



NIGERIA CHAPTER OF
IFMA™
International Facility Management Association

THE **FACILITY MANAGER**

A News Magazine of the International Facility Management Association, Lagos, Nigeria Chapter | Nov., 2023

Sustaining the Multi-Disciplinary Role of Facility Management: Harnessing the Prospect of Synergy in the Built Environment

**Interview Session with
Engr. Dr. Omolola
Adetona**

**Topic: Awareness on Concrete
Road Construction**

**Interview Session with
Engr. Dideolu
Falobi**

**(MD/CEO Krestal Laurel)
On Lift/Elevator Safety**

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Editors Note

Dear Readers,

Welcome to the latest issue of The Facility Manager Magazine. A publication dedicated to the dynamic world of facilities management, we are excited to bring you another insightful and informative edition.

In today's fast-paced and ever-evolving industry, staying on top of the latest trends and best practices is crucial. Our team has worked tirelessly to curate content that not only highlights the challenges and opportunities faced by facility managers but also provides practical solutions and expert insights to help you navigate this complex landscape.

In this issue, you will find a range of articles covering various aspects of facilities management, from sustainability initiatives and technological advancements to workplace wellness and safety protocols. We also feature interviews with industry leaders who share their experiences and knowledge, adding depth to our understanding of the field.

As we continue to adapt to a changing world, facilities management has emerged as a critical component of business success.

The Facility Manager Magazine is dedicated to supporting professionals in this field by serving as a trusted source of information and a platform for connecting with like-minded individuals.

I will also thank our Consultant on the project, Mr. Olutayo Irantiola of Peo Davies Communications for the efforts put into the project.

We value your feedback and encourage you to reach out with your thoughts, questions, and suggestions. Your input is essential in helping us shape the content of future issues and ensuring that The Facility Manager Magazine remains a valuable resource for you and your colleagues.

Thank you for being part of our community, and we look forward to your continued support.

Have a great time reading the magazine.

Best regards,

Editorial Team,
The Facility Manager magazine



interview

04

The Future of Work:

Adapting to Technological Advancements and Shifting Employment Trends.

Dr. Olumide Aina

Sustaining the Multidisciplinary Role of Facility Management: Harnessing the Prospect of Synergy in the Built Environment.

By Tosin Adejonwo

11

What next after the Re-opening of the Markets in Lagos?

By Olutayo Irantiola

04

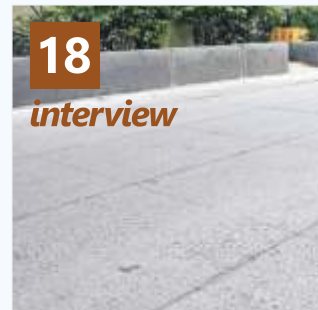
Content»



07

Elevators are Safe if Managed Properly

Engr. Dideolu Falobi



18

interview



Concrete roads have a longer lifespan and require less maintenance
- Engr Adetona



26

"The Future of Facility Management: The Rise of Smart Buildings"

By Oladipo Olubunmi Ezekiel

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The Future of Work: Adapting to Technological Advancements and Shifting Employment Trends.

- By Dr. Olumide Aina

Introduction:

With the rapid pace of technological advancements and the ever-evolving global economy, the future of work is undergoing significant transformation. From automation and artificial intelligence to the gig economy and remote work, the way we work is changing, presenting both challenges and opportunities. This article explores the future of work, highlighting key academic references to support these observations.

1. Automation and Artificial Intelligence (AI):

As technology advances, there are concerns about the impact of automation and AI on employment. A study by Frey and Osborne (2017) estimated that around 47% of total US employment is at high risk of being automated in the coming decades. However, this does not necessarily mean mass

unemployment. Instead, it calls for a shift in skills and roles, with humans focusing on tasks that require creativity, emotional intelligence, and problem-solving abilities (Brynjolfsson & McAfee, 2017).

2. Gig Economy and Freelancing:

The rise of the gig economy is another prominent trend in the future of work. Freelancing and gig work offer flexibility and autonomy but also pose challenges such as income instability and lack of benefits. A study by Katz and Krueger (2016) found that 94% of net employment growth in the US between 2005 and 2015 came from alternative work arrangements, including temporary, contract, and freelance jobs. Governments and businesses need to adapt policies and systems to adequately support these workers (ILO, 2016).

3. Remote Work and Digital Connectivity:

The COVID-19 pandemic has expedited the adoption of remote work practices and highlighted the importance of digital connectivity. A study conducted by the University of Chicago found that around 37% of jobs in the United States can be performed entirely at home (Dingel & Neiman, 2020). This shift towards remote work offers benefits like reduced commute times, increased productivity, and access to a global talent pool. However, challenges related to mental health, work-life balance, and social isolation need to be addressed.

4. Lifelong Learning and Skills Development:

As the nature of work evolves, adapting and upskilling become critical. A World Economic Forum

While automation and AI may reshape certain job roles, they also create new opportunities for human creativity and problem-solving.

report (2020) emphasises the need for lifelong learning and continuous skills development to succeed in the future workplace, which will require a blend of technical and soft skills. This new emphasis on skills-based hiring and training calls for a shift in education systems and the development of flexible learning pathways (OECD, 2020).

Conclusion:

The future of work is a complex landscape influenced by technological advancements, shifting employment trends, and unforeseen events like the COVID-19 pandemic. While automation and AI may reshape certain job roles, they also create new opportunities for human creativity and problem-solving. The gig economy offers flexibility but requires supportive policies. Remote work allows for increased accessibility and productivity but necessitates prioritising mental health and work-life balance. Lifelong learning and skills development remain pivotal in navigating this ever-changing job market.

By acknowledging these trends and developments, individuals, organisations, and governments can better prepare themselves for the future of work, creating a balance between progress and well-being.

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Dr. Olumide Aina is a Certified Scrum Master and a member of ISO/TC 267- WG1 in Facilities Management and the Founder of FMTalk360, a platform created to promote international best practice in Facilities Management in Africa and beyond. He is also a trained HVAC-R professional with excellent understanding of ASHRAE Standards 55, 62.1, 90.1, 90.2 & 189 in the design of cooling system & Hydronics in commercial and residential buildings. A Certified Industrial Energy Manager trained in ISO 50001:2015 standard.

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"The Future of Facility Management: The Rise of Smart Buildings"

By Oladipo Olubunmi Ezekiel

Introduction

The facility management industry has come far from manual record-keeping and routine maintenance. In the digital age, smart buildings keep revolutionizing how facilities are managed, offering greater efficiency, sustainability, and overall comfort for building occupants. This article explores the concept of smart buildings in the facility management industry, highlighting their benefits, technologies, and the impact they are having on businesses worldwide.

