

# SPECIFICATIONS OF JOB DESCRIPTION AND COMPETENCIES OF A FACILITY MANAGER

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## Abstract

Dynamic market changes and long-lasting recession in any national sector of industry cause that nowadays almost all industries tend to solve the question of their effective management from the viewpoint of finding potential ways for saving costs and identifying their in-house reserved capacities. Currently there are possibilities in the area of enterprise support processes management, i.e. the facility management with the use of outsourcing principles that have been part of the state-of-the-art free market economy management system for several years. In our conditions there exists quite a big potential for the use of the effects and possibilities stemming from the facility management service providing. The question though is who is responsible for the coordination of the enterprise support processes and what their job description is. The aim of this paper is to define the outline of facility management in corporate practice, to present the complexity of the use of facility management services by means of research on the most significant FM service providers in the Slovak Republic and on the general level to present the specifications of a facility manager's job.

**Key words:** facility management, facility manager, outsourcing.

**Classification JEL:** M12 – Personnel Management; M29 – Other.

## 1. Introduction

Facility management is an effective form of outreach business management which aims to provide relevant, cost-effective services to support the main business activities (core business) and allow them to optimize. At present, marked by the financial crisis, is the application of facility management most current because it provides savings and optimization of operating costs promotes increased employee performance and thus contributes to increase the profitability of the enterprise. The most common forms of application of facility management in the enterprise are a partial or complete outsourcing (*Vetráková, Potkány & Hitka, 2012, p. 90*).

The term facility management itself is not totally unknown as in the past years it has penetrated to management practice of many companies. The problem is that it can be understood on different levels, especially those such as building and real estate assets administration while it is just one of the activities of the facility management scope. In the theory, there exists a long list of facility management definitions. When simply translating individual words of this term we can state that facility means: knowledge, accessibility, compliance, simplicity, appropriate equipment, skills, capability. The meaning of management is leadership, administration, control and suchlike. A suitable expression for the term facility management that would be appropriate and meaningful in the Slovak language is difficult to find. Probably the simplest and the most frequently used translation would be building administration (*Somorová, 2012b*).

Since facility management is still in the awareness of Slovak business specialists in the stage of further development and potential, we stated the aim of the paper quite broadly. The aim of this paper is to define the outline of facility management in corporate practice, to present the complexity of the use of facility management services by means of research on the most significant FM service providers in the Slovak Republic and on the general level to present the specifications of a facility manager's job. To fulfil the aim were used methods of

content analysis, benchmarking, synthesis, abstraction and data based on questionnaire research.

## 2. Facility management

To explain the scope of facility management we can use the definition of IFMA (International Facility Management Association, a respected representative of the majority of world facility managers) which defines facility management as “a method whose task in organisations is to mutually harmonize employees, work activities and the work environment that includes principles of business administration, architecture and humanities and technical sciences.” (Vyskočil, 2009, p. 12).

According to the definition facility management is characterised by the interconnection of the following three areas:

- Area relating to employees, i.e. human resources and sociological aspects;
- Area of work activities, i.e. area of achievements and financing;
- Area of work environment, i.e. architecture and engineering.

The final effect of mutual bounds is strengthening all the processes by the help of which employees can achieve an optimal work performance at their pleasant and performance stimulating work environment. Consequently, the facility management positively contributes to the economic growth of enterprises, and thus to the increase of their competitiveness.

As stated by Serina it is clear that the first two areas are identical in all managements (Serina, 2006, p. 143). It is always about a set of activities, supplying or assignments for a group of persons. For facility management, the third area marked as working environment, is specific. Essentially, we can say that the facility management aims to ensure the support of the company or building so that the employees have everything they need to operate and that the costs of providing all services were as low as possible (Figure 1).

