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**A GUIDE TO INTERNATIONAL FACILITIES MANAGEMENT:  
FACILITIES MANAGEMENT AND THE EUROPEAN ECONOMIC COMMUNITY**

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**A Thesis  
Presented to  
the School of Business  
Quinnipiac College**

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**In Partial Fulfillment  
of the Requirements for the Degree  
Master in Business Administration**

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**by  
John Edward Sickola III  
May 1992**

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**A GUIDE TO INTERNATIONAL FACILITIES MANAGEMENT:  
FACILITIES MANAGEMENT AND THE EUROPEAN ECONOMIC COMMUNITY**

This thesis is approved as an independent investigation by a candidate for the degree Master of Business Administration and is acceptable as meeting thesis requirements for this degree, but without implying that the conclusion reached by a candidate are necessarily the conclusions of the School.

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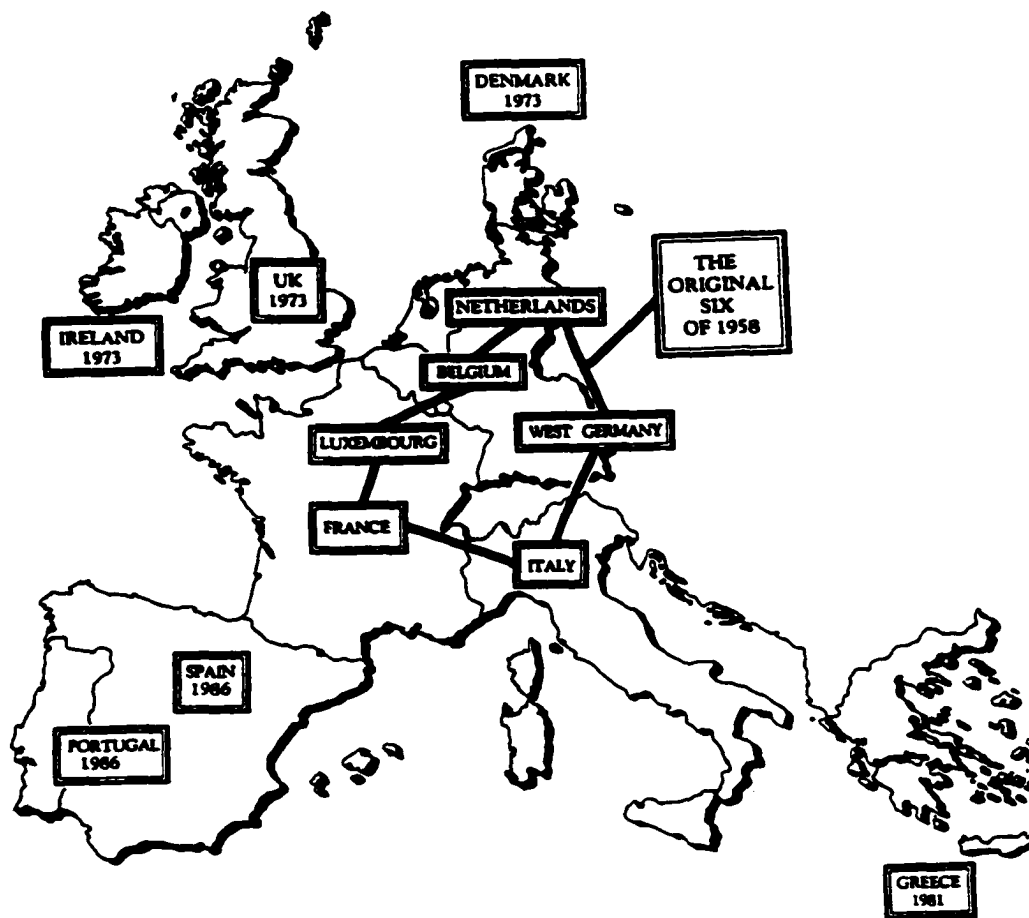
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**"The difficult we do immediately,  
the impossible takes a little longer."**

**An Air Force Motto**

## MEMBER NATIONS OF THE EUROPEAN ECONOMIC COMMUNITY



Source: The Pocket Guide to the European Community

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## WHAT IS FACILITIES MANAGEMENT?

Facilities Management is defined by the Library of Congress as:

"the practice of coordinating the physical work place with the people and work of an organization; it integrates the principles of business administration, architecture, and the behavioral and engineering sciences".<sup>1</sup>

I think that Facilities Management plays one of the most important services to an organization. The Facilities Management team is made up from one primary person and the support staff as required. They are in charge of the day to day operations of building and support services as needed for the organization. The staff is responsible for the allocation of space as needed by the organization, the implementation of the process of new construction and the supervision of the Facilities staff in order to keep the daily operations in the organization as a whole.

I think that this primary manager should be well educated before he is hired and that he continues his education in order to stay informed of the ever changing field of Facilities Management. He must also keep up to date with the different government agency restrictions such as the American with Disabilities Act(ADA), Occupational Safety and Health Association(OSHA); and state and local building restrictions.

Facilities Management is not only involved with the management of corporations but is involved in many different ways with educational institutions, resorts and hotels, and

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<sup>1</sup> Weller, Patricia, "What is a Facility Manager?", Business Interiors, June/July, 1991, page 33

service industries like restaurants and local shops. A restaurant has to have someone in charge of maintenance even if the structure of the organization is only three people just as the United States Government may have a large department in charge of numerous buildings.

The Facilities Manager is not only involved with the buildings in his physical plant. He is involved with the operating budget, the general maintenance of the plant and the personnel aspect of the support staff of the physical plant.

The purpose of this thesis will be to investigate all contributing factors on opening a service company in a foreign country. The main research will be to investigate the barriers a United States company has when it wants to open a branch overseas; the trade barriers, travel restrictions, the everchanging exchange rates, the differing cultures, the problem of language differences, and the potential threat to this United States company by the European Economic Area. This thesis will provide conclusions and plans on how this company can provide their services to the country it has chosen.

The Facilities Manager not only concerns himself with the operation of his company here in the United States but also out of the country. The most important concept of the 1990's is being implemented right now and will be completely in place by December 31, 1992.

The concept referred to is the European Economic Community for 1992 and the ramifications it will create for the Facilities Manager when he goes overseas to run his company. The aspects of the European Economic Community will

be discussed in this thesis and how it relates to the Facilities Manager both here in the United States as well as overseas.

## WHY CHOOSE A COUNTRY IN EUROPE?

I chose a country in Europe because the service company we are involved with may already be successful in the United States and the Executive Managers of the company are interested in expanding their market share by going overseas. Under the direction of the President and the Board of Trustees of the organization, they may have chosen Europe because of the European Economic Community (EEC) and the prospect of twelve countries going to one exchange rate, one common language, and the other factors in the European Community and if the corporation could get their business into one of the countries they would have an easier time expanding when all twelve countries are working together as one.

The twelve countries involved with the European Economic Community (EEC) are as follows:

- Belgium
- France
- Germany
- Italy
- Luxembourg
- Netherlands
- Denmark
- Ireland
- United Kingdom
- Greece
- Portugal
- Spain

As the author of this thesis, I chose to write about the possibilities of providing my corporation services to the country of France. There was no scientific decision making model in my choosing France. I chose France because of my exposure to the country and its language in my past educational pursuits.