The Rise of Smart Buildings

A smart building is a facility equipped with a network of interconnected sensors, devices, and systems that gather and analyze data in real-time. This data is used to optimize various building operations, such as heating, ventilation, air conditioning (HVAC), lighting, security, and more. The integration of the Internet of Things (IoT) and automation has paved the way for the emergence of smart

buildings in the facility management industry.

Benefits of Smart Buildings

- **Energy Efficiency:** One of the most significant advantages of smart buildings is their ability to reduce energy consumption. Sensors and algorithms can monitor and control HVAC and lighting systems, adjusting them based on occupancy and environmental conditions. This leads to substantial cost savings and a reduction in the carbon footprint in the environment.
- **Enhanced Comfort:** Smart buildings provide a more comfortable environment for occupants. The system can adjust lighting, temperature, and ventilation to meet individual preferences, increasing overall satisfaction and productivity.
- **Predictive Maintenance:** Sensors can monitor the condition of various building systems and

equipment. By analyzing this data, facility managers can predict maintenance needs, reducing downtime and minimizing repair costs.

- **Improved Security:** Smart buildings often incorporate advanced security systems, such as access control and surveillance, that can be remotely managed and monitored. This ensures the safety and security of the building and its occupants.
- **Data-Driven Decision-Making:** The wealth of data generated by smart buildings allows facility managers to make informed decisions. They can identify trends, optimize resource allocation, and improve overall building performance.

Technologies in Smart Buildings

- **Internet of Things (IoT):** IoT devices, such as sensors, actuators, and smart appliances, are at the core of smart building technology.

Safety Gear - It is a mechanical device that prevents the lift cabin from free fall and it is activated by the Overspeed Governor System.

Limit Switch - It is installed in an elevator to prevent the lift from overtravelling above the topmost finish floor level and beyond the lowermost finish floor level. This prevents the elevator from crashing to the ceiling on hitting the buffer.

Intercoms Facility or Alarm System - This is meant to be picked or pressed by the trapped passengers to communicate with the rescue team for the rescue mission.

Uninterrupted Power Supplies (UPS) - As the name implies, it is an external device connected to the elevator to prevent power failure which may lead to entrapment and emergencies.

TFM: As a professional in this line of business, what are the distinguishing features of KONE elevators?

EDF: In terms of safety, durability and overall life cycle cost, KONE elevator is one of the best due to the following reasons:

- It has the most salient braking system known as NMX brake.
- It has a gearless motor or machine known as Ecodisc.
- It has a regenerative energy drive known that helps in the conservation of energy or power.
- It has very low power consumption.
- Its safety devices are highly efficient and effective.
- The car body are stainless steel and they are durable and last longer.
- The installation methods are safe, fast and modern.
- Their partnership of over 30 years with Kresta Laurel Limited ensures that there is local support. Kresta Laurel Limited is the first ISO

9001:2015 certified Elevator company in Nigeria.

TFM: What are the common emergency rescue plans for elevator entrapment?

The common emergency rescue plans for elevator entrapment and other emergency cases are:

- a. The trapped passengers should be encouraged to stay calm.
- b. They should be enlightened that there's enough oxygen to sustain them in the car when trapped. The elevator car is well ventilated.
- c. The conversation between the trapped passengers and the rescue team must continue till the operation is completed. This reassures the trapped passenger.

d. The rescue procedure must be strictly followed by the rescue team to be able to release the trapped passengers. For KONE Elevators, the procedure is as follows in general:

- Ensure all doors are closed.
- Observe the position of the cabin within the shaft.
- Release the brake using the Rescue Brake Opening Device to bring the lift to a perfect finish floor level. This can be observed from the Interface board in the MAP.
- Finally, the rescued team can walk straight to the exact floor, using the release key to open the door for the trapped passengers.

TFM: What are the recommended

“In terms of safety, durability and overall life cycle cost, KONE elevator is one of the best due to the...”



“The conversation between the trapped passengers and the rescue team must continue till the operation is completed. This reassures the trapped passenger.”



standard for routine inspection and maintenance of elevator systems?

EDF: The recommended standard for routine inspections and maintenance of elevator systems are: Basic inspection, Basic module, Signalization module, Control Panel module, Machine module, Door Operator module, Landing Door module and Shaft module.

TFM: Users of elevators want to be sure of their safety while on the elevator, what can be done to ensure that they are 100% safe?

EDF: 100% Safety of your elevator system can be ensured through the following- Regular maintenance in accordance with the manufacturer's instructions and by vendors/company authorized by the manufacturer. Scheduled technical audit by personnel other than the ones doing regular maintenance at least twice a year. External audit of the elevator by

the Lagos State Safety Commission (In Lagos) or their appointed agent at least once a year. Other states are advised to copy the existing structure in Lagos State.

TFM: Are there any unqualified or unscrupulous service providers?

EDF: Just the way we have quack doctors in the medical field, there are so many fake technicians known as Cowboys in the elevator industry. These are individuals working outside a formal structure. While they might have been trained, they lack continuous access to manufacturers' work procedures for installation, maintenance and repairs. They also lack access to genuine spare parts and most of them have limited training and operate to zero quality and safety standard. They should be avoided at all cost in the interest of all stakeholders and users of the equipment.

TFM: Nigerians have expressed fears since the unfortunate accident happened at the Lagos Island General Hospital, what do you have to say to this so as to allay their fears?

EDF: I will like to let Nigerians know that elevators are safe if managed properly. Other things that should be done are safety inspection test should be conducted on the elevator system at least once in a year; routine inspections and monthly maintenance should be carried out on the elevator system on regular basis and internal and external audit should be carried out on the elevator when necessary. Lastly, the elevator users and owners should stay alert to report any suspicious sounds emanating from the elevator to the customer care desk immediately they notice one.

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Sustaining the Multidisciplinary Role of Facility Management:

Harnessing the Prospect of Synergy in the Built Environment.

By Tosin Adejonwo

The Facilities Management profession is becoming a huge career globally, growing exponentially owing to its problem-solving, enabling, and value-creating expressions in places where we live, work, and play. According to Market Research Future report (September 2023): “The global Facility Management market size was valued at USD 15,201.84 million in 2021 and is expected to expand at a Compound Annual Growth Rate of 9.11% during the forecast period, reaching USD 25,650.41 million by 2027”. This market will inadvertently require leveraging major strategic partnerships and collaborations with entities, professions, and organizations that reflect a shared vision.