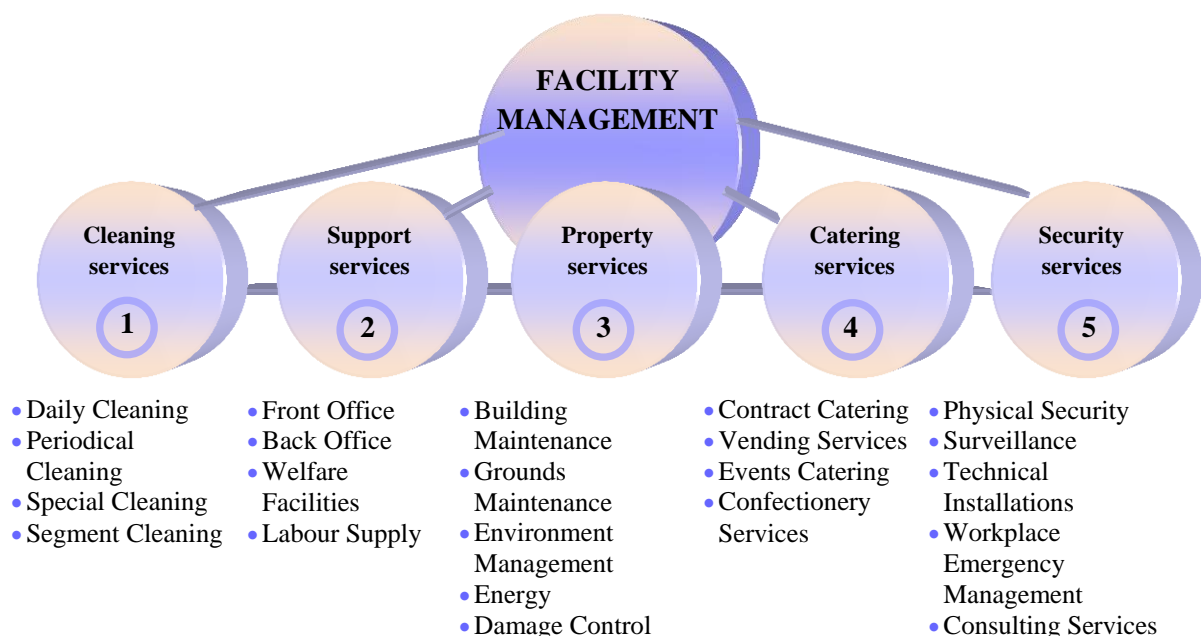


Figure 1: Business areas of facility management (ISS. Overview of FM services)

German National Association of Facility Managers GEFMA emphasizes the cost (i.e. economic) aspect of the processes that support the core business of the organization. Definition according to GEFMA is: “Facility management is defined as an analysis and optimization of all cost-relevant processes relating to building, construction of another facility or organization performance not belonging to the principal activity of the organization,” (Somorová, 2006, p. 15).

In 2007 the European Committee for Standardization (CEN) TC 348 Facility Management stated the European Standard of the Facility Management which is valid in Slovakia as STN EN 15221 Facility Management. The European standard thus defines the facility management as follows: “Facility management represents an integration of activities within an organisation with the purpose to secure and develop the contracted services which support and increase the efficiency of its own basic activities,” (Somorová, 2012a).

According to this standard the facility services represent “support security of basic activities within an enterprise supplied by internal or external provider. “Furthermore the standard also defines terms: client, customer, provider, facility management contract, key performance indicators (KPI) etc. The main definitions and terminology related to facility management services are processed in connection to facility management model (Figure 2). The model schematically records how facility management supports basic activities of an enterprise/ organisation. It deals with the relationship between supply and demand. Demand can be characterised as an internal need of basic activities to use facility management services. Supply is represented by providing wide service spectrum which is carried by a provider on the basis of demand and which is defined in the provider contract.

