | <ul style="list-style-type: none"> - secondary education with graduation - higher education with graduation - university I. degree, university II. degree |
| Facility Manager | |
| <ul style="list-style-type: none"> - secondary education with graduation - university degree – engineering, electrotechnical, building focus | |
| Professional experience | Specialist of facility management |
| | 5 years of experience in real estate management |
| | Facility specialist |
| | 3 years of experience in technical focus |
| | Facility manager |

| | |
|--|---|
| | 5 years of experience |
| Language skills | Specialist of facility management |
| | English or German language (B2) |
| | Facility specialist |
| | English language - (B1) |
| Computer skills | Specialist of facility management |
| | MS Word, Excel, PowerPoint at an advanced level |
| | Facility specialist |
| | MS Excel, Word, PowerPoint, Office365 at an advanced level |
| Driving licenses | Specialist of facility management |
| | Facility specialist |
| | group B |
| | Facility manager |
| Personality assumptions and knowledge | Specialist of facility management |
| | <ul style="list-style-type: none"> - mobility, responsibility - independence, communicability - precision, flexibility |
| | Facility specialist |
| | <ul style="list-style-type: none"> - knowledge of OSHA - working with specific programs to provide drawings, documents and documents - organizational skills, solve problem, pro-customer approach - the position requires frequent traveling throughout the whole of Slovak Republic |
| Facility manager | Facility manager |
| | <ul style="list-style-type: none"> - knowledge of the maintenance and management processes of buildings and technical equipment - experience in personnel management, safety and hygiene - experience in supply and business relationships -precision, responsibility, reliability, autonomy, responsibility, analytical thinking |

Source: Own compilation according to [14]–[16]

On the basis of random selection of Slovak facility manager’s positions (Specialist of facility management’s department, Facility Specialist and Facility Manager) it was possible to determine the typical scope of work and qualifying conditions as follows (Table 2):

Job description: supplier selection - price analysis and structure analysis, negotiating contracts, care for contracts, relationships, communication with suppliers and subscribers, selection of employees, management team, monitoring of valid legislation in the area of FM, OSHA, budgeting, direct support, management of supporting processes, preparation of projects, projection of technical solutions, provision of documents and cooperation in the preparation of tenders,

Qualification requirements: secondary and higher education, min. 3 years of professional experience in a similar position, knowledge of 1 world language, computer knowledge – MS Office, driver’s license in group B. Facility manager’s personal skills and knowledge should include knowledge of maintenance processes and building management, responsibility, reliability, independence, communication, precision and flexibility.

As another country from The Visegrad Group we chose the Czech Republic, which we present randomly selected 3 job position of facility manager in Table 3.

TABLE III. SPECIFICATION OF THE JOB POSITION – FM IN THE ENTERPRISE’S CONDITIONS IN CZECH REPUBLIC

| | |
|---|--|
| Scope of employment, competence and responsibilities | 1.Facility specialist |
| | - ensuring 100% of service in all restaurants - maintenance of facilities - searching for energy savings, regular cost analysis - solution of technical requirements from restaurants - introduction of new practices and projects in the field of restaurant maintenance - responsibility for ordering and delivering equipment for new or refurbished restaurants |
| | 2.Facility specialist |
| | - object processing, team leadership, managing the technical administration of the buildings entrusted to them - addressing technical issues relating to building management - searching for and implementing requirements - providing management of operational documents, contract documents, reports and work schedule evidence - dealing with clients and supply, companies - checking and observing the budget of the contract |
| | Head of technical department |
| | - independent management of the technical department - responsibility for planning and operational management and solution of operational issues - responsibility for asset management - providing passenger and freight transport - responsibility for the efficient operation of the stockholding |
| Education | 1.Facility specialist |
| | - |
| | 2.Facility specialist |
| | - secondary education with graduation – technical focus |
| | Head of technical department |
| | - secondary education with graduation – engineering, electrotechnical, building focus - university degree – engineering, electrotechnical, building focus. |
| Professional experience | 1.Facility specialist |
| | Work experience in similar position |
| | 2.Facility specialist |
| | Proven experience with maintenance management |
| | Head of technical department |
| | 2 years in a similar position |
| Language skills | 1.Facility specialist |
| | English language |
| | 2.Facility specialist |
| | - |
| | Head of technical department |
| | - |
| Computer skills | 1.Facility specialist |
| | MS Office |
| | 2.Facility specialist |
| | - |
| | Head of technical department |
| | MS Word, Excel |

| | |
|--|---|
| Driving licenses | 1.Facility specialist - group B |
| | 2.Facility specialist |
| | group B |
| | Head of technical department |
| | group B |
| Personality assumptions and knowledge | 1.Facility specialist |
| | - planning and analytical skills - good communication skills |
| | 2.Facility specialist |
| | - a certain level of behaviour - organization skills |
| | Head of technical department |
| | - ability to manage processes and leadership - independence, decisiveness, - communicability, stress resistance - good mental and physical condition |

