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INVESTIGATION OF ATTITUDES OF NIGERIAN ESTATE SURVEYORS'**

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Yewande Adewunmi ¹ and Olusegun Ogunba ²,

¹ Department of Estate Management, University of Lagos, Lagos, Nigeria.

² Department of Estate Management, Obafemi Awolowo University, Ile- Ife, Osun State, Nigeria

Corresponding Author: yewande_adewunmi@yahoo.com

Abstract

The introduction of facilities management as a distinct profession in Nigeria has posed problems for the traditional property management surveyor, especially with reference to his most appropriate role in the new discipline. The paper aimed at resolving the confusion through a critical examination of the attitudes and training of property surveyors. Most estate surveyors incorrectly believe they can handle all aspects of facilities management, but feel threatened in this all-encompassing role by other built environment professionals. The paper concludes that surveyors need to define their areas of best relative contribution to facilities management.

Keywords: Facilities Management, Property Surveyors, Role.

Background of the Study

In Nigeria the members of the profession - known such as estate surveyors or chartered management surveyors – have been increasingly recognized as the expert agents for management of land, buildings, plant and machinery and even in limited sense facilities. However, since the 1980s, a new and more encompassing management vocational specialty has emerged from the US and Europe, focusing on facilities, as large corporations across the world came to realize the importance of the management of businesses as more integrated facilities (US Library of Congress, 1983; Odiete, 1998) Corporations increasingly recognized the importance of managing not only buildings, but such buildings in juxtaposition with people and processes, integrating the principles of administration and architecture, into the behavioural and engineering sciences. Big multinational corporations operating in developed countries and African countries such as Chevron, Mobil have adopted with this relatively new practice. The spread of the facilities management vocation from the US and Europe into Nigeria has been encouraged by globalization. Current developments in information technology, rising expectations of employees, advancements in telecommunications and the removal of trade barriers, are gradually transforming the world into a global village, and one of the fallouts has been the spread and acceptance of the concept to every country's doorstep. Nigeria has not been excluded. The country's multinational corporations have begun to respond to the changing worldwide needs and seek for an integrated business, resource, infrastructure and management of their facilities. As Kortze et al, (2003) point out, facilities management has become the necessary "enabling mechanism" that captures the shifting facility management needs of corporations worldwide.

This paper is concerned with the conflicts brought about by the introduction of this new management specialty for the already established property management profession in Nigeria.

The challenge to the estate management profession has to do with resistance to the multidisciplinary dimension of facilities management. Facilities management has been evolving as a multidisciplinary discipline. Schon (1991) among others has challenged the rigidity of professional traditions which advocate unilateral practice, suggesting strongly that the estate surveyor or any other professional should not be the exclusive professional in facilities management.

Papers on Facilities Management and the Estate Surveyor

No study has yet examined the role perception of estate management professionals in facilities management in Nigeria. Most of the relevant empirical studies that one is aware of have been conducted in countries such as the UK, and even there, the studies have been few and preliminary.

In the UK, the College of Estate Management (Strathclyde, 1994), conducted a study on how Facilities Management is perceived by property professionals. The research examined professionals in various sectors and was able to determine their respective perceptions of Facilities management, the definition they accorded it, the perceived differences between facilities management and property management as well as how the organization the respondents worked in influenced perception of Facilities management.

Another UK study by Hinks (1999) looked into the extent to which chartered surveyors in the UK are taking professional roles of facilities management. It also examined the role of the Royal Institution of Chartered Surveyors (RICS) in the future of Facilities management. The survey of RICS members provided a better understanding of the scope of Facilities management from the view point of the RICS and its members. One has to be cautious in accepting the outcome of these studies as relevant to Nigeria, since they were carried out in a different cultural, social and institutional setting.

Within the professional body of Nigerian estate surveyors and valuers (the Nigerian Institution of Estate Surveyors and Valuers), facilities management has become an important subject of discussion. It began to be a focus of discussion at the Institution's 1993 Owerri Conference and became more so at the 1998 Kano Conference. Papers presented at the conference and elsewhere discussing facilities management in relation to the role of the estate surveyor and valuer include papers, such as Odiete (1998), Fatokun (1998), Udo (1998), Umezuruike (1998), Fatokun (2002), Omirin (2000), amongst others. The increasing recognition of facilities management by the Institution and its practitioners is a reflection of the increasing recognition accorded to facilities management in Nigeria's business world. It is clear that leading corporations - especially those that are global players with operational centers and staff across the world - are increasingly making demand for such services. In recognition of this, many Nigerian Estate Surveyors and Valuers have joined the recently formed International Facilities Management Association (Fatokun, 2002).

Few papers (for example Umezuruike, 1998; Adewunmi, 2006) lend credence to the call for multidisciplinary management of facilities. Most of the Nigerian papers have been non-empirical but generally pedagogical in their works. The present study advances the

discussion by providing an empirical clarification of contentious issues in the discussion in Nigeria.

Research Method

The object of this study's empirical investigation is to investigate the attitudes on the multidisciplinary nature of facilities management. As previously stated, chartered (estate) surveyors in the UK have begun the process of clarification on this issue, but in Nigeria, there has hitherto been no investigation into this area. The result has been a lot of confusion as to scope, and areas of best contribution. The coverage was Lagos metropolis. The focus on Lagos metropolis is justifiable because about 60% of Estate Management practice in Nigeria is based in Lagos according to the most recent Directory of the Nigerian Institution of Estate Surveyors and Valuers (NIESV, 2002). Moreover, Lagos metropolis is an ideal study area because it is the business centre of Nigeria, which houses several of Nigeria's large corporations that require facilities management. Lagos should therefore provide an excellent study area for fulfilling the objective of this study.