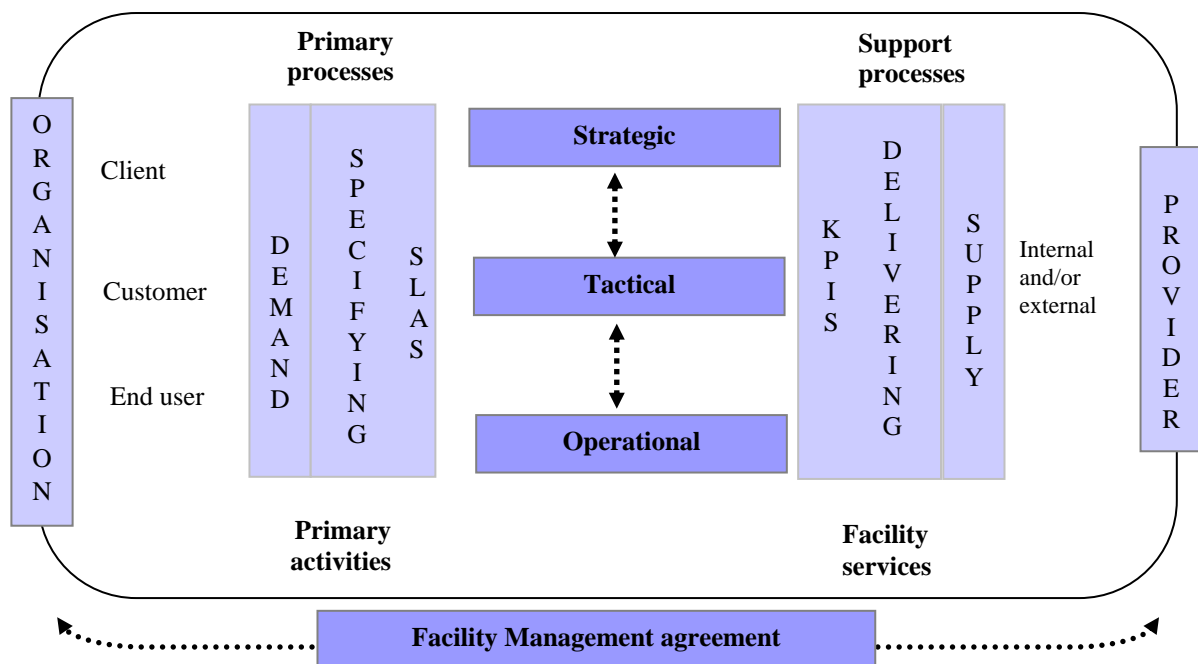


Figure 2: Basic facility management model

(<http://www.eurofm.org/about-us/what-is-fm/en-15221-facility-management-2002.html>)

According to Gao and Cao FM has many various definitions. In fact, there are considerable differences in responsibilities among different facility managers, so that many facility managers are confused with their responsibilities in organizations. However, in other

traditional disciplines in construction and real estate industry, such as architecture, project management and town planning, the confusion was rarely (Ga & Cao, 2011, p. 163).

The fundamental purpose of FM is support organization strategy and core business to enhance organization's economic benefits and core competence. Therefore, FM should be guided according to organization strategy and FM strategy is part of organization overall strategy. Figure 3 shows the position of FM strategy in organization strategy frame.

Innovation in facilities management (FM) is a complex process as FM is a diverse discipline (Lindkvist & Elmualim, 2010 p. 410). The use of facility management services from a number of their providers can be found in many organizations in the banking sector, multinational retail chains, international corporations, as well as public and the government. The focus in the facility service business has traditionally been on operative level outcomes such as customer satisfaction and technical quality (Heimbürger & Dietrich, 2012, p. 509).

