

## **THE NEED FOR INVOLVEMENT FOR FACILITIES MANAGER IN MALAYSIA'S HOSPITAL CONSTRUCTION**

**Norsyazwana Jenuwa<sup>1</sup>, Mohd Saidin Misnan<sup>2</sup> & Mat Naim Abdullah<sup>3</sup>**

<sup>1,2,3</sup> Faculty of Built Environment & Surveying, Universiti Teknologi Malaysia, Johor.

### **ABSTRACT**

This paper identifies the competency of facilities manager in Malaysia. Most previous research in this area has discussed the issues and problem related for facility manager and competency facility manager in Malaysia. This paper provides an overview the facility manager's role based on a review of literature collected and compiled from various publications. Decide the competence of the facility manager at the design stage of the hospital construction. The viability of facility management is regularly connected with consumer satisfaction of a building. While the expense for facility management is the second biggest expense in the activity of a structure. This study is significance of early involvement of the facility manager in the design stage. As of now design stage of a building construction is hoarded by architects. What is anticipated from this study is that the early involvement of the facility manager will have a major effect particularly in monitoring the future use and care of the facility and evaluating the arrangement of the facility in accordance with the objectives of a building.

**Keywords :** *Facility Manager, Operation, Design Stage, and Competency*

## **KEPERLUAN KEPADA PENGLIBATAN PENGURUS FASILITI DALAM PEMBINAAN HOSPITAL DI MALAYSIA**

### **ABSTRAK**

Kajian ini bertujuan bagi mengenalpasti kecekapan pengurus fasiliti di Malaysia. Kajian terdahulu banyak membincangkan mengenai isu dan masalah yang berkaitan dengan pengurus fasiliti dan kecekapan pengurus fasiliti di Malaysia. Faktor yang diambil kira dalam kajian ini termasuklah penyelidikan terdahulu. Kajian literatur mengenai peranan pengurus fasiliti adalah dikumpulkan dari pelbagai penerbitan dari segi kecekapan pengurus fasiliti pada peringkat rekabentuk pembinaan hospital. Daya maju pengurusan fasiliti sentiasa dihubungkan dengan kepuasan pelanggan. Ini juga dikaitkan dengan perbelanjaan untuk pengurusan fasiliti adalah merupakan perbelanjaan kedua terbesar dalam aktiviti pengurusan. Kajian ini adalah penting bagi penglibatan awal pengurus fasiliti dalam peringkat rekabentuk. Setakat ini peringkat rekabentuk pembinaan bangunan dipertanggungjawab kepada arkitek. Apa yang dijangkakan dari kajian ini adalah bahawa penglibatan awal pengurus fasiliti akan mempunyai kesan utama terutamanya dalam pemantauan penggunaan masa depan dan penjagaan fasiliti dan menilai susunan fasiliti sesuai dengan objektif bangunan.

**Kata kunci:** *Pengurus Fasiliti, Operasi, Peringkat Rekabentuk, dan Kecekapan*

### **INTRODUCTION**

Facility managers are responsible for building management within the organization, their tasks often incorporate activities such as planning, setting up, and managing security. In fact, this aspect is becoming increasingly important feature of facility management. It is therefore important to identify areas with potential risks and to establish steps to mitigate or eliminate such risks. (Syahrul Nizam, 2017). Facility manager who lack vision and leadership competencies may, however, lead their organizations to failure (Mendenhall, 2017). Leaders are key persons not only for the shareholders of profitmaking organizations but also for all direct or indirect stakeholders, including society in general (Maak, 2016).

The facility manager is described as a person who needs to provide strong support to the key business operations as well as contribute to the achievement of an organization's objectives and strategies to ensure effective, safe and secure building, equipment, services, systems, and workforce (Hafizi et al, 2010). This statement is supported by Hamimah et al (2012) stating that the facility managers are known as property managers and provide services for supporters of an organization's operations.