France is centrally located in Europe. It is only six and one half hours from New York; one hour from London; one and one quarter hours from Frankfurt. Its climate ranges from 40 degrees F in the winter and to an average of 75 degrees F in the summer. The language in France is strictly French but people in the bigger cities speak and understand English.

French is the mother tongue of the whole country. The French language dates back to the beginning of country but became the cultured language of Europe in the 18th century. The language has been cultivated by many facets of languages in Europe- Latin, German, Spanish and English- to be one of the most romantic languages in the world.

France cannot be characterized by the presence of one racial type. There is a mixture of many types of people but just about all of them relate back to the Mediterraneans, Celts, Germans and Latins. The provinces of France do owe their heritage to these few predominant races. In the 1960's, the number of resident foreigners was estimated at 2,000,000 people primarily from Spain.

France is a melting pot of culture. The way one region presents a meal will be very different from the way the dish is prepared in the city; architecture differs from one family home to the next; and the way that people say goodbye to their deceased loved ones are just a few instances on the way the culture differs.

France is a country with a dominant Catholic religion although Judaism is also present. In 1830, Islam was added to the growing list of religions. Some of the French population

is made up from the teachings from the Protestant community stemming from the Lutheran Church. By the early 1960's, North African Muslims introduced their beliefs to the French populace. There is also some members of people dealing with various sects in the country.

In order to discuss other business opportunities, a city in France needed to be chosen. I have chosen the capital city of Paris, "The City of Lights". In Paris, world history abounds, financial opportunities are rampant and the general availability of what the city has to offer makes Paris the city of choice. Art galleries, art museums, nightclubs and cabarets are plentiful for the corporate employee.

The government plays an important part in business affairs. Decisions on business take time, the French do not like to be rushed so one should be advised to take their time. Agreements may be reached orally and written contract will be issued for approval in a few days. Personnel in France like to entertain in the evening but do not appreciate discussing business at the dinner table; good, cultured conversation is essential. They avoid talking about personal matters, money or politics and like to be addressed as "Monsieur" and "Madame". In France, there is a time and place for business discussions.

## THE EUROPEAN ECONOMIC COMMUNITY

The European Economic Community stems from the original proposed plan of the European Community for 1992. The European Community would consist of the twelve member nations of Belgium, France, Germany, Italy, Luxembourg, the Netherlands, Denmark, Ireland, the United Kingdom, Greece, Portugal and Spain. Its main purpose was to provide these member nations with the free circulation of persons, goods, services, and capital by 1992.<sup>2</sup> If the details are worked out, the prospect of a market free of all restraints to competition will be established.

A European Community for 1992 could be an excellent idea but many concerns need to be addressed before it can become a reality. As discussed in the text, Japan and the Challenge of Europe 1992, Mr. Ishikawa brings to light three very important issues- How to find a compromise on the value added tax (a general tax levied at all stages of production and distribution covering services and consumer goods)<sup>3</sup>; a plan on how to break the deadlock in money integration by the creation of a European Central Bank and a single European currency; and the fact that crime, terrorism, drug trafficking as well as illegal immigration among member nations will be prevalent. These serious concerns among others will need to be addressed immediately if this European Community is to be a

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<sup>2</sup> Ishikawa Kenjiro, Japan and the Challenge of Europe 1992, page 1

<sup>3</sup> Harrop, Jeffrey, The Political Economy of Integration in the European Community, Page 150

reality.

I think the whole concept of the European Community will be a potential problem in regards to countries that are not involved with the concept. What will happen to the countries that are outside looking in? I think that any discrimination against foreign companies already involved in Europe could become a bone of contention. How can this new community discriminate against a company that is already operating in a member nation but would have to leave or not be able to continue providing their services because they are not part of this community?

The plan for the 1992 European Community dates back to March 17, 1948 when the Treaty of Brussels was signed, providing for a fifty year agreement between the United Kingdom, France, Belgium, the Netherlands and Luxembourg which was known as the Western European Union (WEU). This provided for collaboration in economic, social and cultural matters and for collective self defense.<sup>4</sup> In 1954, the original five countries were joined by West Germany and Italy.

On April 18, 1951, the Treaty of Paris was signed by Belgium, France, West Germany, Italy, Luxembourg, and the Netherlands which formally established the European Coal and Steel Community which came into being officially on August 10, 1952. Two treaties were signed five years later. The first, establishing the European Atomic Energy Community (EURATOM) and the second, the Treaty of Rome which established the

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<sup>4</sup> Leonard, Dick, Pocket Guide to the European Community, page 3



guidelines that the European Community would follow; were both signed on March 25, 1957. The second would be the most remembered. The six member nations that signed the Treaty of Paris also signed the Treaty of Rome which provides the ultimate authority for the greater part of its decisions and responsibilities. This plan was scheduled to be implemented on January 1, 1958 and would be the blueprint for the structure of the European Economic Community.

The Treaty of Rome contains 248 articles. It outlines all major concerns that these twelve countries had on how to make this European Economic Community of 1992 a reality. One must remember, that this Treaty was a building block and would be added to, changed, and modified before it contained everything necessary to produce this European Economic Community. A brief description of the articles of the Treaty of Rome can be found in APPENDIX 1 at the end of the paper.

Other treaties were important regarding the expansion of the European Economic Community but none as important as the Treaty of Rome. The Brussels Treaty was signed on January 22, 1972 and admitted Denmark, Ireland and the United Kingdom. Two other treaties were signed also. The first in 1980- admitted Greece- the second in 1985- admitted Portugal and Spain. In 1986, the Single European Act was signed amending voting procedures in the Council of Ministers.

I have stated what factors make up the European Community and have listed what countries are involved. There are still a few matters of the European Economic Community that need to

be discussed.

The first matter to be discussed is who is actually in charge of running the Community and the implementation of the rules and regulations of the European Economic Community. The Executive branch of the European Community stems from the Commission of the European Communities. It watches over the existing laws established and administers them as needed. It also recommends changes in these laws as they see fit. The Board is made up of seventeen commissioners appointed by member nations for a term of four years. These seventeen commissioners work together under the guidance of one elected president.

The Legislative Branch of the European Economic Community is comprised of the Council of Ministers and the European Parliament. The more important law making council is the Council of Ministers. They meet monthly and discuss the Commissions legislative proposals under the leadership of an elected president. The president is one of the twelve members representing a member nation and serves for six months holding the meetings in the country he represents.

The European Parliament is more of a debate society where members can discuss the laws issued by the Council. Elections are held simultaneously in the twelve member nations to elect its 518 members and their terms of office is for five years. The members of the Parliament can make recommendations to accept or reject the European Community budget, but they are only allowed to make suggestions but are not able to change it. They can be looked at as almost a rubber stamp of approval

on certain aspects pertaining to the European Community.

The Court of Justice concerns itself with matters concerning the Common Market acting as the European Community Supreme Court. Justices are appointed by member nations for six year terms and their rulings are binding to all member states, institutions and individuals.