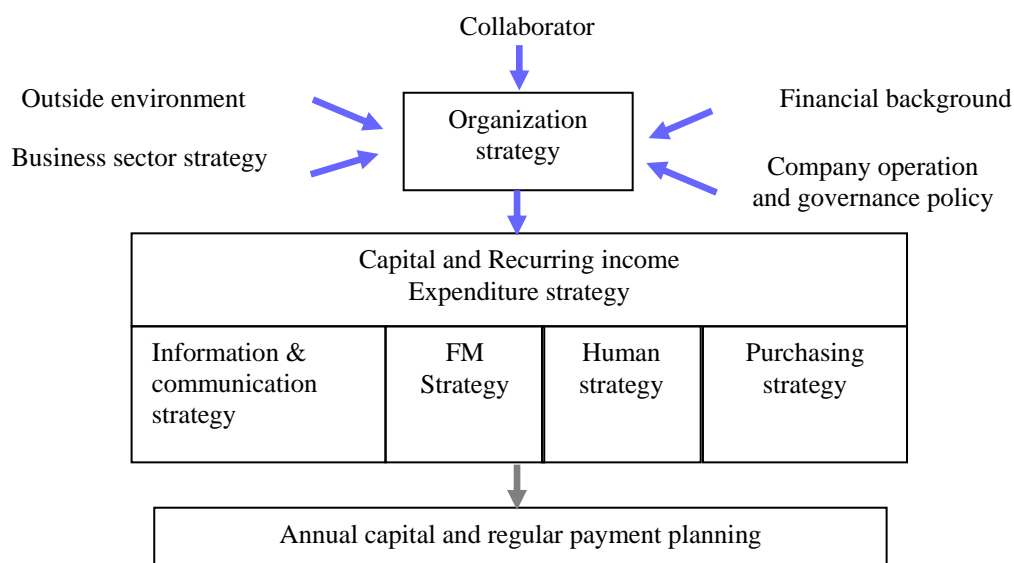


Figure 3: The position of FM in organization strategy (Gao & Cao, 2011, p. 163)

Facility management is therefore considered as multidisciplinary field which deals with **management of enterprise support activities**. Supporting activities are understood as such activities that are not related to main enterprise activity portfolio. Broadly understood FM represents an integrated approach of more supporting activities of an enterprise/organisation and their supply services by an external specialised company/organisation (or companies/organisations). These are mainly activities related to building administration (technical and administrative, including also maintenance, potential reconstruction and refurbishing, moving, equipping buildings and security service), interior cleaning including winter and summer exterior maintenance, supplying postal, telecommunication and energy distribution services (operating, maintenance and servicing of energy distribution equipment), maintenance/supply of water-resources and sewage management, security, health safety and staff catering. Recently the term facility management covers also selected administration activities (personnel and salary/wage administration), warehouse management, preparation of enterprise reports (controlling reports), as well as activities connected with management and maintenance of company fleet, management of travel costs and maintenance and technological equipment service.

### 3. Outsourcing

”Over time facility management has taken over also a number of enterprise activities which were until recently connected with partial outsourcing and applies its basic principles however, in its integrated pattern,“ (*Potkány, 2011, p. 16*). Outsourcing (OUT reSOURC uSING – use of external sources) has been internationally used as one of the strategic enterprise management tools namely as a tool for optimization of enterprise sources consumption while focusing on basic strategic enterprise objectives. In the list of the major reasons of outsourcing services use there are especially efforts to save enterprise costs of outsourcing activities (processes), focus of its main activities on main manufacturing – technological activities (so called core business) and the attempt to increase the quality of the outsourced activities (processes), (*Dvořáček, 2005, p. 36*).

In practice it is not possible to outsource all activities. It is ideal to determine a plan based on company business philosophy, it means to focus on a core of company interest and not to outsource this base (*Teplická, 2012, p. 28*). This procedure is logical – it is a must to have some area which the company fully deals with and not to let it to the other company. Doing that company’s own existence would be threatened. An organization may outsource not only company activities which are classified to the category of „noncore business“, which means processes ensuring support activities in the company – it means it is right to select a process where we do not anticipate aversion to changes or aversion is as weak as possible and requirement for changes is strong. So it should be a process which does not work optimally or there are some costs or qualitative reserves.

Outsourcing utilization is often connected with the area of information systems/information technologies (IS/IT), where the extent of contracts is the biggest. In this case we speak about outsourcing of IT infrastructure, applications of technical support, hardware, software, data administration, professional staff, web site hosting, development of applications for business processes, help desk services (customers support), networking (net connection), communication services, data centres operations, IT infrastructure. Areas, where to utilize outsourcing apart from IS/IT is possible, have been recently found in many companies’ activities: *Accounting and administration evidence, Facility management (cleaning services, supporting services, catering services, property services, security services), Human resources, Ecology and environment, Logistics, Science and research activities (Rydvalová & Rydval, 2007, p. 45)*. Today, outsourcing is used primarily as a tool of strategic business management. Priority task of outsourcing is been becoming the providing and increasing of the quality level of performing activities and cost savings to pay the attention to core business (*Potkány, 2011, p. 16*). Companies frequently point to the cost savings for labour and training, but also cite the benefits of releasing corporate resources for alternative uses and allowing corporate resources for alternative uses and allowing the business to focus on its core competencies (*Rainborn, Butler & Massoud, 2009, p. 350*).