### **ISSUES AND PROBLEMS RELATED OF FACILITIES MANAGER**

The associated expenses of the second-largest facility are recognized in operating costs. (Oladejo 2015, Brandt 1994; Korke et al. 1997). In the health sector, the allocation of non-primary functions to support health services is essential to meet patient satisfaction (Oladejo 2015) This statement is supported by (Ilozor and Ilozor 2001) but with quality and price to be reasonable.

Six incidents alone were reported to take place at the government buildings in 2007 for example that include hospitals, such as collapse of ceiling; floods due leaking; and various other defects (Kamaruzzaman *et al.*, 2013). In April 2007 for instance, a seven-storey building of Immigration Department Headquarters in Putrajaya of approximate RM200 millions construction value, was hit by a bursting pipe that has subsequently caused interruptions to the daily operations. In June 2007, three ceiling panels were reported collapsed at the newly-opened Kuala Lumpur Court Complex in Jalan Duta; ceiling leak at the Parliament House Building; and the collapse of 20 ceiling panels at the Sultan Abdul Halim Hospital in Kedah. There was also an increasing concern on the problems faced in Malaysia especially relating to building defects as well maintenance problems that has caused burden to both government and general public. Abdullah *et al.* (2011) believed this was a

drastic call for an efficient and effective management process of the properties and facilities themselves.

Worse, incapacity to manage the building in operational building level can cause overspent a substantial amount on top of the operational budget allocated by the government. (Myeda & Pitt, 2014). The repetition of recurring issue resolved as a result of the failure of compilation. In addition, the wastage among stakeholder in handling cost will be reduce as the technology take over most of handling issue. Yet, handling cost is part of operational cost which some cases become the hidden cost in operational.

At present, the needs of a hospital facility manager function are determined by the architects based on their own assessments rather than a facility manager (Hafizi, 2010) The table below relates to the facilitation of the facility manager.

Table 1: Issues and Problems related to Facility Manager

<b>AUTHOR</b>	<b>ISSUES AND PROBLEMS</b>
Oladejo 2015, Brandt 1994; Korca et al. 1997	Identified the second largest expenditure in operating costs
Oladejo 2015	Health services are important for patient satisfaction
Ilozor and Ilozor 2001	Support Rees 1999 statement; Uhlik and Hinzi 1998 Quality and price should be reasonable.
Frankle B. 2007	The function of a hospital is determined by an architect based on his experience rather than a facility manager.
Kamaruzzaman <i>et al.</i> , 2013	Building hospitals, is collapse of ceiling; floods due leaking; and various other defects

## **COMPETENCY OF FACILITIES MANAGER**

Williams and Sutrisna (2010), stated that the scope of work for facility managers includes the responsibility of customer premises, planning and provision of accommodation services and support to businesses and residents, building security and maintenance, human management, time, cost and performance building. Meanwhile, Meng (2014), claims that facility managers must balance the economic, environmental and social considerations in building management by linking strategic levels with operational stages.

The commitment of a manager is an important part of corporate sustainability (Visser and Crane, 2010). Facilities management is at the forefront of delivering sustainable management in practice (Elmualim, 2010). They can make a significant difference by using sustainable management in terms of their areas of responsibility (British Institute of Facilities Management, 2014). However, some studies have so far been explored by the role of a facility manager.

Among research efforts, some of them focused on the task of the facility manager. For example, Williams and Sutrisna (2010) identified the duties of the facility manager, including full responsibility for business premises, planning and provision of accommodation and support services to businesses and residents, building security and maintenance, human management, time, cost and performance improvement, etc. Although other studies may relate to the particular role of the facility manager in the ongoing practice, they only cover one aspect of sustainability.

The facility manager must be a person who knows the role and competence of maintaining the buildings. According to N.Liyana O. (2013) a manager should think well and do his job well and he must understand his role clearly in the field.