The second matter that needs to be addressed is the European Investment Bank. Right now, France's monetary rate is the franc valued at \$5.75 francs to the United States dollar.<sup>5</sup> The plan of the European Community is to establish the European Monetary System (EMS), and the European Currency Unit (the Ecu) which is 0.671 pound sterling to the United States dollar<sup>6</sup>, and make one monetary unit for the entire Economic Community. Articles 129 and 130 of the Treaty of Rome called for the establishment of the European Investment Bank. The Board of Governors of this bank are Finance Ministers of the member states and meet once a year. There are also 21 part time Board of Directors nominated by the member states and one nominated by the European Economic Community Commission and a full time management committee of the Banks' president and six Vice Presidents. They are appointed by the Board of Governors on the nomination of the Board of Directors for six year terms.<sup>7</sup> Their major concern is financing capital investments

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<sup>5</sup> Hoffman, Mark S.; Editor, The World Almanac and Book of Facts, 1992, page 759.

<sup>6</sup> Cecchini, Paolo, 1992, The European Challenge, page 107

<sup>7</sup> Leonard, Dick, page 54

promoting the balanced development of the Community. They also see to it that member nations have loans to increase regional development, energy, industry, advanced technology, the modernization and conversion of enterprises, transport and other infrastructure development, and environmental protection.<sup>8</sup> The European Investment Bank is located in the member nation of Luxembourg.

I think that this plan of one currency will stabilize the currencies of these member nations. I think that it was the only logical sequence to follow. Once these twelve nations become one, the next logical step would be to establish this sort of financial entity.

Potential problems may arise for the public of this community. I cannot think of any other time when a country has stopped using the financial currency it had been using and started using another. It will be like going on a trip to a foreign country where you will exchange your money into the currency of the country you are visiting, however, this exchange of currency will be done on a permanent basis.

Another major concern that needs to be addressed is the outcome of trade between the European Economic Community and the United States.

As stated in Appendix 1, the Treaty of Rome dissolved trade barriers between member nations when the European Economic Community took affect. However, an external tariff of ten percent was imposed on countries that are not members of

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<sup>8</sup> Ibid, page 54

the European Community. The General Agreement on Tariffs and Trade (GATT) was negotiated resulting in a five percent fee to nonmember nations. This aspect of trade with the European Economic Community could become a potential problem for the United States.

The European Economic Community has been working with the European Free Trade Association (EFTA) consisting of member nations of Switzerland, Austria, Sweden, Norway, Iceland and Finland. Custom duties and restrictions on trade in manufactured goods were abolished and some concessions were made for agricultural produce.<sup>9</sup>

The United States has had successful trade relation with the European Economic Community. Both parties have free trade principles but instances of supposed unfair trade practices of free trade have been acknowledged but settlements in the most part have been achieved.

Barriers to foreign trade companies are numerous in most countries overseas. However, three major barriers need to be addressed. They are as follows:

1. Physical barriers- like intra European community border stoppages, customs controls and associated paperwork;
2. Technical barriers- meeting divergent national product standards, technical regulations and conflicting business laws; entering nationally protected public procurement markets;
3. Fiscal barriers- especially differing rates of the Value Added Tax and excise duties.<sup>10</sup>

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<sup>9</sup> Ibid, pages 64-65

<sup>10</sup> Cecchini, Paolo, The European Challenge, 1992, The Benefits of a Single Market, page 4

Not only will these problems affect the European Economic Community but they will have ramifications on how the United States will be able to do business with the Community.

The service company from the United States is faced with many decisions when interested in going international. The company must investigate any possible problems that could arise when ready to start their operation overseas. However, Foreign Business Practices, provides the following information dealing with the exporting, international licensing and investing for the United States company interested in doing business specifically with the country of France.

"European Economic Community antitrust regulations, particularly those requiring registration of exclusive representation agreements, may be applicable. Commercial agents (nonstatutory), transact or negotiate business in the name of and for the account of their principal, and do not benefit from the French labor law, or employee-oriented social registration. Agency agreements are subject to less strict regulations under the provisions of the European Economic Community antitrust laws than exclusive agreements."<sup>11</sup>

As stated above, the possibilities of a company from the United States interested in starting a business in France, will have little opposition from the French government. However, as stated this past fall, the Commissioner of Baseball was having a hard time with the prospect that the personnel from Japan were interested in buying the Seattle Mariners Baseball team. I think that personnel from France will have a hard time with a United States firm dealing in their city. They may feel threatened and grow to resent this

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<sup>11</sup> Anonymous, "Foreign Business Practices", The United States Department of Commerce, page 18

**firm. I think that this possibility is real and the company will need to address all aspects of this potential problem.**

## FACILITIES MANAGEMENT

Many corporate officials have stated that the quality of the facilities of the proposed business they are interested in has a direct bearing on if they will do business with that particular organization.

As in higher education, sixty percent of potential college freshmen stated that the appearance of the college campus most influenced their decision to attend that particular college or university.<sup>12</sup> College presidents can articulate how remarkable the quality of education is at their institution and public relations can provide glossy propaganda but the quality of the grounds and buildings will always be the most important factor. I think that the recruitment of business donors as well as the potential recruitment of qualified instructors to the institution depends upon the leadership of the Facilities Manager.

I think that the Facilities Managers' role is important not only in the beginning of the planning process but during the implementation stage as well as after the building is up and running and as the building and the service establishes itself.

I think that the Facilities Manager is involved in three very important components.

1. Extensive additions and renovations to existing facilities and the construction of new expanded facilities;
2. Increasing complexities of new facilities and the operating systems of such facilities;

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<sup>12</sup> Dillow, Rex O., Editor, Facilities Management, A Manual for Plant Administration, page xv



3. New demands of national, federal, and local government regulations pertaining to almost all aspects of Facilities Management.

I think that the Facilities Manager must deal with all of these factors on a daily basis. I think that the Facilities Manager must keep abreast of all of these issues- he is the person to contact if a building operating system is not working properly; if there are questions on a local government application, the Facilities Manager more than likely was the person who began the application process; and the increase in handicapped individuals in the workplace and the responsibility of the Facilities Manager to implement the correct procedures and ensure that the compliance regulations are met.

According to Mr. Rex O. Dillow, Editor, Facilities Management, A Manual for Plant Administration, Facilities Administration is characterized by five main attributes.