Praxis has confirmed that ideas about costs saving are often higher than it is actually. The problem seems to be that the level of own costs for realizing of the outsourced processes is quite difficult to identify and to know in the phase of decision-making. Companies can hardly monitor the costs of own processes and then to determine the level of potential costs saving. The methodology of Activity Based Costing calculation is necessary to know to it. This calculation considers as a basic philosophy of costs causes the business processes (*Anderson, Loertscher & Schneider, 2010, p. 213*). One important issue that determines the eventual form and structure of the ABC system is senior managers’ demand for data utilizable for decision making. All these requirements need to be defined in relation to the structure of the system. An effectively implemented Activity-Based Costing system then provides

accurate product costing and proves a useful aid for managing business operations (*Popesko, 2010, p. 104*).

#### 4. Complexity and the use of facility management services in Slovakia

As stated by Szabová "Facility management in the countries of Western Europe is administered on a larger scale than in Slovakia. The Czech Republic made its first steps in this area much sooner than the Slovak Republic. In the recent years there are emerging opportunities so for Slovakia to catch up with these global trends. Certain level of delay in Slovakia is visible also within the establishment of facility managers association. While the Czech subsidiary of the International Facility Management Association (IFMA CZ) started its operation in 1999 and became a member of the IFMA in 2000, the first attempt to start these activities in Slovakia and establish the subsidiary of IFMA is due in 2007. The first attempt to establish the subsidiary was not successful. The Slovak Facility Management Association was therefore established only in 2009. It became the member of the Euro FM organisation, which associates facility management subsidiaries in Europe, in January 2011," (*Liptáková, 2011, p. 7*).

*Table 1: The overview of complexity rate of provided FM services in Slovakia (own study)*

Enterprise title/name	% from 16 chosen services	Number of provided services
KAF Atalian Global services s.r.o.	87.50%	14
Somat group a.s.	93.75%	15
FS Slovakia s.r.o.,	12.50%	2
Reiwag Facility Service SK s.r.o.	62.50%	10
Slovclean s.r.o.	12.50%	2
Strabag Property and Facility Services s.r.o.	68.75%	11
First facility Slovakia s.r.o.	56.25%	9
P. Dussmann spol. s.r.o.	81.25%	13
Okin Facility SK s.r.o.	50.00%	8

Within the overview of the provided facility management services in Slovakia we present our own research results. This research was based on the review of the nine top most significant enterprises dealing with providing selected FM services in the area of support processes from the point of view of complexity criterion assessment<sup>1</sup> by means of comparison of their offered portfolio on their websites. The results are presented in Table 1.

The use of facility management services is presently to be found especially in organisations of banking sector, multi-national retail chains, international corporations as well as public and civil service companies and recently also in several industrial plants.

<sup>1</sup> Scale of complexity was given by the review of providing of the following FM services providing (administration and maintenance of buildings, security services, interior cleaning including winter and summer exterior maintenance, supplying postal, telecommunication services, maintenance and service of energy distribution services, supply of water-resources and sewage management, OHS, staff catering, administrative activities, stock and warehouse management, preparation of company reports, management and maintenance of fleet, management of travel costs, service and maintenance of technological equipment).

Outsourcing facility management represents an integration of more supporting activities of an enterprise and their supply by an external organisation. These are mostly connected with building administration (technical and administrative one, equipping buildings and security service), interior cleaning including winter and summer exterior maintenance, supplying postal, telecommunication and energy distribution services (operating, maintenance and servicing of energy distribution equipment), maintenance/supply of water-resources and sewage management, security, health safety, OHS (Occupational Health and Safety) and staff catering.