In today's interconnected economy, it will be practically impossible for any profession, endeavour, or effort to scale significantly without the constant fusion of ideas relating to or involving people from different types of work with different knowledge areas. Therefore, a system that

encourages continuous lateral and cross-functional learning is set up for long-term relevance and impact. The concept of design thinking lends credence to this narrative. The goal of the design thinking process is to come up with solutions, products, or services that are desirable for the USER, economically viable from a business perspective, and technologically feasible.

Interestingly, the below-abridged history of Facilities Management from Rentokil PCI is worthy of note, and the same bears repeating:

“Facilities Management (FM) started as little more than janitorial and caretaker services during the 1970s, involving building maintenance and cleaning. Cost cutting by businesses in the 1970s and 80s led to the outsourcing of non-core services such as lighting, heating, and plumbing being outsourced to facility management companies. In

the 1990s, services such as property management, space planning, and relocation were added, and in the 2000s, business processes, including payroll and human resources, were added to the service list. These 'integrated facility services' increased market share over individual service providers. The FM market has gradually increased to an extensive sector encompassing building, staff, and business services in the present day. It now comprises “a mix of in-house departments, specialist contractors, large multi-service companies and consortia delivering the full range of design, build, finance and management”.

According to the British Institute of Facilities Management (BIFM). FM is still evolving and becoming more complex as companies seek to add more services and revenue to contracts. There is no universal agreement on what exactly FM covers or doesn't cover. Almost every facility management organization has its definition, which reflects the diverse

nature of the sector. There was no single evolution route as different countries and companies added services according to local demand and capabilities”.

From the above, it is now clear that the FM profession is constantly evolving, adding new layers of expertise to its already existing structure. There is, therefore, an urgent need to: (1) consolidate all these “moving parts” into an updated body of knowledge and (2) actively seek mutually beneficial partnerships with entities, professions, and organizations in the built environment that run with a similar overarching vision.

It is on record that some of the monumental, sophisticated feats of ancient Architecture and Engineering were carried out by strong leaders who understood the principle of collaboration. For example, the engineering feats of the Egyptians: the inexplicably raised pillars and the more than 80 pyramids are a wonder to behold! The largest of the pyramids covers 13 acres (almost ten standard football fields) and is made of 2.25 million blocks of stone. In addition, in the 12th century, there were hundreds of great cities in Zimbabwe and Mozambique. There, massive stone complexes were the hubs of cities, one included a 250-meter-long, 15,000-ton curved granite wall. The cities featured huge cattlelike compounds with numerous rooms for specific tasks, such as iron-smithing. In the 13th century, the empire of Mali boasted impressive cities, including Timbuktu, with grand palaces, mosques, and universities. My simple question is this: how were these folks able to pull this off in medieval times?? Well, your guess is as good as mine.

What is Synergy??

The term was first used around 1600, deriving from the Greek word “synergies”, which means “to work together” or “to cooperate”. The Law of Synergy says that, when combined,

the shared actions of two different forces, agents, or substances can have greater effects than merely their summation. Synergy is a relationship whereby the effect is different or greater than the sum of the individual effort. Examples of synergy that we can all relate with include: (1) a small bird feeding off the back of a rhinoceros, each benefit: the bird gets fed, and the rhino gets cleaned; (2) drums, vocal singing, and guitars can all make music separately; together they can create rock 'n roll. Simply using any tool produces synergy; you + a computer can create things that a human and a laptop cannot create as independent elements; (3) synergy happens in nature when a flock of geese flies South for the winter. They fly in a V formation because by flying in this formation, they conserve their energy - they each take turns in front, which is more difficult.

In Stephen Covey's best-seller, the 7 Habits of Highly Effective People, he stated the following on synergy: “Valuing the differences is the essence of synergy -- the mental, the emotional, the psychological differences between people. And the key to valuing those differences is to realize that all people see the world not as it is but as they are.

Compromise means that $1 + 1 + 1 = 1/2$. Both give and take. Communication isn't defensive or protective or angry or manipulative; it is honest and genuine and

respectful, but it isn't creative or synergistic. It produces a low form of win-win. Synergy means that $1 + 1$ may equal 8, 16, or even 1,600. The synergistic position of high trust produces solutions better than any originally proposed, and all parties know it. Furthermore, they genuinely enjoy creative enterprise. A mini culture is formed to satisfy in and of itself.

There are some circumstances in which synergy may not be achievable, and no deal isn't viable, but even in these circumstances, the spirit of sincere trying will usually result in a more effective compromise. Synergy is better than my way or your way. It's OUR way”.

When we now take a step back and look at some of the issues bedeviling the Built Environment in Nigeria today, I'm sure you'll agree with me on the need to work together with other professionals more deliberately and cohesively to solve these problems sustainably. Together, we need to forge a path that will guarantee predictable positive outcomes at scale in terms of exceptional customer experience, return on investment, infrastructure deployment and optimization, win-win-win (people, profit, and planet) outcomes, excellent life cycle analysis and costing, succession planning for the right fit, heightened productivity in the workplace, brand image, to mention a few.



Source: Innerkinetics.com

In Nigeria today, we have witnessed a surge of half-baked, so-called professionals who parade themselves as Facility Managers, Engineers, Architects, Planners, Surveyors, etc, causing more problems than good in the Built Environment. Cases of recurring collapsed buildings, avoidable fire incidences, downtime of critical infrastructure, business disruptions, inadequate data to make sound business decisions, poor scoping and workmanship, poor planning, lack of operational readiness, knowledge and skills gaps, regulatory breaches, etc, have almost become the norm. The simple principle undergirding consistent value creation is this: "You cannot give what you do not have!" In addition, challenges bordering around ageing infrastructure, climate change, energy costs, urbanization, high cost of construction, lack of affordable housing, and enforcement of regulatory laws, to mention a few, appear to be Goliaths starring us in the face. I vividly remember how Nigerian banks coordinate water-tight efforts among themselves in whistleblowing and tackling fraudsters headlong and how Interpol works assiduously with other security elements worldwide to deal with crime decisively. These are classic examples of synergy at its peak.

Now imagine the compounding effect of every one of us bringing in our ideas, suggestions, and contributions while extending the hand of partnership to other like-minded professionals in the Built Environment, the outcome will undoubtedly be unquantifiable. It is worth noting that the three major principles of any natural ecosystem are niche, biodiversity, and succession. To succeed as a synergistic profession, we, therefore, must be thoroughly aligned with these traits. We must own our craft and master it to near perfection via continuous learning, re-learning, and unlearning. We must also learn to work with people who are different

“
Surprisingly, It is on record that the first subway system was proposed for London by Charles Pearson, a CITY SOLICITOR, as part of a city-improvement plan shortly after the opening of the Thames Tunnel in 1843.”

from us but have shared values and work ethics that keep us constantly connected. Lastly, we must begin with the end in mind by envisioning a future that speaks to our collective vision while making significant contributions towards realising the same, developing, and leading others along the journey.

