

Richard E. Barry¹

Comments on A Performance Profile Approach to Measuring Overall Building Performance by Franklin Becker

REFERENCE: Barry, Richard E., "Comments on 'A Performance Profile Approach to Measuring Overall Building Performance' by Franklin Becker", *ASTM STP 1029, Performance of Buildings and Serviceability of Facilities*, Gerald Davis and Francis T. Ventre, eds., American Society for Testing and Materials, Philadelphia, 1990.

KEY WORDS:

I. Role/Interests of Panelist: Previous positions in developing strategic planning model and long-range strategy for developing strategic planning model and long-range strategy for facilities planning; led early design of office systems (1979-80) using worker participation model; led early study (1982-3) on the impact of office technology on facilities; strong interest in the human factors of the workplace.

II. Issues

- I) Pay now or later: Management/plant adaptability in the face of changing needs.
- II) Brokering between management (efficiency) and staff (effectiveness) in the CBA.
- III) Getting human factors into facilities management.
- IV) Who will foot the bill: Institution or End Users

III. Priorities for Development of Standards

- I) Furniture
- II) Communications

IV. Comments on Franklin Becker's Paper: A Performance Profile Approach to Measuring Overall Building Performance

I) Experience supports the proposition of the paper in its aims: the management of facilities needs to be measured in terms of its quality, in terms of 'fit'; that this must be done with minimum information costs; and that 'systems' (not single function component) outcomes must govern the evaluation process.

II) 'Fit': what does the organization want to be? How will it 'say' it to its staff, clients, stakeholders, and the marketplace from which it must recruit and maintain the quality of staff it needs to fulfill its organizational aims? Does it wish to be an organization where a heavy premium is placed on attracting senior managers from elsewhere into normal professional positions? What role do facilities standards play in this equation? Is representation and status an important part of the organization's business? Are facilities standards functionally or status oriented, and is this in line with the broader image and role of the organization? Are facilities used to offset the paucity of compensation or benefits packages? How do these things support or offset one another? Are facilities managers made aware? Does anyone else really know? Or care?

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III) Becker's generic Performance Indicators are excellent 'core' measures, but not enough to measure performance in terms of business goals - unique to each organization.