A facility manager must clearly understand and know his role as a manager of the facility and have the required competence of having the knowledge, skills, abilities, and behaviors that enable a person to perform his work excellently in the field of work (Vathanophas and Thaingam, 2007). Williams and Sutrisna (2010) also emphasize the task of the facility manager, including great responsibility for the building itself, planning and provision of accommodation and support services to

businesses and residents, building security and maintenance, human management, time, cost and performance improvement, and others.

According to Meng X, 2014, refer figure 1, the project life cycle is divided into several phases.

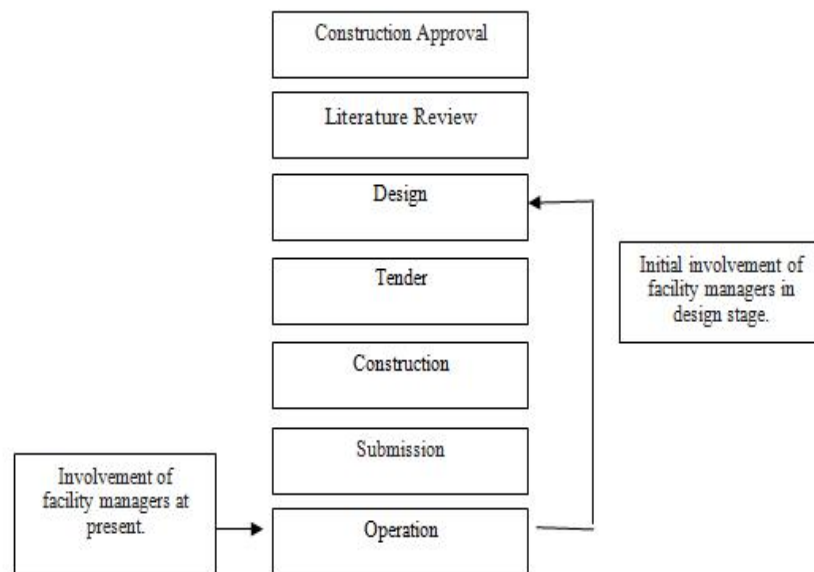


Figure 1: Project life cycle (Source: Meng X (2014))

The management of buildings and facilities is complex because buildings and facilities are a substantial part of fixed assets that are valuable to most organizations (Kamarazaly et al., 2013). The complexity of the task, the efficiency of the facility manager is worth noting. In general, an experienced and skilled facility manager can provide services as required by the organization or customer, to a satisfactory level and to ensure that all tasks are well-accomplished (Au- Yong , 2014a).

Due to the complexity of the building, facility managers and maintenance has evolved from skilled craftsmen to people who hold a university degree, postgraduate courses and other improvements (Amorim, 2013). In fact, the development of facility management have met the criteria to qualify as a subject as an academic discipline (Antje & Nils, 2014). Hence, many institutions of higher learning have been offering facilities management programs nowadays. Usually, institutional accreditation and are required to maintain and often improve the program over the period of accreditation (Dore, 2014). Facilities Management Accreditation Commission, (2014) indicated that the facility manager is required to participate in programs or courses to upgrade the skills and knowledge of terms.

With the implementation of a competency facility manager, there are always barriers and limitations that needed to overcome. Table 1 shows Barriers in Implementing for Competency Facility Manager by Past Researchers. The lists are leadership and strategy, operation and maintenance, project management, communication, finance and business, finance and business, human factor, quality, real estate management, technology, the willingness of anxiety and business continuity and environmental monitoring and sustainability.