Surprisingly, It is on record that the first subway system was proposed for London by Charles Pearson, a CITY SOLICITOR, as part of a city-improvement plan shortly after the opening of the Thames Tunnel in 1843. My questions are these: how can a lawyer be instrumental in the birth of the first subway system in the world?? What is the relationship between law and civil engineering?? How come all the top engineers at that time never had such an idea?? Could we as professionals be trapped in our blind spots, which may have caused us some losses in making breakthrough innovations?? Recent

research shows that "expertise kills innovation".

Over years of study and observation, I have come up with a hypothesis as regards creating value in virtually any field of endeavour, and it is this: "If you have successfully honed your critical thinking, innovative, analytical, and problem-solving skills with a touch of curiosity and inquisitiveness to a level that is above average, you can solve practical problems on-the-fly in any discipline or field of endeavour".

Once the human mind embraces healthy fundamental paradigms and exercises itself on the same consistently over a period, possibilities of all sorts become second nature! Now, working with a group of people who possess this life's philosophy, indeed, the word impossible will mean nothing to them. Stories of Alexander the Great and the Spartans in ancient history texts are noteworthy.



Source: Storage Systems International

continued on page 15



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How to create Synergy?

1. Communicate and Inspire a Shared Vision: Inspiring a Shared Vision requires leaders to be thoughtful visionaries who engage others in creating a shared future. Leaders should practice bringing their teams along, listening to their goals and objectives, and finding the shared goals the team desires to achieve. Because it is a WE business and not a ME- or YOU business, it is critical to ensure the necessary buy-ins are secured.



Source: The Leadership Challenge Book

2. Build a Culture of Trust: A

Culture of Trust is built on mutual respect, communication, and a shared commitment to success. It takes time to develop trust within a team or workplace, but it is worth the effort. A culture of trust can lead to increased productivity, creativity, and engagement.

Communication is the foundation of trust and collaboration. You need to communicate your vision, goals, expectations, and feedback to your team regularly and transparently. You also need to listen to their ideas, concerns, and suggestions and encourage them to share their perspectives and opinions.



3. **Understand the Team:** Teams that know each other have better relationships, understand each other and play to one another's strengths. An activity such as Show-And-Tell can be a great way to get to know your team in a fun and lighthearted way. By asking your team to share something personal, it can forge a deeper understanding and connection.



Source: Digital Spark Marketing

4. **Commit to the Plan:** This will require unbending focus and concerted efforts to ensure all activities that make up the plan are carried out based on the timelines.



Source: Forbes

5. **Empower People:** People get the support they need that is right for them. Empowerment means that people are equal citizens. They are respected and confident in their communities. Empowering leadership involves placing trust and confidence in people. Empowerment fosters engagement and naturalizes employees in unprecedented ways. Not only do peers and employees become more confident and work-ready, but they also become more committed, strategic, intuitive, creative, and analytically competent.

Source: Storage Systems International



Source: CU Management

6. Track & Celebrate Progress:

Measuring your progress is essential because it allows you to see how far you've come and how close you are to reaching your goal. This can be a great motivator to keep going. When you track your goals, you can also measure your progress in terms of the steps you have taken so far and the progress you have made. Celebrating achievement can boost confidence and increase motivation. There's a reason why it feels good when we celebrate success, and it has to do with the neuro-happy chemicals in our brains. Dopamine is released into our brain when we anticipate achieving something, or we achieve it – and it feels good, so we want more of it.

We, as Professionals, have a lot of work to do in the days to come. This is exciting news because therein lies vast opportunities to impact lives and change the narrative of the Built Environment.

We, however, cannot do this alone.

Let's roll our sleeves, engage our fellow Professionals, begin the discussions and brainstorming sessions, co-develop a shared vision and objective, map out an implementation strategy, and execute flawlessly, leveraging each other's pool of strengths.

This is possible, this is practicable, and this will happen with the desire to synergize: "for the whole is always greater than the sum of its parts".

Tosin Adejonwo CfM, PMP, LSSBB, ITIL

is the MD / CEO Crossheirs Nigeria Limited. Visit www.crossheirs.com.ng to know more about him and the firm

Photo Session

Courtesy Visits



Facility Tour



Photo Session

Induction



Training



Concrete roads have a longer lifespan and require less maintenance

- Engr Adetona



Engr Omolola Adetona is a highly accomplished professional, renowned for her outstanding contributions to the fields of engineering and safety. As the CEO of Deleverage Engineering Nigeria Limited, a prominent construction firm, and the founder of Deleverage Engineering Safety Solution, she has established herself as a prominent figure in the industry. Her illustrious career has been marked by a commitment to excellence and a remarkable dedication to her craft.

Omolola Adetona is a registered Civil Engineer and Safety Professional, with over twenty-six years of experience in the built environment. In addition to her remarkable professional journey, Engr Omolola Adetona has made significant strides in education and community development as she founded the Maria Montessori School, an institution dedicated to nurturing and educating young minds.

The TFM Crew had a chat with her, herein below is the excerpt:

TFM: Could you outline the key steps involved in the planning and execution of a concrete road construction project?

EOA: The key steps involved in the planning and execution of a concrete road are listed below. This is also known as the rigid pavement because of the nature of rigidity of the road. There are various steps in getting this done. There should be an evaluation on the need for a new road, considering traffic flow, existing infrastructure, and environmental impact. Civil engineers and architects should be engaged to create detailed plans, including road alignment, drainage systems, and pavement design. Thereafter, the necessary permits and clearances should be obtained from local authorities and regulatory bodies.

After all these have been done, the construction site should be cleared, remove any obstacles, set out the location for the Road allowing for workspaces and prepare the ground for construction. The roadbed should be excavated, ensuring proper grading and compaction to provide a stable foundation. All QCQA tests must be carried out at every 150mm/ 200mm thickness of compacted earth to check the moisture content and compaction. Thereafter, a compact layer of aggregate materials would be made

to create a stable base for the road. Then, formwork will be installed to define the shape of the road and place steel reinforcement bars for added strength.