1. Fund reductions- rising costs, further reductions in the percentage of tax dollars assigned to education, and priority consideration to maintaining high quality in the primary institutional functions of teaching, research, and public service will further erode facilities funding;
2. Emphasis on existing facilities- there is a shift from new construction to existing facilities- preservation, renovation to modern standards of quality, alterations to meet changed program requirements, and space management including removing excess facilities from use to operation and management efficiencies;
3. Professionalism in budgeting and administration- professional programs and systems must be used for operation, maintenance, and management of facilities. Funding requirements for the various functions must be determined and supported by factual information. Those requirements must be articulated to funding authorities;
4. Close integration of academic, fiscal, and

facilities planning- Institutional requirements cannot be met by simply dividing funds between academic and facilities needs. All facilities fund requirements relate directly to the effectiveness of the facilities in supporting the institutions teaching and research missions. A planning climate and system must exist to evaluate all fund requirements in light of that mission, and to maintain the unity of final decisions;

5. Greater emphasis on leadership- Governmental mandates on collective bargaining, working conditions, health and safety, affirmative action, and equal opportunity have made personnel administration more complex and difficult. At the same time the need for greater productivity has made effective management of human resources most important. The requirements of technical competence has not lessened, but new administrative responsibilities and obligations have been added.<sup>13</sup>

I think you have to be careful that you do not take Mr. Dillows' remarks out of context. Mr. Dillow was discussing the five important factors a Facilities Manager is involved with as it pertains to an educational facility like Quinnipiac College. However, I agree with all of his points as stated, but, I feel his fifth point, "Greater emphasis upon leadership", is the most important. As I stated earlier in this paper, I feel that the Facilities Manager needs to be a leader- he needs to be an effective communicator in regards to how his staff operates; how he reacts to change and direction addressed from the front office; and how he reacts to the conditions set forth by different government agencies- nationally, federally and locally; and how they affect the operation of his own facility.

I think that the Facilities Manager must use Facilities Management skills from the 1990's and not rely on those skills

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<sup>13</sup> Ibid, pages xxv-xxvi

from the past. New computer programs are being developed almost daily as demonstrated by the Computer Aided Design (CAD) programs in existence today. Skills that he has learned in the past may still be used because they are reactionary, almost inbred, but he must continue to increase his educational capabilities as they relate to Facilities Management in the twentieth century.

The objective of a Facilities Management Department "is the performance of its assigned mission and functions with optimum effectiveness and economy".<sup>14</sup> I believe that the mission is provided by the front office for the Facilities Manager and it is up to that particular individual to carry out those stated objectives. In order for this Facilities Manager to be successful he must rely heavily on the actions of his support staff. In some instances, a small organization may not have a very complex organizational chart so that Facilities Manager may be able to do most of the work himself. However, in most instances, his staff may consist of many managers all with specific tasks in that particular department that must be met. When these managers are successful in their specific tasks, the primary Facilities Manager will be successful.

I am currently employed by Quinnipiac College in the Facilities Department as an Assistant to the Director of Facilities/Special Projects. The overall Facilities Department staff consists of a Director, an Associate Director, a

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<sup>14</sup> Middletown, William D., Facilities Management, A Manual for Plant Administration, page 3.

Superintendent of Buildings and Grounds, a Supervisor of Mechanical Services, a Supervisor of the Residence Halls, an Evening Facilities Supervisor, a Chief of Security and Safety, a second Assistant to the Director of Facilities, and a Secretary. This structure is the framework of the Quinnipiac College Facilities Department and also includes 41 full and part time employees as well as student help and any student interns that are available. The complexity of the framework of this Facilities Department allows itself the opportunity of each supervisor operating individually but does not inhibit the overall function of the organization.

The Quinnipiac College Facilities Department is responsible for the maintenance of all administrative, functional and residence hall buildings on campus as well as the grounds of the college. It operates annually with a substantial budget and I believe is successful at meeting many, if not all, of its assigned tasks. I believe that the Quinnipiac College Facilities Department is one of the most important Departments at the College and has been successful in Facilities Management for as long as I can remember. I think that the major reason it is successful is that the management staff is conscientious and is always looking to better itself relating to past experiences. The Quinnipiac College Facilities Department does not rest on past laurels but strives to be even more successful on future endeavors.

The basis objective of the organizational structure of the Facilities Management Department is to arrange functional resources in a way that permits the organization to

effectively and efficiently deliver services in support of the overall mission of the institution.<sup>15</sup> The Quinnipiac College Facilities Department overall objectives are listed in Appendix 2 at the end of the paper. They are included to demonstrate the varied responsibilities of the department.

I believe that the structure of the Facilities Department would be that of a pyramid. The Director or Top Manager at the peak; middle management at the center; and the support staff at the base. I feel that the flow of information goes from top to bottom and then returns in the opposite direction.

The functions of a Facilities Management Department are varied. They can consist of new construction, renovations of existing spaces, facilities maintenance- which is the custodial staff, maintenance of the buildings as well as the grounds of the facility, security and safety of the facility, coordination of utilities and refuse removal, and other duties the front office deems necessary for the Facilities Department to implement.

If each item were to be broken down, I would break them down in the final way:

1. New construction- includes the master planning of the facility with the front office including the hiring and working with the architects, the construction firm, the engineering firm and other organizations necessary to complete the new project;
2. Renovations of existing spaces- follows the same principles as the above usually on a smaller scale but are just as important;
3. Facilities maintenance- would follow any preventive maintenance on existing heating, ventilation and air conditioning (HVAC) systems,

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<sup>15</sup> Ibid, page 4

security systems, and any repairs or minor renovations as the department feels it can handle on the coordination of outside vendors hired to do their minor project maintenance;

4. Security and safety- the everyday security aspects that arise in running a facility including preventive maintenance programs on safety equipment, parking control officers and supervision, and preventive maintenance on security systems of buildings like sprinkler systems. This area would also be in charge of the quality of work life for its support staff of the Facilities Department;

5. Utilities and refuse removal- concerns itself with heating plants, air conditioning units, electric plants, hot water concerns and energy management situations as well as refuse removal;

6. Other- is a broad enough spectrum to include the maintenance of its motor pool, radio and telephone communications. It also may include the maintenance of specific areas like Dining Halls and Post Offices.

All of the above functions must be coordinated and work off of each other in order for the Facilities Manager to be successful in running his department.

#### WHAT MAKES A GOOD FACILITIES MANAGER?

The field of Facilities Management has shown a substantial increase in numbers. In ten years, the International Facilities Management Association (IFMA) has shown an increase of over twenty thousand percent from forty members in 1980 to over 800 in 1989.<sup>16</sup> I believe that the creation of this relatively new aspect of management has led to this dramatic increase in numbers. I believe that the Facilities Manager was created when the industry realized that there were many aspects of running an organization than already established.

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<sup>16</sup> Gross, Robert J., "What makes a good Facility Manager?", Modern Office Technology, March, 1980, page 84.

The creation of this position to alleviate some of the concerns of the executive management was long overdue as dramatized in the above figures.

According to Robert J. Gross, IFMA president from 1989 to 1990, a Facilities Managers day is never boring; duties are truly extensive. "His activities may include long-range facility planning, annual facility planning, facility financial forecasting, real estate acquisition and/or disposal, interior space planning, work specifications, and installation and space management, architectural and engineering planning and design, new construction and/or renovation work, maintenance and operations management, telecommunications integration, security and general administrative services".<sup>17</sup> I agree with Mr. Gross that the duties of the Facilities Manager are quite varied. I also think that the Facilities Management position is often one of the most misjudged employee in the establishment. I think that a Facilities Manager must be able to be approached by all members of the organization including his management staff, his support staff as well as the executives of that particular company. The Facilities Manager must be well versed, diplomatic, well informed of everchanging trends in the industry and most important of all- agreeable to further his education; either at professional development seminars or from the education he can receive from the day to day operations of his physical plant.