Source: Own compilation according to [17]–[19]

In Table 3 are selected 3 job positions of the facility manager (2x Facility Specialist and Head of the technical department). Typical job description and qualification requirements for the selected job positions of the facility manager in Czech Republic conditions can be determined:

Job description: leadership, team training, planning, management, provision (ordering, servicing, ...) support processes, technical troubleshooting, asset management, invoicing delivery, communication with suppliers, FM responsibility.

Qualification requirements: high school education, proven experience in a similar position, knowledge of English, computer knowledge MS Word, Excel, driving license type B. His personal assumptions and knowledge should be resilience to stress, leadership, communicativeness, independence, determination and organizational skills.

The next analysed country within the Visegrad Group countries was Poland. On the basis of 3 selected positions of facility manager from Poland present Table 4.

TABLE IV. SPECIFICATION OF THE JOB POSITION – FM IN THE ENTERPRISE’S CONDITIONS IN POLAND

| | |
|---|---|
| Scope of employment, competence and responsibilities | Facilities Maintenance Manager |
| | - being a mentor and a leader to the maintenance team, grocery, office and commercial buildings - supervision of multiple buildings, plots and equipment - cost planning, planning of facility reconstructions - submitting tasks for subordinates - ordering parts and supplies, preventive maintenance - monitoring and processing of maintenance costs |
| | Facilities manager |
| | - team leadership, developing and motivating the team - creating and maintaining a work environment - employee training, client management - creating and developing relationships between clients and stakeholders, providing suppliers and services - management of contracts, financial management, cost control - health and safety management, securing legislation - ensuring the maintenance of the risk management program - creating strategies, achieving key performance indicators |
| | Facility Administrator |
| | - supervising department activities, responsibility for training - performance evaluation, compliance with operating procedures - using computer systems to manage maintenance |

| | |
|--|---|
| | <ul style="list-style-type: none"> - revision and review of standard operating procedures - troubleshooting and repairing systems and devices - directing of subordinate employees |
| Education | Facilities Maintenance Manager |
| | Electrotechnical focus |
| | Facilities manager |
| | - |
| | Facility Administrator |
| Higher education | |
| Professional experience | Facilities Maintenance Manager |
| | 10 years of professional maintenance practice |
| | Facilities manager |
| | Experience with facility management |
| | Facility Administrator |
| 2 years of experience in a similar position 5 years of device maintenance experience 3 years of experience with senior management | |
| Language skills | Facilities Maintenance Manager |
| | English language |
| | Facilities manager |
| | - |
| | Facility Administrator |
| English language | |
| Computer skills | Facilities Maintenance Manager |
| | - |
| | Facilities manager |
| | Computer literacy and management activities with computer's programs |
| | Facility Administrator |
| - | |
| Driving licenses | Facilities Maintenance Manager - group B |
| | Facilities manager |
| | group B |
| | Facility Administrator |
| | group B |
| Personality assumptions and knowledge | Facilities Maintenance Manager |
| | <ul style="list-style-type: none"> - knowledge of equipment and machines - communication skills – both written and verbal |
| | Facilities manager |
| | <ul style="list-style-type: none"> - communication skills, passion for quality - motivation, ability to effectively address stressful situations - flexibility, purposefulness, honesty, credibility - openness for new ideas |
| | Facility Administrator |
| <ul style="list-style-type: none"> - communication skills, time management, organization skills - ability to work in a team, ability to learn new things | |

Source: Own compilation according to [20]–[22]

By this information is possible to determine the typical scope of employment and qualification requirements as follows:

Job description: management, development, motivation and training the team, responsibility for costs, management, procurement (ordering, servicing, reviewing, reviewing and

enforcing good practices ...), securing supporting processes, solving technical problems, contract management, supplier relationships, financial management, monitoring of valid legislation in the area of FM, creation of directives and strategies, use of computer systems,

Qualification requirements: secondary education, min. 2 years of professional experience in a similar position, knowledge of English, computer literacy and management activities with computer's programs, driving license type B. His personal qualities and knowledge should be communication skills, organizational skills, time management, motivation, flexibility, credibility, ability to work in a team, and the ability to learn new things.