In 2011, there was carried out a research on current situation of outsourcing utilization, interests, effects and barriers stemming from its practical use on the sample of 146 enterprises from the field of woodworking industry with the headquarters in Slovakia. Figure 4 represents the current situation of facility management services use in the form of outsourcing principles application in the minimum of one activity which facility management complexly covers. The research results prove that all questioned big woodworking enterprises use the facility management services at least in one of the researched area. With decreasing size of the enterprises, the use of FM services also gradually declines while in practice services concerning the area of premises security predominate, as well as staff catering, interior cleaning and various sorts of administration services and, of course, staff training.

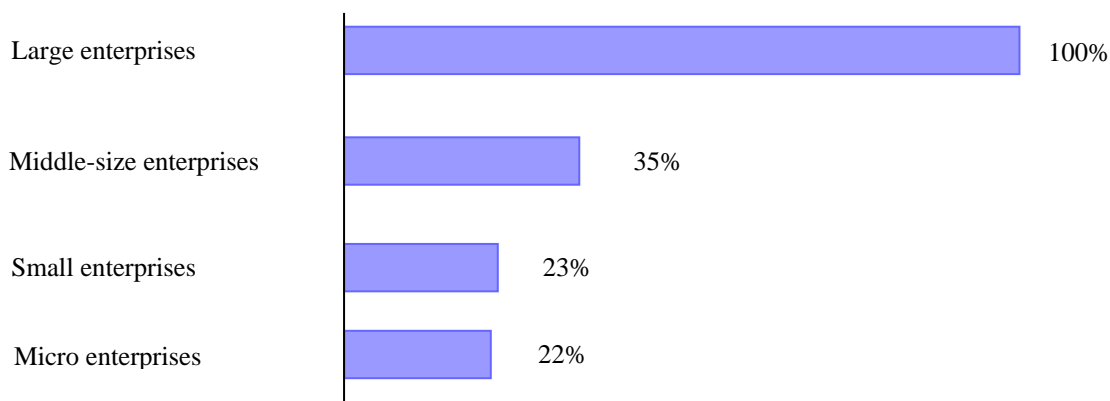


Figure 4: Utilization of facility management services in woodworking enterprises in Slovakia (Potkány, 2011, p. 35)

The breakthrough in the development of outsourcing from the perspective of economic theory can be ascribed to works of R. H. Coase (1937) and O. E. Williamson (1961) (Rydvalová & Rydval, 2007, p. 9). According to R. Coase, there can be only reached to the efficient allocation of resources in economics, if property rights are well determined and then effectively enforceable, with very low cost to bargaining. Generally, these costs have been named as transaction costs. Between the basic principles of transaction cost and incomplete control theories exists dependence (Aubert, Rivard & Patry, 1996, p. 57). By the particular application of transaction costs can in an otherwise standard competitive model dramatically improves its ability to rationalize observed real exchange rate dynamics (Lee & Shin, 2010, p. 216).

During its development outsourcing became a complex object of doing business and that is why it can be characterized from different points of view. One can find a lot of definitions of different authors. According to Hunter, Saunders, Boroughs and Constance „outsourcing is a transfer of internal business activities or a group of similar activities and



assets to an external producer or provider of services who is able to offer required service on agreed date and price," (2008, p. 93).

## 5. Facility manager

Understanding the term that facility managers are considered only managing employees, who within the company organisational structure providing facility services deal with managing of support activities, could be considered as misleading. A facility manager can be found in any type of a company while they are responsible for managing of all support enterprise processes. "They are responsible for fulfilling such tasks from the area of support processes which require managing other employees in particular enterprise," (Vyskočil, 2009, p. 59). Such a manager is in practice understood as so called internal facility manager.

Internal facility manager is first of all a managerial employee. Their main mission is to find such a form of facility management (enterprise support) where is a possibility with acceptable costs towards the most quality support of all employees within an enterprise and to an optimal supply services of records/files and running of real estate and assets/equities. In case that outsourcing becomes the form of the FM, it means that the services are provided by external staff, an internal facility manager will be responsible for (Štrup, 2008, online: <http://www.asb.sk/sprava-budov/facility-management/kto-je-facility-manazer-1629.html>):

- Facility management policy, facility management strategic administration;
- Setting of standards and tactical instructions;
- Definition and measurement of key performance indicators (KPI);
- Selection of external suppliers (in cooperation with sales department);
- Negotiation of exact conditions of FM contracts and SLA (Service Level Agreement) contracts (STN EN 15221 – Part 2);
- Financial planning (including proposal draw-ups for reconstruction and major refurbishment investment plans);
- Performance control and quality of external providers supply audit;
- Financial plan and budget audit, periodical assessment and recommendations for quality improvements of individual and complex processes.