Table 2: Barriers in Implementing for Competency Facility Manager by Past Researchers

<b>Competency</b>	<b>Boonkiat Wisittigars and Sununta Siengthai 2019</b>	<b>Betancourt 2017</b>	<b>Tubin 2017</b>	<b>Syahrul Nizam 2017</b>	<b>Total</b>
i. Leadership and strategy	x	x	x	x	4
ii. Operation and maintenance	x			x	2

iii. Project management		x	x	x	3
iv. Communication	x	x	x	x	4
v. Finance and business	x			x	2
vi. Human factor	x	x	x	x	4
vii. Quality				x	1
viii. Real estate management	x				1
ix. Technology	e			x	1
x. The willingness of anxiety and business continuity	x			x	1
xi. Environmental monitoring and sustainability	x			x	1

Among these barriers, the top barriers found are leadership and strategy, communication, and human factor. This is followed closely by the fear of project management, operation and maintenance and finance and business. This explain why the competency facility manager much have leadership and strategic and good communication to manage the project.

In addition to the skills and knowledge, the relevant experience is very important in the performance of the facility manager. Sharing of knowledge and experience is important. Betancourt (2017) reveals that communications between experienced facility managers and their younger generation will allow for more efficient transfer of skills between individuals (Goulden & Spence, 2015).

However, there are managers who are not motivated to implement it due to limited knowledge of their own duties (Korpela et al., 2015). There is a need for facility managers to improve themselves continuously by attending seminars or workshops. For example, they learn and familiarize themselves with new technologies that can be used in their workplace, where they are not exposed during the first study.

Furthermore, the role of the facility manager appears from time to time. Recently, optimizing energy efficiency during the building's operational phase has been a factor in improving building sustainability. Therefore, the facility managers are responsible for adapting their role in optimizing energy efficiency (Cao, 2015). Professional bodies such as IFMA are constantly updating new concepts in facilities management through seminars and workshops (IFMA, 2015). It is therefore important for facility managers to attend seminars, workshops, and related trainings to update their knowledge of facility management.

## **FACILITIES MANAGER IN DESIGN STAGE**

Based on (Rómel, 2015), the construction drawings must be approved by the owner based on the non-exempt expenditure and the painting should not be outrageous to prevent the final changes of work. The engineer will identify the specifications of the work and equipment involved during the construction period. Design information must be understood by all involved.

The facilities manager will contribute to the proper design and equipment selection from the point of view of maintainability, cost of operations, safety etc., and should participate in the design stage particularly through design standards, sizes of equipment and machine rooms (Richard, 2015)

If the managers of the facilities are involved in the design stage, the achievable activities are:

- i) Facility manager should be engaged early where possible at design phase so as to influence the selection of the plant, equipment and finishes.
- ii) Participate in regular site inspections to check the build/installation quality prior to any covering up
- iii) Attendance at commissioning and testing so as to fully understand asset operation.
- iv) Can monitor the future use and care of the facility.
- v) We can evaluate that the facility is appropriate to the hospital's objectives without being bound by architectural design factors.
- vi) Can identify space requirements for the future.

These requirements need to be monitored until the building is handed over to the building owner.

## **FINDING**

In Malaysia, facility manager has been evolved within several organizations for decades. Thus, it is possible to understand the practices of facility manager functions in Malaysia. To ensure better solutions and outputs and avoid future problems, FM should be applied throughout a building's whole life cycle, starting with the early design stages.

More data and information on role of the facility manager would help us establish a greater degree of accuracy concerning our findings. If the debate is to move forward, better understandings of leadership and strategy, communication, project management, operation and maintenance, and human factor must be developed. Already aware, the facility managers are responsive after the construction process at the operational level, but for this paper, the involvement of the facility manager is required at the design stage

## **CONCLUSION**

Operational costs for facility management are the second largest cost in the operation of a building. At the same time, the facility manager is responsible for determining the customer's satisfaction for hospital services provided. In fact, the services provided should be reasonable with the price paid. This problem arises because at this time, only the architects involved in the design work of the building. Therefore, the needs of the facility managers present at the design stage will benefit as follows: may monitor the future use and care of the facility; we can evaluate that the facility is appropriate to the hospital's objectives without being bound by architectural design factors and able to identify space requirements for the future.

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