The fourth country, which closes the Visegrad Group, is Hungary. In Table 5, we present 3 job specifications from randomly selected 3 Facility managers from internet portals offering different job offers.

TABLE V. SPECIFICATION OF THE JOB POSITION – FM IN THE ENTERPRISE'S CONDITIONS IN HUNGARY

| | |
|--|--|
| Scope of employment, competence and responsibilities | 1. Facility Manager |
| | <ul style="list-style-type: none"> - safety, maintenance and equipment management - object management (fire protection, camera system, electricity, water, gas ...) - cost control, budgeting - resource management, managing relationships with suppliers - collaboration with external contractors - solving customer complaints, coordination of processes - provision of spare parts, consumables and services related to building management |
| | 2. Facility Manager |
| | <ul style="list-style-type: none"> - team leadership, checking process tasks - emergency management, accidents - solving problems, personal contact with customers - maintenance, installation and repair supervision - managing and supervising and submitting proposals for smaller artworks, taking over the done work |
| | 3. Facility Manager |
| | <ul style="list-style-type: none"> - coordination of maintenance and repair of buildings - monitoring and supervision of workers, ability to solve problems - purchases of machinery, equipment, tools and repair parts - optimizing the energy needs of devices - team leadership, project management - preparation of documents for the submission of contracts, tenders - comparison of good's and service's costs - making development plans and a suitable work environment - taking care of customer requirements |
| | 1. Facility Manager |
| | - University degree |
| | 2. Facility Manager |
| | - University degree – Construction engineer |
| 3. Facility Manager | |
| - | |
| Professional experience | 1. Facility Manager |
| | 5 years of experience in a similar position |
| | 2. Facility Manager |
| 5 - 10 years of experience in technical operations, respectively maintenance | |

| | |
|---------------------------------------|---|
| | 3. Facility Manager |
| | 3 - 5 years of experience in a similar position |
| Language skills | 1. Facility Manager |
| | - |
| | 2. Facility Manager |
| | English language |
| | 3. Facility Manager |
| | - |
| Computer skills | 1. Facility Manager |
| | MS Office |
| | 2. Facility Manager |
| | - |
| | 3. Facility Manager |
| | Experience with computers |
| Driving licenses | 1. Facility Manager |
| | group B |
| | 2. Facility Manager |
| | group B |
| | 3. Facility Manager |
| | group B |
| Personality assumptions and knowledge | 1. Facility Manager |
| | - ability to manage multiple processes - ability to work under stress - personal skills - communication skills |
| | 2. Facility Manager |
| | - independence - knowledge of programs specializing in engineering projects |
| | 3. Facility Manager |
| | - communication skills - experience with EEC regulation - knowledge of building regulations - workload - analytical and system link |

Source: Own compilation according to [23]–[25]

Last but not least, the Visegrad Group includes Hungary where, based on 3 randomly selected Facility Manager positions (Table 5), it was possible to determine the typical scope of employment and qualification requirements as follows:

Job description: management of safety, maintenance, equipment, objects, resources, emergency events, accidents, processes and relationships with suppliers, control of costs and processes, budgeting, monitoring, supervision, management and motivation of employees, solving customer complaints and problems, securing the purchase, project management, creation of plans, preparation of documents for the submission of contracts, tenders, cooperation with suppliers, personal contact with customers, ensuring customer requirements, taking over the work done,

Qualification requirements: university education, min. 3 years of professional experience in a similar position, knowledge of the English language, MS Office, computer skills specializing on engineer programs and driving license type B. His personal prerequisites and knowledge should be

communication skills, stress resistance, communication skills, personal skills, knowledge of regulations and workload. In the following section we present the general characteristics of the job description and the qualification requirements of the facility manager.