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<sup>17</sup> Ibid, page 84

I think that the way a Facilities Manager is viewed by others in the company has changed. In some instances, the Facilities Manager is the answer man, he can provide information on various projects that have been completed under his guidance. However, there will always be someone in the organization that will refer to the Facilities Manager as the person who is just responsible for the upkeep of the physical plant.

Mr. Gross finishes his statement with some interesting views on what makes a good Facilities Manager. "Facility Management has become an essential asset to the executive management of the most successful organizations as they realize the wealth of information and talent they have at their disposal. It is a career for those who enjoy performing a large variety of functions, can adapt easily to change and look forward to increased responsibility".<sup>18</sup>

I think that the varied backgrounds of these Facilities Managers can only help the organization. The different strengths of these Facilities Managers backgrounds can only be a positive aspect to the operation of their department like other peoples backgrounds are important to the functions of their departments.

I have provided many of my own thoughts in this thesis thus far. I would like to provide some thoughts and feelings on Facilities Management other than my own. I have used some questions that were used in the article, "Recipe for

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<sup>18</sup> Ibid, page 86



Successful Facilities Management" as they appeared in MODERN OFFICE TECHNOLOGY, in June of 1991. I feel that these questions will provide relevant answers as they pertain to the Facilities Manager today. I decided to ask the two top managers in the Facilities Office where I work. Their responses to the questions follow a brief introduction of these two managers.

#### THE JOSEPH D. RUBERTONE INTERVIEW

Joseph D. Rubertone has been Director of Facilities at Quinnipiac College for a period of 11 years. He started his career at Quinnipiac as Assistant Director and served in this capacity for 8 years before being promoted to Director. His expertise, his experience and his professional work ethic make him an integral part of the day to day operations of the College.

##### 1. What makes a good Facilities Manager?

A good Facilities Manager is one who recognizes that his profession is a service oriented organization and that customer service is the most important factor. As a marketing tool, the physical plant must make a good first impression. Additionally, the Facilities Manager must have the management skills needed to effectively handle the various skill levels of employees that would be found in a typical plant department. He must also properly blend the use of his own forces with outside contractors where needed.

**2. How would you describe your own approach to Facilities Management?**

I think I attempt to focus on the service and support of the organization. I rely heavily on my management staff for the day to day operations of the office and department.

I think my style of Management is that I provide autonomy to everyone. I try not to micro manage. I also attempt to make myself available for counsel to anyone on my work staff throughout the work day. I think that it is important to be able to address each and every employee by name. I like to believe I am open and accessible. I believe I have reasonable delegation skills but it is an area I should continue to work on. Unfortunately, I sometimes find it easier to do things myself. I like to provide the opportunity for all of my employees the capability to grow and to develop professionally.

Pertaining to labor relations, I think it is important to be fair to everyone. If it is perceived that an unfair decision is made, I am willing to discuss it and correct it if necessary.

**3. What are the biggest challenges to you as a Facility Manager?**

I think that the biggest challenge has been that we are victims of our own success. We have developed a plant with very high standards. In order to maintain these standards, the two following factors need to be addressed.

We need to uphold the daily maintenance standards that the community is accustomed to and the cleanliness of the

**Residence Halls and the other buildings and grounds on campus.**

**I think that because the physical plant is growing so fast, I have to ensure that the facilities infrastructure grows at an appropriate pace. The challenge will be to maintain the standards and assuring resources to maintain all of these buildings and grounds throughout the growth period.**

**4. What would you believe is your greatest achievement as a Facility Manager?**

**I think my biggest achievement is that I have been able to build a department and staff of concerned people who share my vision of what a well maintained plant is. Fortunately, my vision coincides with the top management of this institution.**

**5. How do you evaluate whether your program has been successful?**

**In many instances, quality control is accomplished by Facilities managers walking around and by having supervisors in place as observers to ensure buildings are clean, or warm or cool and that grounds are acceptable. I do not isolate our department from other areas of the college and insist on continued interaction with other agencies of the institution. I feel that there is an informal but consistent evaluation program in place.**

**6. What is the secret to being a successful Facility Manager?**

**I think that the word "customer" has crystallized my way of thinking. You need to recognize your role as a support service to customers. If you do this you can run a successful organization.**

## THE ROBERT L. BISIGHINI INTERVIEW

Robert L. Bisighini is currently the Associate Director of Facilities at Quinnipiac College. He has been involved with Quinnipiac for over twelve years coming from the Wallingford Park and Recreation Department where he worked for over six years. His qualities as a Facilities Manager are important to the operation of this department and his thoughts are as follows:

### **1. What makes a good Facilities Manager?**

A good Facilities Manager is somebody who can identify needs of the organization, he has a good disposition, he can easily analyze problems and come up with spontaneous, quick and effective solutions. He is one who can manage people, plan work assignments, both long and short range. He is someone who has a working knowledge of the construction process and mechanical systems. The main thing is to be a decision maker, to be quick and thorough, and have a knowledge of budgetary procedures, and is somebody who interacts well with the surrounding community.

### **2. How would you describe your own approach to Facilities Management?**

My style leads towards favoring the democratic process but sometimes constraints and the necessity of the moment has the job lean toward authoritative, autocratic person. Due to a lot of crisis management there are fluctuations of the style. Ideally, I like to sit down with all staff involved and come up with an amicable solution to any problem or project that comes before us.

**3. What are the biggest challenges to you as a Facility Manager?**

The rapidly changing laws and codes regarding hazardous wastes, disabilities, and staying abreast of new issues- recycling, handicapped access, hazardous and toxic wastes, Department of Environmental Protection regulations, and OSHA standards. Also, with rapidly changing products, what is new or better, economical, effective, energy saving, longer lasting- cleaning, lighting, grounds, etc.

The single most important factor in Facilities Management- besides the decision making- is personnel. Without people jobs do not get done. The training and molding of the individuals that work for the organization is becoming a greater challenge as budgets are restrained, personnel tends to go down. You are required to do more with less and this is where training is an important factor in Facilities Management. To get the most out of the individual, maintaining a good rapport between the employees and employer is very important. A positive work place is a very important factor for successful Facilities Management.

**4. What would you believe is your greatest achievement as a Facility Manager?**

Providing the best possible services to the members of the community within the facility. Upgrading standards of appearance, cleanliness, attitudes and moral of the work force that they feel as if they are "part of the family" and that everything that is done successfully will benefit all on the

team. Selecting and training the proper managers as well as non management employees and serving the institution/organization grow with leaps and bounds and being part of that is very rewarding.

5. How do you evaluate whether your program has been successful?

First by self evaluation and to sit back and review what has gone on and review the program and see if all of the components have been successfully carried out. Then to receive unsolicited response and compliments for the program and to observe changes in participants or clients attitudes and feelings.