On the other hand, so called external facility manager is understood as a company employee who is directly engaged in providing FM services of all kinds. That represents a service outsourcer (supplier) who is responsible for quality and performance of these services. The main division of competencies between both the types of facility managers is illustrated in the Figure 5.

Facility managers (both external and internal) are divided according to the position within the company into line (operative), middle (tactical) and senior managers (Vyskočil, 2009, p. 59):

- Line facility managers describe the administration of activities that contribute to e.g. level of supervisor of maintenance and security department, while their activity is to supervise day-to-day tasks of the staff. At the same time they monitor, control and solve problems that arise within the department.
- Middle facility managers also referred as tactical managers administer the levels of department or centre whose main task is supervising line managers and other company employees with the aim to coordinate and monitor the organisation objectives of an enterprise.
- Senior facility managers are responsible for the overall FM enterprise performance. Such a position is possible to be found only from the point of view of so called external facility manager who administers all managerial functions (organises,



manages, supervises and monitors and controls objective achievements). These are typically department directors, division directors, vice-presidents and suchlike.

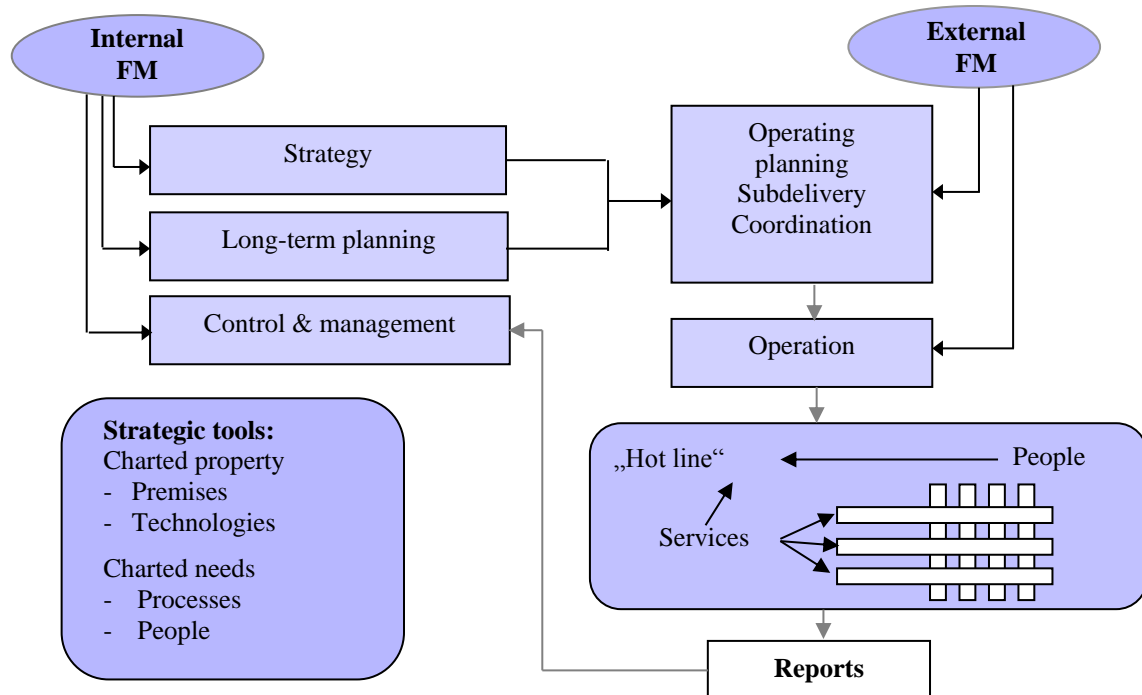


Figure 5: Division of competencies between an internal and an external facility manager (Štrup, 2008)

