The facility management (FM) as an industry has emerged as one of the fastest growing sector over the decade. However, the scope and identity of FM is still fuzzy as evidenced by the definitions and issues which attempt to describe its scope. In fact, FM is the multi-disciplinary kind of work that covers a wide range of various activities, responsibilities and knowledge. Moreover every aspect of an organisation seems to be drawn into FM. Here am attempting to identify the current scope of the FM from professional perspectives by using models and frameworks to explain theoretically both operational and strategic levels. Will firstly focuses on organisation where FM is active, and how it works. These give full explanations on functions, characteristics, roles and main activities of FM as well as the relationship of all functions which are interrelated and must be developed in parallel. Then, the current scope is summarised to show that FM is an intermediary and integrating agent, working to reconcile the demand and supply sides of facilities in one organisation. Facility managers are expected to be knowledgeable and to have mastered a broad range of administrative and leadership skills. Moreover, FM should integrate knowledge of both facilities and management in order to work effectively.

The IFMA model of a triangle of ‘Ps’ sums up facility management concerns in today’s work place: people, process and place. These three factors are interdependent and have direct reciprocal relationships. As Armstrong (1982) pointed out, “we know there is a need to manage the physical environment in concert with people and job processes.” FM finds management solutions by positioning itself at the intersection of these three factors. This strategy makes sense, since people, process and place are the three main factors of organisations, and FM involves the whole organisation. The position of FM at the centre implies enhanced cooperation among the key factors in any organisation. However, FM is most active with factors relating to place.
How FM Works In An Organisation?

The current scope of FM is made clear in the framework suggested by Kincaid, which describes many aspects of management practice. Kincaid sees FM as a support role or service, part of the organisation’s non-core business (supply side), and serving the needs of primary activities or core business (demand side). The function of FM is to reconcile, through time, these demand and supply aspects in the organization. In the IFMA model, FM works in the area of place, but with obligations to support the needs of the people and processes associated with those places.
The operational and strategic levels of FM

Barrett and Owen divide FM into two broad categories by function analysis

**Operational or implementation functions**

Operational activities are day-to-day or routine support functions involving workers. Activities include the operation and upkeep of overall physical resources in order to maintain the good condition and appearance of the workplace, to add value to physical resources, and to provide a safe and healthy environment for the organization’s primary activities. Tasks at this level have a relatively short-term scope, and involve specific processes, simple and direct, such as cleaning, replacing, repairing, redecorating, grounds-keeping etc. Secure arrangements for such routine operations and services are the bedrock of good FM practice (Nutt).

**Management functions**

Management functions can be distinguished at tactical and strategic levels. Tactics are action plans involving routine, specific and short-term preventive or managerial operations. (Johnson & Scholes). Such activities, which are best kept simple, focus, for example, on routine actions such as safety procedures for prevention or proper use and care of maintenance resources. Activities on this level support responsible behavior in the workplace and the continuity of working conditions.

Strategy is needed to cope with the prospect of an unknown and changing future since it may generally be said that “the further we look ahead, the more uncertain we become”. Although long term forecasting can only hypothesise about the future, strategic planning aims to reduce uncertainty by choosing a preferred path and a reasonable long term direction for the development of the organisation.

**Strategic overviews have two objectives:**

**Negative aims (Reactive):** to reduce risk and constraint and to avoid failure and undesirable outcomes;

**Positive aims (Proactive):** to increase opportunities and advantages; to achieve success; to increase value; and to achieve desirable outcomes.
Integrating FM in an organisation:

FM activities are relevant to the various aspects and dimensions of organisations. This means that managers need to have an intimate understanding of how the organisation works. To create and implement FM strategy, planners need to understand all dimensions of the organisation. Four basic dimensions can be posited:

1. The purpose of the organisation, its vision, mission, objectives, core competency and goals.

2. The processes of work, operations and projects.

3. The environmental context, organizational behaviour, culture and market.

4. The product(s), infrastructure, property and facilities.

A clear understanding helps shape appropriate FM strategy and plans, and supports the use of the processes and operations most suited to each organisation in its existing property and facilities.

Johnson & Scholes emphasise that each aspect in itself is important, but none is adequate alone. The manager who aspires to manage or influence strategy must be able to see a larger picture. A perception of the whole rather than just the parts is critical.

Organizational culture, technological change, and global competition inevitably affect FM, and an integrated view from a business perspective is indispensable.
The range of FM knowledge:

Kincaid stated that FM is not simply the practice of managing the various support services in an organisation. Facilities management should integrate knowledge of both facilities and management in order to work effectively. Concerns about support services for operations and activities should be driven by appropriate, relevant and adequate knowledge of facilities and management.

A summary of the current scope of FM Today:

FM is centered in the factor of place, which is not a core business issue. FM works with the organization from beginning to end in terms
of each buildings’ life-cycle. Clearly, FM is an intermediary and integrating agent, working to reconcile the demand and supply sides. FM provides and manages a variety of support services in order to orchestrate all the organisation’s functions. It focuses on the integration of primary activities on both strategic and operational levels. Facility managers are expected to be knowledgeable and to have mastered a broad range of administrative and leadership skills. Kincaid’s four components thus encompass a wide spectrum of requirements.

### Possible Directions For Future Scope Of FM

As understood today, FM takes an intermediary approach. This adds value, helping the organisation to be productive and to fulfill its objectives. However, in order to go on achieving its mission, FM will need to find new strategies and regimes. In one new direction, FM’s own view can develop. Physical resources, often seen as burdensome, costly, and prone to obsolescence, are also business instruments which can generate income and profit when wisely managed. With more imaginative views of the resources it has in hand, FM can extend the scope of its creative activity and can contribute in new ways to the organisation's success.
FM may move beyond cost- or performance-cantered thinking. The future aim of FM is not only to perform excellently in its role of supporting core competencies, but also to contribute more to the competitive strategies which drive the organisation to success. Place, which encompasses physical resources and facilities, is being re-conceptualized in organizational thinking. Rather than being characterized as a long-term burden for FM, physical resources in places are revealing new dimensions of creative possibility.
All in all, the future scope of FM can be based on three possible directions.

1. To shift from the facilities' cost centre to the business unit's profit centre, viewing facility as a tool to generate income. (Strategic work)

2. To amalgamate three main factors in an organisation i.e. place, people and processes with the sense of a more effectively planned, on-going integration of necessary facilities and support services. (Integrative work)

3. To tackle future changes within organisations by using innovative approaches in facility services and management. (Innovative work)

Conclusion:

As a rule, attempting to forecast more than a few years ahead is risky business. All that we can do is to make an educated guess at the directions of change (Nutt & McLennan). Whatever direction the changing world takes, the need to evolve always comes with complexity and hardship. Even so, facility managers have reason to view challenges optimistically, as new opportunities. Roles and activities in more integrated FM practice will gradually expand. Wherever facility management is implemented, the aim remains the same. The long-term logic of integrated FM will support its broader future role in organisations, facilitating smooth exchanges between supply and demand sides.

Thus, the future scope of FM services, in one view, will increase - 'wider still wider' - in the view of Oliver John, Chief Executive of Citex, or, in the contrasting view of Fred Guscott, Chairman of the Faculty of Facility Management, RICS, will - 'do less better'. Both viewpoints are acceptable. The scope of FM operations and services will expand overall, under a more coherent and comprehensive umbrella title - IF: Infrastructure and Facilities. This means the work will be better targeted and more specific in its areas of application, with a perhaps more realistic scope, and more consistent performance.