Then, the concrete mixture will be poured into the formwork, ensuring proper compaction and smooth finishing. The concrete to cure and gain strength over time by providing adequate moisture and temperature control. Additives can be used for curing to save time and ensure uniform curing and good coverage. It is important to create expansion and contraction joints in the concrete to prevent cracking and apply finishing touches to the road surface. Regular inspections and tests would be conducted to ensure the road meets the required standards for strength, durability, and safety.

It is important to implement temporary traffic control measures during construction to ensure the safety of workers and road users. Regularly maintain the road to extend its lifespan, and plan for future repairs or rehabilitation as needed.

This is just a general outline for a Rigid pavement, other road construction projects may have

specific requirements and variations depending on the type of construction and the type of structures the construction entails.

TFM: What role do you believe Facility Managers should play in the construction and maintenance of our roads?

EOA: Facility Managers are integral to the construction and maintenance of roads, overseeing day-to-day operations to ensure efficient outcomes. Their involvement spans from the initial concept stage to ongoing management, contributing significantly to project durability.

Key roles of Facility Managers in road construction and maintenance include:

- **Planning and Coordination:** Facility Managers collaborate with engineers, contractors, and government agencies to create comprehensive project plans. They coordinate schedules, allocate resources, and ensure effective implementation.
- **Budgeting and Cost Management:** They monitor expenses, negotiate contracts, and keep construction and maintenance activities within budget constraints.
- **Quality Control:** Facility Managers oversee quality control processes, ensuring adherence to industry standards. They conduct inspections, review project documentation, and address any issues or deficiencies.
- **Safety and Compliance:** Prioritizing safety, Facility Managers establish safety protocols, conduct risk assessments, and enforce compliance with regulations to protect workers and road users.
- **Maintenance Planning:** They develop maintenance plans for roads, scheduling regular

“It is crucial to have Proper, clear and visible signage should be placed to inform drivers and pedestrians about construction activities, detours, and any potential hazards.”

inspections, repairs, and upgrades to ensure longevity and optimal performance.

· **Stakeholder Communication:** Facility Managers serve as liaisons between various stakeholders, maintaining positive relationships with government agencies, local communities, and contractors. They facilitate communication and address concerns to ensure project success.

Facility Managers are pivotal in road construction and maintenance, ensuring efficient project management, quality and safety standards, and effective stakeholder communication. Their involvement is vital for the success and longevity of road projects.

TFM: Ensuring the safety and convenience of the public during road construction is vital. How can this be achieved, and what precautions should be taken?

EOA: It is crucial to have Proper, clear and visible signage should be placed to inform drivers and pedestrians about construction activities, detours, and any potential hazards. Traffic control measures, such as barriers, cones, and flaggers, should be implemented to manage the flow of vehicles and ensure safety.

Pedestrian safety should be

prioritized by providing safe and well-marked pathways away from construction zones. Sidewalks or temporary walkways should be clearly designated, and proper lighting should be installed to ensure visibility, especially during nighttime.

The public should be kept informed about ongoing construction projects. Regular updates through various channels, such as websites, social media, and local news outlets, can help people plan their routes and avoid potential inconvenience.

Construction activities should be scheduled to minimize disruptions during peak traffic hours. Whenever possible, alternative routes should be provided to divert traffic away from heavily congested areas.

Measures should be taken to control dust and noise generated during construction. This can include using water sprays to minimize dust, implementing noise barriers, and adhering to noise regulations to minimize disturbance to nearby residents and businesses.

Adequate provisions should be made to ensure emergency vehicles have unobstructed access to construction areas at all times. Emergency response plans should be in place to address any unforeseen incidents promptly.

Ongoing inspections should be conducted to identify and address any

safety concerns or hazards promptly. Regular maintenance of construction equipment and vehicles is essential to prevent accidents and ensure safe operations.

By implementing these precautions, construction projects can be carried out in a manner that

prioritizes the safety and convenience of the public. It is important to continuously monitor and adapt these measures as needed to ensure a smooth and safe construction process.

TFM: What are the advantages of embarking on concrete road construction compared to conventional bitumen or tarred road projects?

EOA: Concrete road construction offers several advantages over conventional bitumen or tarred road projects:

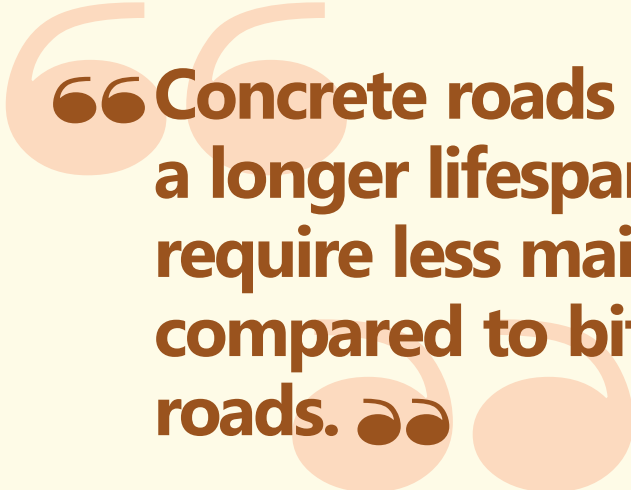
Concrete roads have a longer lifespan and require less maintenance compared to bitumen roads. They are more resistant to wear and tear, heavy traffic, and adverse weather conditions, making them a cost-effective choice in the long run.

Concrete roads have higher load-bearing capacity, making them suitable for heavy-duty vehicles and high-traffic areas. They can withstand heavy loads without developing potholes or rutting, ensuring a smoother and safer driving experience.

Concrete roads offer lower rolling resistance, resulting in improved fuel efficiency for vehicles. This can lead to cost savings and reduced carbon emissions, making them an environmentally friendly option.

Concrete roads have higher reflectivity, which enhances visibility during night-time driving. This improves safety by providing better illumination and reducing the risk of accidents.

Concrete roads are more resistant to



“Concrete roads have a longer lifespan and require less maintenance compared to bitumen roads.”

temperature fluctuations and extreme weather conditions like heat, cold, and heavy rainfall. They are less prone to cracks and deformation, ensuring better road quality and reduced maintenance needs.

Concrete road construction can be completed relatively faster compared to bitumen roads. This is because concrete sets and cures quickly, allowing for faster traffic flow and reduced disruption to the public during construction.

Concrete roads offer a smoother and more uniform surface, enhancing the overall aesthetics of the road. They can be coloured or textured to provide better visual appeal and blend with the surrounding environment.

It's important to note that the choice between concrete and bitumen roads depends on various factors such as budget, traffic volume, local climate, and availability of construction materials. A thorough assessment of these factors is essential to determine the most suitable road construction method for a specific project.