6. What is the secret to being a successful Facility Manager?

Being competent in your decisions. Being flexible in your thoughts and decisions. Constantly looking into making improvements in existing facilities. Being aware of your surroundings. If you have a good management team of people that are able to carry the ball and to make decisions on their own and to report back if they are having some major problems. "You are only as good as the people that work for you". If you have everyone trained, you are successful. The organization is not all dependent on you, they need you for your advise and comments but do not rely completely on you and can function in your absence.

I am presently employed as the Assistant to the Director of Facilities/Special Projects at Quinnipiac College. My response to the same questions are provided in summary form.

I feel a good Facilities Manager needs to be well trained in all aspects of Facilities management. He must be well aware of his surroundings and keep abreast of current government regulations. He must have a clear path of communication to the Executive Office as well as to his own personnel. He must be able to react well on his feet. I feel that the most important factor is that he should take care of the people that work for him and that everything else is secondary. I think if your personnel are happy, your success at accomplishing tasks will only increase.

My approach to Facilities Management is to take care of the people who work for you first. Once this process is established, you will be able to take care of the other important factors of being a manager. I think that the "open door" policy is one that I use.

I think that the biggest challenge that I have as a Facilities Manager is to be able to operate the facility with the operating budget that is established from year to year. As the physical plant grows, the budget does not always grow proportionally with the plant. I think another factor is to ensure the proper application process is followed when municipal approvals are required for the enlargement of the physical plant. Overall, I think that the financial factor is the most important challenge that a Facilities manager has to face.

I think the greatest achievement I have as a Facilities Manager is the successful operation of the Facilities Department. I know that I only work as a support manager but I feel that my two supervisors have allowed me to do more now than when I first started. I also feel that I have grown as a manager. I think I learn something new everyday and that allows me to become a better manager.

I think that my programs are successful when you look at the budgetary process that Quinnipiac College utilizes. We work with an enormous operating budget and are able to provide all services to all departments as required. It is nice to watch special projects being completed that I have been involved with from the start. Once again, I work in the capacity of a support manager.

I think the secret to being a successful Facilities Manager requires you to be readily available to react to any circumstance as needed. You never know what is expected of you and I feel that this field is a field where things happen differently everyday and that you should be prepared in any way possible. I feel that the field of Facilities Management is the field to be involved with in the future.

As you can see Mr. Rubertone and Mr. Bisighini feel that the service to the customer is quite important. I agree but I think that should be addressed after the employee is taken care of. I think that if the employee is pleased with his work environment he will provide more for the organization. I think we all work well together even if our management techniques



are all different.

John L. Sokol, Jr., Executive Director of the Pennsylvania Turnpike Commission has this to say about the success of a Facilities Manager.

"I believe that our organization is a success because of the team concept and because of the opportunities we give our employees to work together, regardless of what level they are. They feel they have been part of the solution to the problem. The result is that, when we reach a solution, it is accepted."<sup>19</sup>

I feel that this type of management would be successful in most cases, but some Facilities Managers will have a problem with this angle of management.

Mr. Sokol continues, " In any organization, the most important asset it has is its employees."<sup>20</sup> I agree with him, the most important aspect is the happiness of the people that work for you. Excessive absenteeism and low morale are only detrimental to the facility. Mr. Sokol adds, "The biggest challenge for any manager is to make sure you have the best employees and to give them the support and help they need to do their job properly".<sup>21</sup> As I stated before, the qualified individual working for your facility will only be beneficial for your organization. The continued upgrading of a persons knowledge will only help the organization in the long run.

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<sup>19</sup> Fernberg, Patricia M., "Driving Toward Excellence: John L. Sokol, Jr", MODERN OFFICE TECHNOLOGY, December 1991, page 35

<sup>20</sup> Ibid, page 36

<sup>21</sup> Ibid, page 36

The Facilities Manager must also realize that some concerns cannot always be answered by his own expertise. He might be forced to go outside. If this manager chooses to do this he must realize that there are several places he can go for this information. Patricia M. Fernberg, Associate Editor of MODERN OFFICE TECHNOLOGY, provides the following information.

"The most obvious place to start is to get in touch with your peers. The second most obvious is the library, and finally, do not forget the tremendous resources available through vendors. Universities with Facilities Management programs also can be of invaluable assistance".<sup>22</sup>

The Facilities Manager may also find invaluable information at different lectures or professional training seminars or from professional memberships they may be affiliated with.

#### HUMAN RESOURCES

I think that the overall duties of the Facilities Manager are quite varied when relating to the personnel of his office. The Human Resources he has in his department will be very different from those in the Executive Office. It is imperative to the Facilities Manager that he has the proper personnel for the job. They need to have the technical competence of the job as well as administrative skills. The Facilities Manager may have to rely heavily on these people if he is called away and must be comfortable with the people he has installed back at the office.

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<sup>22</sup> Fernberg, Patricia M., "Facility Management Resources Promote Peak Performance", MODERN OFFICE TECHNOLOGY, November 1991, pages 46, 48

In new job offerings, the Facilities Manager must be able to do an appropriate perspective employee search by verifying the actual job requirements with the Personnel Department. He must also keep in mind that some unions require that existing employees should be offered first choice at the new position before he goes outside of the company looking for potential employees. If the Facilities Manager is required to go outside his company, he must screen potential applicants by the use of the completed application form or by an informal interview. He is then required to make selections of these potential applicants that meet initial criteria such as prior experience, technical competence and past work records. He must also see to it that applicants are being interviewed without prejudice pertaining to race, creed, age, sex, color, national and ethnic origin or disability status. Failure to do so is against the law and can result in circumstances that the Facilities Manager should not want to get involved with.

The Facilities Manager may also be involved with contract negotiations with his employees so he must be aware of wage requirements for all of his people. He must look into salary adjustments for longevity, classification of work done as well as cost of living raises for the length of the contract. The contract length is also important- top management in his department may sign a new contract every year, his secretarial staff may sign a contract every two years, and his union personnel may sign a contract every three years. The length of a contract is an important issue for this manager.

The Facilities Manager may also be involved with the

evaluation process for his employees. This process should be done yearly in order to promote or increase that persons rate of pay.

The Facilities Manager is also involved with the possibility that his employees may want to be unionized. Employees like to have unions on the job in order to ensure that no unfair labor practices are being committed and that they will be heard by the upper management of that division and that this management is responsive to their needs.

I feel that some unions can cause problems. A Facilities Manager may make a decision not to promote an individual because of his past job performance but that individual does not like that decision. He then can follow a series of steps where he can grieve this decision to various levels of top management. If he does not receive the solution to his problem, he can request arbitration. A description of arbitration has been provided as, "Arbitration cases are not won on the basis of emotional appeals, theatrical gestures, or speech making. The Arbitrator is interested in the facts, the evidence, and the parties arguments as they apply to the issues of the dispute. Such material should be developed in the hearing through careful questioning of witnesses and the presentation of relevant documents".<sup>23</sup>

Arbitration is usually the last step after the grievance procedures have been followed. Findings by the arbitrator are binding for both parties and are usually expensive. I think

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<sup>23</sup> Dillow, Rex O., Editor, Facilities Management, A Manual for Plant Administration, page 92

**that if both parties can work well together, this process of arbitration will seldomly be used.**

## SUMMARY SECTION

The nature of this thesis was to provide discussion between Facilities Management and the European Economic Community and how a firm from the United States can do business in the country of France, a member of the European Economic Community. A background of the European Economic Community from its origin in 1958 to its more than likely implementation in 1992 was discussed and the definition of what a Facilities Manager is and how he works was addressed. This section will serve as the summary of this thesis.