V. DISCUSSION AND CONCLUSION

Now, businesses are beginning to use FM, which is defined as the coordinated management approach of supporting business processes. It is also a coordinating tool of a contractually agreed service regime designed to provide cost-effective and quality services to support core business activities. Therefore, that the Company may use the potential advantages of facility management, it is appropriate to create jobs position of the facility or outsourcing manager. We defined the job position and qualification requirements for the facility manager in conditions of a typical small and medium-sized enterprise. Our basis was to findings acquired by research on internet portals offering job positions of facility managers:

Our proposed addition of job description: management, development, motivation and training of the team, monitoring of valid legislation in area of FM, making of directives and strategies, provision of OSHA, planning, safety management, maintenance, equipment, objects, resources, emergency, accidents and processes, servicing ...) support processes, cost and process control, budgeting, supplier selection – price and structure analysis, contracting, contract care, relations, solving customer complaints, preparation of documents for submission of tenders, use of computer systems and delivery of billing documents,

Our proposed addition of qualification requirements: secondary education or university degree, min. 2 years of professional experience in a similar position, knowledge of min. 1 world language - most common English language, computer skills at an advanced level - MS Office (Word, Excel, PowerPoint, Outlook) and programs specializing in facility manager (engineering, activity management, etc.). His personality assumptions and knowledge should be knowledge of regulations and laws, communication skills, organizational skills, stress resistance, responsibility, reliability, independence, flexibility, precision, credibility, determination, time management, ability to learn new things and working in a team.

As part of the comparison of qualification requirements for the facility manager's job position, but also the proposal for their addition, it is necessary to state that these are highly dependent on the type and size of the enterprise, the sector of industry, as well as the understanding of the nature of this issue. When we analysed available literary sources, we have encountered a relatively unexpected phenomenon, when there are very few relevant studies in relation to the issue. From the available studies, it can be concluded that Golden and Spence [26] dealt with the position of the facility manager in connection with the idea of Facility Manager perception as an important lever for socio-technical changes. Other authors El-Haram [27] and Hodges [28] in their work conclude that the facility manager has a unique role in managing supporting processes and lifecycle. A more

detailed specification of the qualification requirements for the position of the facility manager at the strategic level is presented in the research paper by Potkány and Stachová [29] and also in general level in Potkány and Babiaková [30]. We believe that our analysis and proposal in this paper will create potential for raising awareness of the issue by contributing to further research.

ACKNOWLEDGMENT

This research was funded by VEGA No. 1/0320/17 Economic and Social Context of European 20/20/20 Targets from the Viewpoint of Economy Low-energy Houses and by project APVV-16-0297 Updating of anthropometric database of Slovak population.