TFM: What economic benefits can a well-maintained road network bring to a nation?

EOA: A well-maintained road network enhances connectivity

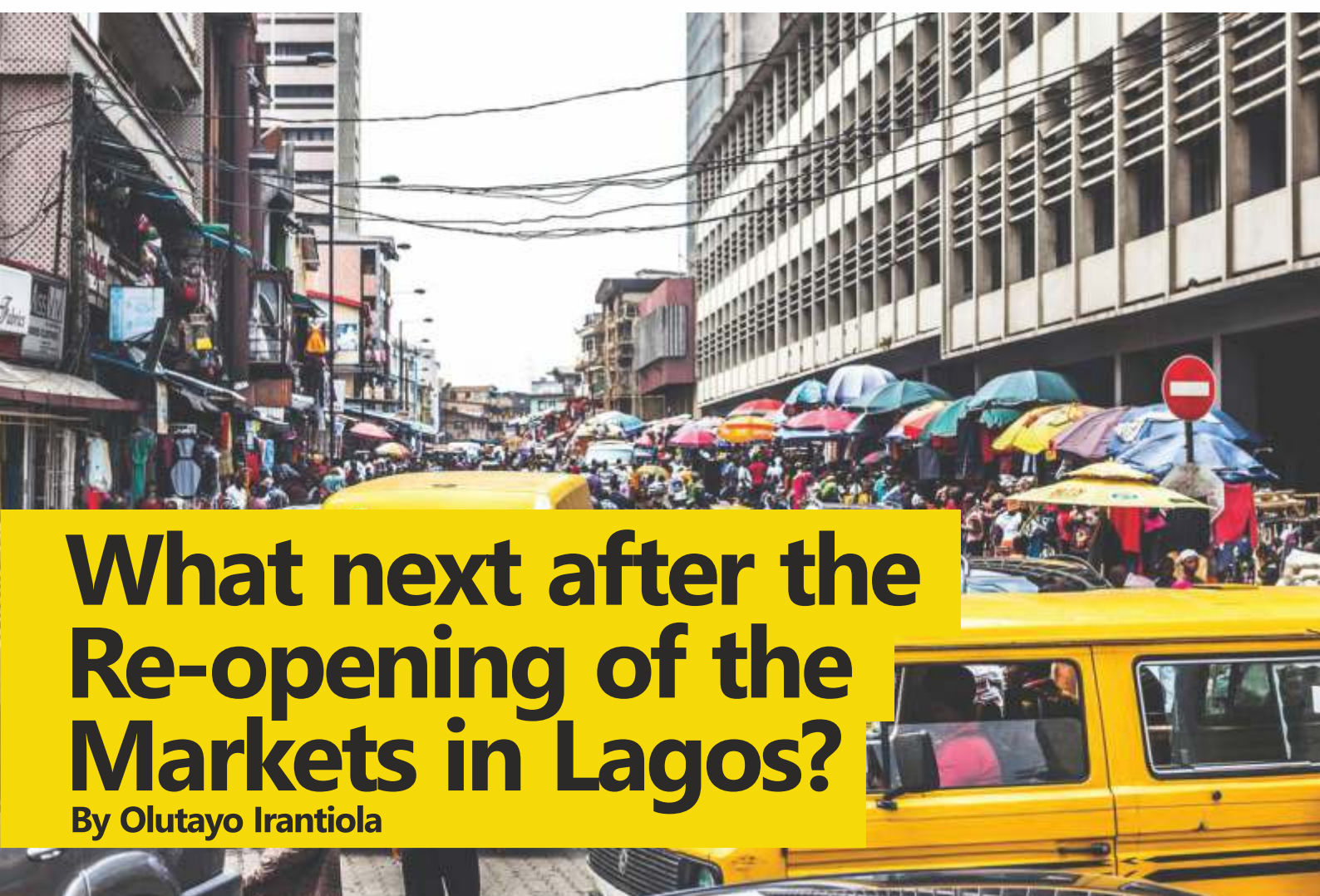
between different regions, cities, and towns within a nation. This facilitates the movement of goods, services, and people, promoting trade, commerce, and tourism. It also reduces transportation costs and time, making businesses more efficient and competitive.

A reliable and efficient road network enables the smooth flow of goods and enables businesses to reach their markets more easily. It facilitates the transportation of raw materials, finished products, and supplies, supporting industries and trade activities. This can lead to increased economic growth, job creation, and revenue generation.

Well-maintained roads provide better access to remote areas, improving connectivity and enabling the development of previously isolated regions. This opens up opportunities for economic development, investment, and tourism in those areas. It also improves access to essential services such as healthcare, education, and emergency services.

A good road network reduces transportation time and costs, allowing businesses to operate more efficiently. It enables the timely delivery of goods, reduces delays, and improves supply chain management. This enhances productivity, competitiveness, and profitability for industries and businesses.

continued on page 22



What next after the Re-opening of the Markets in Lagos?

By Olutayo Irantiola

In the last few weeks, many markets across Lagos State have been locked and opened by the Ministry of Environment and the Lagos Waste Management Authority (LAWMA). There is no gainsaying that these markets are due for closure. However, what next after the re-opening of the markets?

One of the places in town synonymous with huge refuse generation is the markets. Many times, markets are considered to belong to nobody; as such, traders want their immediate environment habitable for their businesses, and at the close of the day, they "drop" the byproducts of their wares somewhere, mainly on the roadside by the huge refuse collector and head to their various abodes.

Yes, we will not, but blame the traders for not doing the appropriate thing. However, with the recent strategic move of the Ministry of

“Many times, markets are considered to belong to nobody; as such, traders want their immediate environment habitable for their businesses, and at the close of the day, they "drop" the byproducts...”

Environment and LAWMA, everybody will know that it is no more business as usual. You have to take full responsibility for your environment, or else, the state will deal with you.

However, there needs to be a pivotal strategy by the government to ensure that refuses do not become a menace for the traders, with the campaign on Circular Economy and how to achieve this. It is time to really put this into action for the good of every Lagosian.

The Lagos State Government and LAWMA need to design a model of evacuation of refuse to these markets so that there would be seamless management. For instance, Mile 12 markets, wherein groceries are sold at the open market, will always have perishable items. There is a need for the government to know if this waste can be used to nourish the soil or even made into consumables for livestock. If this is done, there will be a significant drop in wastage that we currently face as a nation.

At the moment, there are some

continued on page 25

continued from page 20

The construction, maintenance, and operation of a road network create employment opportunities in various sectors. This includes jobs in construction, engineering, transportation, logistics, and maintenance. The road network also supports industries and

businesses, leading to indirect job creation in related sectors.