The Facilities Manager in the United States is one who can react to varying situations quickly and confidently and can continue to provide the leadership required to maintain the physical plant. What works well in the United States may not work well in France. The French Manager is more formal and regimented. His office demeanor is that of being more relaxed and less chummy with his peers. There is less joking around at the office and their posture is more upright and their movements more controlled. The French Manager will accept responsibility so long as it is attached to his role but will not seek the responsibility.<sup>24</sup>

The Facilities Manager in France and his office colleagues do not try to meet each other socially, and there are few signs of fraternization between staff and differing

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<sup>24</sup> Barsoux, Jean-Louis and Lawrence, Peter, Management in France, pages 76 and 77

grades.<sup>25</sup> In my management dealings, I feel there is a fine line between upper management and non management personnel but both parties can see each other socially but my experience with this has been limited to only a few occasions.

The French Manager follow the classical conception of management where he works in isolation with his work week punctuated by formal meetings.<sup>26</sup> I think that management should be allowed to work individually but interaction at any time with other managers as well as supervisors should be encouraged as needed but should be limited so there is no overabundance of meetings.

The French work ethic is one that is highly structured and more detached.<sup>27</sup> The French like to avoid conflict, and to be protected from arbitrary decisions and manipulation are more important than the immediate gratification provided by social contact.<sup>28</sup>

The authors of Management in France state, "The French seem particularly adept at the organizational mine which conveys feelings or reinforces relationships without putting either into words. In extending a hand to shake, in their greeting or in electing to meet over lunch they predetermine the relationship".<sup>29</sup> I think management in the United States

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<sup>25</sup> Ibid, page 77

<sup>26</sup> Ibid, page 78

<sup>27</sup> Ibid, page 87

<sup>28</sup> Ibid, page 88

<sup>29</sup> Ibid, page 117

like to shake hands and mention peoples names when meeting but not many managers like to meet over lunch. Some managers feel that this should be their time away from the office and do not like to discuss concerns of their jobs when dining.

I think that Facilities Managers in both countries are worried about the physical plant and how it relates to their own work force. Labor relations in both countries are often explosive with union personnel more apt to strike in the United States than in France. The renewal cycle of personnel contracts from the unions and the number of years of a contract are the same in both countries. The Facilities manager must be kept abreast of the fact that the union contract is a daily entity and negotiations for these contracts come about quite quickly. The Facilities Manager must also realize that the contract is used heavily by the non management personnel almost as a daily guide on how they react to their daily job requirements.

The United States firm needs to do in depth research on potential labor issues within the European Economic Community. The prospect of a foreign service corporation operating on their land will provide the premise for potential terrorist activities as well as increased criminal acts against that firm. I think that because the European Economic Community allows the people of the community the ability to travel throughout the community, there could be a potential influx in cheap labor which will have a direct bearing on unemployment statistics in the community or specifically in that country. The unemployment prospect of the community should be



investigated. The monetary system of the new Community will also have a bearing on how a firm does business with this community. There are twelve nations involved with this community using one currency. A firm from the United States will have to react daily to the constantly changing monetary exchange rate as many already do.

In summation, I feel that the European Economic Community of 1992 is a grand plan that when implemented will do a great justice to the communities involved. However, the United States firm must remember that this Community may continue to grow. There will always be the possibility of other countries wanting to get involved in the next few years as this Community becomes successful. There will be potential problems that will arise that the Community will have to deal quickly and effectively to ensure the member countries that they know what they are doing. The competition that this community provides this United States firm will be healthy for all parties involved. The manager of the firm must keep abreast of all factors of the European Economic Community for I am sure they will always be changing. I think that this concept will be a success when it is finally implemented but I know that the concept will take time. There will be some aspects that will take time to be implemented and it may take time to get them fully operational. I think that this community, like in some American businesses, will have to learn from experience. The concept of the Community learning from its own mistakes will help it the long run. A grand ambition such as this has

never been attempted before so there is no substantial data to compare the success or failure of the plan.

As far as the Facilities Manager, he does not have an easy road ahead of him as it pertains to the European Economic Community. The fact that this plan is being discussed will alter the way he does business overseas. I think it would be easier for the Facilities Manager to do business in the country of France before this plan is initialized. There are no trade restrictions for United States service firms doing business in France and travel restrictions for Americans are lax. There is a possibility that Americans wishing to travel to France may have to secure a visa to go along with their passport as they had to a few summers back but the American firm can secure that information before sending its employees abroad. The Facilities Manager will be required to pay attention to all aspects of the European Economic Community to keep informed of the issues. Once the facilities Manager has set up his business overseas, his American management staff will have to hire from the local market. The cultural differences, the language barriers, and the French work ethic will all have to be dealt with on a daily basis. The monetary exchange rates are an issue to be addressed as well as the possibilities of the work force being infiltrated by the unemployed of the other eleven member nations. Not only will the Facilities manager have to deal with those French issues, but the other eleven other member nations work ethics. The Facilities Manager must always be aware of concerns of the community as it is instituted. Issues that do not seem to be

**pertinent in the United States can be extremely important overseas.**

**I feel that the American Facilities Management firm must implement the following considerations:**

- 1. Pay attention to what the employees are saying. They have a wealth of knowledge and are critical for the success of the firm;**
- 2. Realize that all of the flaws have not been completely settled in the implementation of the European Economic Community and that change is required in order to be successful in Europe;**
- 3. Understand and be willing to adapt, sometimes daily, to the operation of your firm here and in Europe;**
- 4. The success of the firm depends on the leadership that has been installed in you and that you react to change in your company as well as in the everchanging field of Facilities management;**
- 5. Be aware of the world that surrounds you and understand that it will always change and that the day to day operations of your business will never be the same day after day.**

**I think that if the Facilities Manager listens to the voices of the people working for him, he will only be successful in dealing with the European Economic Community of 1992 as it becomes a reality.**

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**APPENDIX 1  
THE TREATY OF ROME**

- Article 1 -** Establishes a European Economic Community;
- Article 2-** The European Economic Community task will be to establish a common market and establish the economic policies of member states, to promote throughout the community a harmonious development of economic activities, a continuous and balanced expansion, an increase in stability, an accelerated raising of the standard of living and closer relations between the States belonging to it;
- Article 3-**
- A.** The elimination of custom duties and of quantitative restrictions of the import and export of goods,
  - B.** The establishment of a common customs tariff and of a common commercial policy towards third countries,
  - C.** The abolition of obstacles to freedom of movement for persons, services and capital,
  - D.** The adoption of a common policy regarding agriculture,
  - E.** The adoption of a common policy regarding transport,
  - F.** The institution of a system ensuring that competition in the common market is not distorted,
  - G.** The applications of procedures by which the economic policies of Member States can be coordinated and disequilibria in the balance of payments is remedied,
  - H.** The approximation of the Member States to the extent required for the proper functioning of the market,
  - I.** The creation of the European Social Fund in order to improve employment opportunities for workers to contribute to the raising of the standard of living,
  - J.** The establishment of a European Investment Bank to facilitate the expansion of the Community by opening up fresh resources,
  - K.** The association of the overseas countries and territories in order to increase trade and promote jointly economic and social development;