REFERENCES

- [1] A. A. Sari, "Understanding facilities management practises to improve building performance: The opportunity and challenge of the facilities management industry over the world," in *MATEC International Mechanical and Industrial Engineering Conference*, Malang, Indonesia, 2018, pp. 1-7.
- [2] O. Štrup, *Základy Facility Managementu*. Praha, CZ: Powerprint, 2014.
- [3] M. Potkány, *Perspektívy Využitia Facility Managementu pre Zvyšovanie Konkurencieschopnosti Lesníckych a Drevárskych Podnikov*. Zvolen, SR: Technická univerzita vo Zvolene, 2015.
- [4] International Facility Management Association. (2019, February 1). About us. (2018). [Online]. Available: <https://www.ifma.org/about/about-ifma>
- [5] Slovenská Asociácia Facility Managementu. (2018, November 1). O nás. (2018). [Online]. Available: <https://safm.sk/portal/o-nas/>
- [6] V. Somorová, *Facility Management v Stavebníctve*. Bratislava, SR: Slovenská technická univerzita v Bratislave, 2017.
- [7] V. Somorová, *Facility Management Metóda Efektívneho Spravovania Budov*. Bratislava, SR: STU Bratislava, 2006.
- [8] F. Kuda, E. Beránková, and P. Soukup, *Facility Management v Kostce: pro Profesionály i Laiky*. Olomouc, CZ: Form Solution, 2012.
- [9] STN EN 15221-4: 2012: Facility management - Kategorizácia, klasifikácia a štruktúra vo facility managemente.
- [10] E. Beránková, (2019, February 10). Cíl Facility managementu. (2013). [Online]. Available: https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&cad=rja&uact=8&ved=2ahUKewigKfcsDgAhXKLIAXHXGaB8MQFjAAegQIARAC&url=https%3A%2F%2Fwww.kvic.cz%2F%2Fsoubor%2F3059%2F03-Cil_Facility_managementu.pdf&usg=AOvVaw1dt1-_k2EhY0lr-20DKiDs
- [11] O. Štrup, "Význam technické správy budov v kontexte facility managementu," Zborník z konferencie Facility managementu 2005.
- [12] G. Kalinová, *Manažment Ľudských Zdrojov Facility Managementu*. Bratislava, SR: Slovenská technická univerzita, 2009.
- [13] K. S. Meier, (2019, February 10). The responsibilities of facility managers. (2018). [Online]. Available: <https://work.chron.com/responsibilities-facility-managers-19699.html>
- [14] Lidl, (2019, February 17). Špecialista/ka oddelenia facility managementu. (2019). [Online]. Available: <https://www.profesia.sk/praca/lidl-slovenska-republika/O3569523>
- [15] Luger & Maklér spol.s r.o., (2019, February 17). Facility Manager. (2019). [Online]. Available: <https://www.profesia.sk/praca/lugera-makler/O3589158>
- [16] Ifortuna, (2019, February 17). Facility Špecialista. (2019). [Online]. Available: <https://www.ifortuna.sk/sk/stavkovanie/kariera/index.html>
- [17] Amrest, (2019, February 17). Facility specialist. (2019). [Online]. Available: https://amrest.jobs.cz/detail-pozice/?id=G2-1349859385-aden_brand0&rps=233
- [18] Okin Facility, A.S., (2019, February 17). Facility Specialist. (2019). [Online]. Available: <https://www.profesia.cz/sk/praca/okin-facility/O3592599>
- [19] Raven, (2019, February 17). Vedoucí technického oddělení. (2019). [Online]. Available: <https://www.jobs.cz/rpd/1353719391/?searchId=335d4b81-5421-4928-b898728e27422b3f&rps=233>
- [20] Avi Foodsystems, Inc, (2019, February 17). Facility Specialist. (2019). [Online]. Available: <https://www.indeed.com/jobs?q=Facilities%20Manager&l=Poland%2C%20OH&vjk=60de5343188db045>
- [21] Flex, (2019, February 17). Facility Manager. (2019). [Online]. Available: https://www.glassdoor.com/Job/poland-facilities-manager-jobs-SRCH_IL.0,6_IN193_KO7,25.htm
- [22] Astrazeneca, (2019, February 17). Facility Administrator. (2019). [Online]. Available: <https://job-search.astrazeneca.com>
- [23] Eaton, (2019, February 17). Facility Specialist. (2019). [Online]. Available: <https://www.glassdoor.com/Job/jobs.htm?suggestCount=0&suggestClosen=false&clickSource=searchBtn&typedKeyword=facilities+manager&sc.keyword=facilities+manager&locT=N&locId=111&jobType=>
- [24] Iss Facility Services, (2019, February 17). Facility manager. (2019). [Online]. Available: https://www.profession.hu/allas/facility-manager-iss-facility-services-kft-nyiregyhaza-1289339/box/p/1680?utm_source=jooble&aggregator=true&utm_source=jooble&utm_medium=cpc&utm_campaign=A+__category
- [25] Jobcapital, (2019, February 17). Facility manager. (2019). [Online]. Available: <https://hu.jooble.org/desc/8090163765968336552?ckey=facility+manager&rgn=1&pos=8&elckey=183263393819810304&sid=3791766113288269602&age=6322&relb=100&brelb=100&bscr=723,436815410313&scr=723,436815410313&iid=4224512046528537439>
- [26] M. Goulden, and A. Spence, "Caught in the middle: The role of the Facilities Manager in organisational energy use," *Energy Policy*, vol. 85, pp. 280-287. 2015.
- [27] A. M. El-Haram, "The role of the facility manager in new procurement roles," *Journal of Quality in Maintenance Engineering*, vol. 8, no. 2, pp. 124-134. 2002.
- [28] Ch. P. Hodges, "Manager's approach to sustainability," *Journal of Facilities Management*, vol. 3, no. 4, pp. 312-324. 2005.
- [29] M. Potkány, and K. Stachová, "Required skills and abilities of facility manager on strategic level of managing in Slovak companies," *Economic Annals-XXI*, vol. 3-4, no. 1, pp. 55-59. 2015.
- [30] M. Potkány, and M. Babiaková, "Specifications of job description and competencies of a facility manager," *Human Resources Management & Ergonomics*, vol. 7, no. 2, pp. 106-117. 2013.