A well-connected road network can promote balanced regional development by facilitating the growth of industries and businesses in different parts of the country. It encourages investment and economic activities in areas beyond major cities, reducing regional disparities and fostering inclusive growth.

A well-maintained road network signals a nation's commitment to infrastructure development and economic progress. It can attract domestic and foreign investment, as businesses are more likely to invest in regions with reliable transportation infrastructure. This can lead to increased economic activity, job creation, and overall development.

It's important for a nation to invest in the maintenance and expansion of its road network to

unlock these economic benefits and ensure sustained growth and development.

Recently there was a conference titled; "Accelerating the Development of Technology for a smarter, Safer, Sustainable Transportation System in Nigeria." The event was circulated to all professional bodies and a way to look at the solution to the challenges of our roads

TFM: Could you share some challenges that may be associated with concrete road construction?

EOA: The Challenges that may be associated with concrete road, it is more expensive compared to other types of road construction materials.

The cost of materials, equipment, and skilled labour required for proper concrete road construction can be higher, which may pose a financial challenge for some projects.

Also, concrete roads often require more time to construct compared to other types of roads. The process involves multiple stages, including excavation, formwork, reinforcement, pouring, and curing. The curing process alone can take several days or even weeks, depending on the climate and other factors. This longer construction time can cause inconvenience and disruption to traffic flow during the construction phase.

While concrete roads are generally durable, they may require periodic maintenance and repair. Over time, factors such as heavy traffic, weather conditions, and natural wear and tear can lead to cracks, potholes, or surface deterioration. Repairing or resurfacing concrete roads can be a complex and costly process, requiring specialized equipment and expertise.

Climate plays a significant role in the performance of concrete roads. In areas with extreme temperature variations, such as freezing and thawing cycles, concrete roads may be susceptible to cracking and damage. Adequate design and construction techniques, including proper reinforcement and joint spacing, are necessary to mitigate these climate-related challenges.

Concrete production can have a significant environmental impact due to the extraction of raw materials, energy consumption, and greenhouse gas emissions. Additionally, the disposal of concrete waste generated during construction or demolition can pose environmental challenges if not managed properly.

Despite these challenges, concrete roads offer long-term durability, strength, and performance when properly designed, constructed, and maintained. They can withstand heavy traffic loads, reduce maintenance needs, and provide a smooth and reliable driving surface for many years.

TFM: How do you prioritize road maintenance tasks and plan for routine maintenance activities, such as pothole repairs and surface resealing?

EOA: These are activities that facility managers involved in Road construction takes up as their deep concern and ensure prompt response. To prioritize road maintenance tasks and plan routine maintenance activities like pothole repairs and surface resealing, transportation agencies typically use a systematic approach.

- Condition Assessment: Regular inspections and assessments of road conditions help identify areas in need of maintenance. This includes identifying potholes, cracks, surface wear, and other signs of deterioration.

“A well-maintained road network signals a nation's commitment to infrastructure development and economic progress.”

- **Severity and Impact:** The severity and impact of the maintenance issue are evaluated. Potholes and significant surface damage that pose safety risks or cause disruptions to traffic flow are often given higher priority.
- **Traffic Volume:** The volume of traffic on a particular road segment is also taken into account. High-traffic areas may require more frequent maintenance to ensure smooth and safe travel.
- **Budget Constraints:** Available funding plays a role in prioritizing maintenance tasks. Agencies allocate resources based on the severity of the issue and the available budget.
- **Maintenance Schedule:** Maintenance activities are often planned in coordination with other roadwork projects to minimize disruptions. Scheduling considerations may include factors like weather conditions, traffic patterns, and the availability of resources and equipment.

By considering these factors, transportation agencies can prioritize and plan routine maintenance activities effectively, ensuring that critical repairs are addressed promptly and that roads remain safe and functional for drivers.

TFM: In your view, what emerging technologies or trends will shape the future of road construction, and how can we plan to adapt to these changes?

EOA: Smart Infrastructure: The integration of sensors, IoT devices, and data analytics in road construction can help monitor road conditions, traffic flow, and maintenance needs in real-time. This

“...By considering these factors, transportation agencies can prioritize and plan routine maintenance activities effectively, ensuring that critical repairs are addressed promptly and that roads remain safe and functional for drivers.”



data-driven approach can optimize construction processes, improve safety, and enhance overall efficiency.

3D printing technology has the potential to revolutionize road construction by enabling the on-site printing of complex structures. This can reduce construction time, minimize material waste, and offer more design flexibility.

Researchers are exploring the development of self-healing materials for roads. These materials could repair cracks and damage autonomously, increasing the lifespan of roads and reducing the need for frequent maintenance.

There is a growing focus on using sustainable and environmentally friendly materials in road construction. This includes recycled materials, bio-based materials, and innovative alternatives to traditional asphalt and concrete, reducing the carbon footprint of road infrastructure.

To adapt to the changing landscape

of road construction, planning should involve:

- **Collaboration:** Encourage collaboration between road construction professionals, engineers, technologists, and researchers to share knowledge and expertise in emerging technologies.
- **Research and development:** Invest in research and development to explore and test new materials, construction methods, and technologies that align with sustainability and efficiency goals.
- **Continuous learning:** Emphasize continuous learning and training for road construction personnel to keep up with the latest advancements and best practices.
- **Flexible infrastructure design:** Design road infrastructure with flexibility in mind, allowing for easy integration

of emerging technologies as they become more mainstream.

TFM: Can you explain the key policies and procedures that guide road construction projects, including permitting, quality control, and safety measures?

EOA:

1. **Permitting:** Road construction projects require permits and approvals from relevant government agencies. These permits ensure compliance with regulations, environmental impact assessments, and land acquisition processes.
2. **Quality Control:** Quality control measures are implemented to ensure that road construction projects meet specified standards. This includes testing materials, conducting inspections, and monitoring construction processes to maintain quality and durability. Cone penetration test is one of the QCQA monitoring tests to check the compaction and monitor the moisture content of the sub base.
3. **Safety Measures:** Safety is a top priority in road construction. Safety measures include proper signage, traffic management plans, and the use of personal protective equipment for workers. Regular safety inspections and adherence to safety guidelines help prevent accidents and protect both workers and road users.
4. **Environmental Considerations:** Road construction projects in Nigeria also consider environmental impact. Measures are taken to minimize disruption to ecosystems, manage waste, and mitigate any potential negative effects on air, water, and soil quality.