- Article 4-** The European Economic Community shall have an Assembly, a Council, a Commission, and a Court of Justice and each of these shall act within their limits set forth by the European Economic Community; and the Council and Commission will be assisted by an Economic and Social Committee which will act in an advisory capacity;
- Articles 5 to 8-** Deal with the setting up of the European Economic Community during a transition period of twelve years;
- Articles 9 to 11-** Are concerned with the free movement of goods;
- Articles 12 to 29-** Are involved with the creation of a customs unit;
- Articles 30 to 37-** Are involved with the elimination of quantitative restrictions;
- Articles 38 to 47-** Spell out the provisions involved with agriculture;
- Articles 48 to 73-** Deal with the free movement of persons, services and capital;
- Articles 74 to 84-** Deal with the requirements for a common transport policy;
- Articles 85 to 102-** Deal with competition policy, taxation and the approximation of laws;
- Articles 103 to 116-** Deal with the economic and trade policies;
- Articles 117 to 128-** Deal with the social policies;
- Articles 129 to 130-** Provide for the establishment of a European Bank;
- Articles 131 to 136-** Deal with the association of overseas countries and territories;
- Articles 137 to 198-** Spells out the composition and powers of the various community institutions;
- Articles 199 to 209-** Deal with the financial provisions of the European Economic Community;
- Articles 210 to 248-** Deal with the legal personality of the Community, the admission of additional members, the setting up of the institutions and various matters.

**APPENDIX 2  
QUINNIPIAC COLLEGE FACILITIES DEPARTMENT  
1991-1992 GOALS AND OBJECTIVES**

**Goal #16: To maintain an attractive campus and continue physical plant development in accordance with the campus master plan.**

**Objectives, Activities and Priorities**

- 1. The following list of new projects is given in priority order, assuming available financing:
  - Student Union (under construction)
  - School of Business
  - Library
  - Athletic/Recreation Center
  - Residence Halls (additional 200-300 bed residence hall for Freshmen)**
  
- 2. The following list of renovation projects is given in priority order, assuming available financing:
  - Renovation of Perlroth Hall in summer, 1991
  - Continue efforts to provide access for the physically challenged to all buildings on campus.**
  
- 3. The following list of landscaping/grounds projects is given in priority order, assuming available financing:
  - Quadrangle Landscaping (including pond)
  - Additional Parking
  - Athletic Fields (Varsity, practice and intramural)**
  
- 4. Encourage the advocacy of campus beautification projects including the development of a plan to designate the campus as an arboretum.**
  
- 5. Develop and implement the above projects in conjunction with the College's architects as part of a comprehensive Campus Master Plan.**
  
- 6. Insure that sufficient resources are allocated to provide the proper level of maintenance for the College infrastructure and prevent the accumulation of deferred maintenance costs.**
  
- 7. Actively pursue technological advances in environmental and safety fields to insure that the entire physical plant meets required Federal, State and town safety standards.**
  
- 8. Provide necessary security to assure the safety of all members of the College community as well as the protection of all physical facilities and equipment.**



### APPENDIX 3

The following questions were taken in their entirety from the article titled, "Recipe for Successful Facilities Management" as they appeared in the magazine, MODERN OFFICE TECHNOLOGY, June 1991. I feel they are pertinent to the objective of this thesis. They are as follows:

#### INTERVIEW QUESTIONS

1. What makes a good Facilities Manager?
2. How would you describe your own approach to Facilities Management?
3. What are the biggest challenges to you as a Facility Manager?
4. What would you believe is your greatest achievement as a Facility Manager?
5. How do you evaluate whether your program has been successful?
6. What is the secret to being a successful Facility Manager?

**APPENDIX 4**

**PROPOSED PROJECT PLAN**

**JOHN E. SICKOLA III**

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**Quinnipiac College  
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**A GUIDE TO INTERNATIONAL FACILITIES MANAGEMENT:  
FACILITIES MANAGEMENT AND THE EUROPEAN ECONOMIC COMMUNITY**

The year 1992 will be known as the year of the European Economic Community throughout the world. The twelve member nations of this European Economic Community; Belgium, France, Germany, Italy, Luxembourg, the Netherlands, Denmark, Ireland, the United Kingdom, Greece, Portugal, and Spain; all stand to benefit from its main purpose of providing these member nations with free circulation of persons, goods, services, and capital by 1992.

The goals of the European Economic Community date back to 1958 when the Treaty of Rome was established to provide a community in Europe where the people of member nations could move throughout this community without travel restrictions; to allow the possibility of free trade amongst these nations with no trade barriers; and the establishment of a central bank in order for member nations to utilize one currency.

The aspects of Facilities Management involves itself with the operating of specific business in these member nations and

**the possibility of non member nations becoming involved.**

**If all goes as planned, December 31, 1992 will be the date that the European Economic Community will be operational and the structure of doing business with these member nations in Europe will change dramatically.**

**Basic research methods will be utilized. Current information published in textbooks, magazines and microfiche will be used in order to provide pertinent information for this thesis.**

**This thesis intends to provide conclusions and plans on how a service company can do business with the European Economic Community country of France and how the Facilities Management staff will be affected by this community.**

**I also intend to discuss the possibilities of this European Economic Community being successful as well as the possibilities of its failure.**

APPENDIX FIVE

PROPOSED PROJECT PLAN

**A GUIDE TO INTERNATIONAL FACILITIES MANAGEMENT:  
FACILITIES MANAGEMENT AND THE EUROPEAN ECONOMIC COMMUNITY**

**JOHN EDWARD SICKOLA III  
MBA CANDIDATE, MAY 1992**

DATE OF SUBMISSION: November 20, 1992

DATE OF EXPECTED COMPLETION: May 21, 1992

ADVISOR: Laurence Harris

READER: D.T. Cadden

APPROVAL OF ADVISOR: Laurence Harris

APPROVAL OF THE DIRECTOR  
OF THE MBA PROGRAM: Laurence Harris

APPROVAL DATE: 15 May 92

**A GUIDE TO INTERNATIONAL FACILITIES MANAGEMENT:  
FACILITIES MANAGEMENT AND THE EUROPEAN ECONOMIC COMMUNITY**

**JOHN EDWARD SICKOLA III  
QUINNIPIAC COLLEGE, MAY 1992**

**The purpose of this thesis is to discuss the approach of Facilities Management in a service company operating in the European Economic Community of 1992. This company will provide Facilities Management capabilities in the country of France, a member nation of the European Economic Community; and will discuss the concept of Facilities Management, the cultural and language differences, the monetary exchange rates and barriers to foreign service companies.**

**This thesis will provide discussion of the overall concept of the European Economic Community and the obstacles faced by the Facilities Manager in charge of this service company.**