Definition of responsibilities and tasks of facility managers are declared by the facility management manifesto (Vyskočil, et. al., 2010, p. 85):

- Enterprise subjects in the area of supporting processes have a key task in value formation in a modern society.
- Facility management representatives function as agents that transform an invisible hand of service market to visible enterprise behaviour of a particular subject of primary activity within the value-creating network.
- Facility managers then represent dynamic motive force of the social advancement and must be able to take over/undertake responsibility for the task.
- The fact requires a radical change in internal and external relationships in each enterprise subject that did not outsource its support activities.

In the following part of the paper we aim to outline general framework of description and specifications of facility manager's work which could serve as a guide for more detailed requirement specifications for specific work position according to particular conditions of an individual enterprise. This specification has a significant reason for career management model (Hitka, Balážová & Danihelová, 2012, p. 96).

## 6. Conclusion

Facility management is an effective form of support for enterprise activities management whose aim is to provide relevant, cost-effective services for main enterprise (core business) activities support and so enabling their optimization. At present time

influenced by financial crisis, application of facility management can be more than reasonable since it represents savings and optimisation of operating costs; it improves staff performance and thus contributes to company increasing profits. Most forms of facility management practice in an enterprise are either partial or complex outsourcing, whose main components are technical and administrative management of buildings, interior cleaning of winter and summer maintenance exterior, provision of energy services and water management, including services. For implementation of the outsourcing of facility management in the organization it is necessary to prepare the project's quality assurance which includes an analysis of areas identified for outsourcing facility management, requirements definition and vendor selection, to determine the terms and conditions related to outsourcing and management of organizational change.

*Table 2: Outline of the framework and specifications of a facility manager's work (own study)*

<b>Position title</b>
Facility manager
<b>Job characteristics</b>
Coordination of support processes management with the intention to create and upkeep the optimum work conditions necessary for obtaining the highest possible performance of all company staff in the spectrum of its main activity.
<b>Job description</b>
Facility manager guarantees perfect administration of enterprise support activities within the organisation. Job description of a facility manager covers the ambition to create optimum work environment conditions in all phases – defines framework and improvement strategies, measures the work environment quality, analyses, processes improvement plans, manages and monitors accomplished improvements, supports staff requirements for improved workplace environment ergonomics. Their responsibility is to manage the supporting processes in the most cost effective way but also to satisfy staff at all workplaces within the company.
<b>Work conditions</b>
Minimum work load to human organism. Length of working week 40 hours, including a 2-day continuous rest/pause a week, and lunch and relax breaks of 30 min per working day. Ordinary workplace space solution with technical and technological office equipment, standard microclimate, lighting and noise.
<b>Education requirements and experience</b>
University education in technical or economical field with practical experience in the area of people/human resources management, building administration, technological maintenance and project management.
<b>Ability and motivation requirements</b>
<ul style="list-style-type: none"> <li>- Positive work attitude, orientation towards work results in compliance with enterprise objectives and strategy.</li> <li>- Command of PC, MS Word – documents, MS Excel – analysis and statistics processing, MS Power Point – making presentations.</li> <li>- Knowledge of the English language on the level of business communication in spoken and written language, knowledge of another foreign language is an advantage.</li> <li>- Ability to plan, organise, analyse and make decisions, select and distribute, manage, supervise, monitor and assess reward, cooperate, communicate, advocate and enforce one's own decisions, opinions and attitudes.</li> <li>- Professional verbal and non-verbal performance, autonomy, decisiveness, reliability, preciseness, self-control, discreetness and loyalty towards an employer.</li> </ul>

Facility management service supplied in the Slovak Republic is considered to be quite varied and on the market there have been established already several multinational companies that offer a complex service package and not only in the public and financial sector but also in

industrial practice. This field has a unique place in human resource management (*Vetráková, 2011. p. 180*).

The facility manager should be responsible for enterprise support activity management coordination in order to create and sustain optimal work conditions necessary for the most possible effective performance of all enterprise staff in the area of its main activities scope.

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