The adopted population (sample frame) of estate surveyors in Lagos was 1,234 as contained in the state list of members in financial standing with designations (2004/2005) of the Lagos state branch of the Nigerian Institution of Estate Surveyors and Valuers. A sample size of 20 per cent of the sample frame (247) was considered appropriate. In selecting the sample respondents, the sample frame was arranged alphabetically and every 5th surveyor systematically selected. The data collection instrument employed was the self-administered questionnaire. Data collected were analyzed using descriptive statistics (frequency counts and Likert scales). Data was collected early in 2005.

The Results

The survey archived a total response rate of 85% (211 respondents). Generally, questions focused on the attitudes of estate surveyors to facilities management. Tables 1 – 3 present the results obtained in this regard.

First, respondents were asked to provide an indication of their level of awareness of facilities management. The results are detailed out in Table 1.

Table 1: Level of Facilities Management Awareness

Level of FM Awareness	Frequency	Percent	Cumulative Percent
High	177	83.9	83.9
Low	31	14.7	98.6
No response	3	1.4	100.0
Total	211	100.0	

Source: Field survey, 2005

Table 1 shows that out of 211 respondents, 177(83.9) percent report that they have had a fairly high working understanding of facilities management, while 31(14.7%) do not have an appreciable level of facilities management awareness. This suggests that though facilities

management is an emerging field of interest in Nigeria, a significant portion of estate surveyors has acquired a working knowledge about facilities management.

The next attempt was to examine attitudes of Estate surveyors about their future facilities management relationship with other Built Environment professionals such as builders and architects who also stake a claim to facilities management services. The inquiry took the form of presenting to respondents a series of statements on possible future inter-disciplinary relationships and asking surveyors to indicate which they supported, (rated in a five point Likert scale order of significance). The results are stated in Table 2.

Table 2: Attitudes on Future Interdisciplinary Facilities Management Situation

Statements	Rating					
	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree	Missing Responses
Estate Mgt Dominates	66 (31.3%)	64(30.3%)	20(9.5%)	18(8.5%)	3(1.4%)	40(19.0%)
Construction Professions shares the FM market	38(18.0%)	56(26.5%)	30(14.2%)	35(16.6%)	6(2.8%)	46(21.8%)
Multi-disciplinary FM Consultants develops	34(16.1%)	60(28.4%)	50(23.7%)	10(4.7%)	4(1.9%)	53(25.1%)
Other non-construction fields takes over FM	10(4.7%)	21(10.0%)	72(34.1%)	51(24.2%)	57(27%)	-

Source: Field survey, 2005

Table 2 shows that estate surveyors perceive the future facilities management market in Nigeria to lie mainly with their own profession. The percentage of respondents that agreed strongly and moderately to this assertion was 31.3 and 30.3 % respectively. This view suggests that Nigerian estate surveyors do not yet really accept the notion that facilities management is multi-disciplinary in nature. The view that the future facilities management environment will be multi-disciplinary in nature is rated third. This result is contrary to the results in similar studies in the UK which showed that surveyors favored multi-disciplinary practices. The disparity is probably attributable to the fact that the RICS itself is multi-disciplinary in nature and there is a greater level of facilities management awareness in the UK.

The next set of questions examined the perceived threats to the Estate Surveyor in performing the facilities management role. Table 3 shows their responses.

Table3: Attitudes of Threats to Surveyors' Facilities Management Role

Statements	Rating					
	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree	Missing Responses
Unfavorable client perception of FM	48(22.7%)	87(41.2%)	20(9.5%)	17(8.1%)	-	39(18.5%)
Threat from other professionals	59(28.0%)	78(37.0%)	13(6.2%)	17(8.1%)	3(1.4%)	41(19.4%)
Organizational culture	34(16.1%)	80(37.9%)	37(17.5%)	5(2.4%)	7(3.3%)	48(22.7%)
Limited business skills of Surveyors	23(10.9%)	76(36.0%)	24(11.4%)	24(11.4%)	16(7.6%)	48(22.7%)

Source: Field survey, 2005

Table 3 shows that clients' unfavorable perception of the role of estate surveyors in facilities management is the most significantly perceived threat to performing facilities management for the estate surveyor. Employing the 5-point Likert scale, 23% and 41% of the respondents agree strongly and moderately respectively in this regard. The earlier UK study on chartered surveyors' perceptions also showed that unfavorable client perceptions were the major threat to them in facilities management. This suggests that in both countries, there is the need for marketing strategies that would enable clients' appreciate the capabilities of chartered surveyors in facilities management.

Concluding Remarks and Suggestions

The paper has drawn attention to the outlook of Nigerian estate surveyors to facilities management as been defensive, protecting what is erroneously perceived as its exclusive territory from incursion by other professionals. This attitude however pits it against a worldwide consensus of opinion in this regard. We submit that it is necessary for Nigerian surveyors to accept the globally acknowledged multi-disciplinary nature of facilities management and seek to define areas of best relative contribution within a multidisciplinary team. Also, it is obvious that clients' perception about the relevance of services rendered by estate surveyors in facilities management is presently not favorable both in the UK and in Nigeria. In this regard, we suggest that there is a need for enlightenment about the relevance of the surveyor in identified core competencies, given his skills and training. In Nigeria, such enlightenment is perhaps best done by the Estate Surveyors professional body, the Nigerian Institution of Estate Surveyors and Valuers (NIESV).

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