It's important to note that specific policies and procedures may vary depending on the state or local

“If you notice any potholes, cracks, or other damages on the roads, report them to the appropriate authorities. This helps ensure that necessary repairs are carried out promptly.”

government in Nigeria. It's always recommended to consult the relevant authorities and adhere to their guidelines for road construction projects.

TFM: Are there actions that citizens can take to ensure the protection and durability of our road Infrastructures?

EOA: As citizens, we can take certain actions to contribute to the protection and durability of our road infrastructures. There are a few things we can do:

If you notice any potholes, cracks, or other damages on the roads, report them to the appropriate authorities. This helps ensure that necessary repairs are carried out promptly.

Adhering to traffic rules and regulations is crucial for maintaining the integrity of our road infrastructures. Obey speed limits, use designated lanes, and follow traffic signs to minimize wear and tear on the roads.

Avoid aggressive driving behaviors, such as sudden braking or accelerating, which can cause unnecessary stress on the roads. Drive responsibly to reduce the risk of accidents and minimize damage to the infrastructure.

Pay attention to weight restrictions on certain roads, especially for heavy vehicles. Exceeding weight limits can lead to structural damage and accelerated deterioration of the road surfaces.

Stay informed about road maintenance initiatives and support them when possible. This can include participating in community clean-up activities or volunteering for road improvement projects.

By taking these actions, we can collectively contribute to the protection and durability of our road infrastructures, ensuring safer and more efficient transportation for everyone.

peculiar markets, Computer Village and Alaba, Aswani and Yaba, with products that the world is still grappling with the best way of handling its waste; these are the largely electronic-related-waste and clothes. We do not have a model that will resolve waste, and it has become expedient to know how to fix this challenge too.

The peculiarity of each market will determine what will be done to ensure that we get the best out of the waste produced daily. So, we need to develop a strategy for markets that deal in motor parts, fashion, and accessories, pieces of furniture, metals, amongst others.

I would also want to drum up support for the state government's action. As a result of the import-dependent nature of the Nigerian economy, many traders have had the opportunity to travel to nations

wherein they import their wares and also gone on pilgrimage either to Jerusalem or Saudi Arabia. The famous saying, "*Opopo Mecca mo roro*", means the streets of Mecca are sparkling clean. However, we all enjoy making our roads stink.

With the level of Government investment in LAWMA and the franchisees located across the state, there are still insufficient waste truck collectors that can serve these markets daily, and that is why the level of waste keeps growing geometrically and the unending competitive need for the services of these waste collectors from the residential areas to the commercial areas. This might warrant the closure of the commercial spaces every week because of the attendant waste.

The LAWMA Summer Academy for children needs to be infused into the curriculum for students of Lagos

State so that we can begin to catch them young. If the content of the training is made available to children through the classroom, they will, in turn, educate their parents, and this will lead to attitudinal change in the community at large.

Beyond the sanctions on residential and commercial areas on issues of waste management, a stakeholder forum on effective waste management for a mega city like Lagos needs to be organized so that we can take lessons that will turn our waste into wealth.

The game is not over, the advocacy is not over, and the attitudinal change should really begin now across all societal strata so that our Lagos can also receive accolades for being one of the cleanest states in Nigeria and

Olutayo Irantiola,
PR Consultant, Creative Writer and Public Affairs Analyst writes from Lagos, Nigeria. He blogs on www.peodavies.com, and can be reached on +234 806 429 4834

“With the level of Government investment in LAWMA and the franchisees located across the state, there are still insufficient waste truck collectors that can serve these markets daily,



Elevators are Safe if Managed Properly

- Engr. Dideolu Falobi

Engr Dideolu Falobi is a fellow of the Nigerian Society of Engineers and the Nigerian Institute of Directors and the Nigerian Institute of Safety Engineers. He has been the Managing Director of Kresta Laurel Limited since 2005.

He spoke with TFM Crew, please find below excerpt of the conversation-

TFM: What safety standards must elevators meet, and what should be considered when shopping for one?

EDF: While there is the Lifting and Allied Work Equipment (Safety) Regulations 2018, all elevators and escalators are supposed to meet the EN 81 – 20 and EN – 115 standards of safety and specifications. However, the latter is not enforced while the former is not adequate especially in the area of specifications. Neither is enforced.

The first is to choose an elevator vendor/contractor with history of credible performance. Secondly, it is recommended that a 5-year maintenance contract be infused with the purchase contract. Thirdly, and especially for public buildings, the maintenance contract should cover both labour and spare parts and should be on a 5-year rolling plan. This will ensure that maintenance issues and payment are dealt with once and for all for long intervals.

Holding of strategic stock of spare parts locally should be one of the considerations for choosing vendors. However, in the case of non-availability of stock, I advise you to wait as against going for non-original spares.

TFM: What are the safety devices installed in elevators to address emergencies?

EDF: There are various safety devices installed in elevators to address emergencies, some of these are:

Emergency Battery Drive (EBD) - It activates when there's power failure to bring the lift to the nearest floor and open the doors for the passengers to come out.

Emergency Rescue Drive (ERD) - It works like EBD but the difference is that ERD can cover distance above 5m or more than one floor.

Rescue Brake Opening Device (RBO) - It is powered by alternating current and direct current by pressing the button from the maintenance access panel (MAP) to release the trapped passengers.

Overspeed Governor System (OSG) - It regulates the speed of an elevator by activating automatically when the elevator speed is 0.02m/s higher than the rated speed. For instance if the rated speed is 1.0m/s, OSG will activate when the speed increase to 1.02m/s.



“Smart buildings reduce operational costs through energy savings and predictive maintenance, freeing up budgets for other improvements.”

These devices collect and transmit data to a central control system.

- **Building Management Systems (BMS):** BMS, also known as Building Automation Systems (BAS), serve as the central nervous system of smart buildings. They integrate and control various building systems, ensuring seamless operation.
- **Artificial Intelligence (AI) and Machine Learning:** AI and machine learning algorithms process the vast amounts of data collected by smart building systems, enabling predictive maintenance, energy optimization, and anomaly detection.
- **Cloud Computing:** Data collected by smart buildings is often stored in the cloud, allowing for remote access and analysis. This enables facility managers to make informed decisions from anywhere.

Impact on the Facility Management Industry

The adoption of smart buildings is transforming the facility management industry in several ways:

- **Skillset Evolution:** Facility managers need to acquire knowledge of IoT, data analytics, and automation to manage smart buildings effectively.
- **Cost Savings:** Smart buildings reduce operational costs through energy savings and predictive maintenance, freeing up budgets for other improvements.
- **Sustainability:** The enhanced energy efficiency of smart buildings contributes to a more sustainable future by reducing greenhouse gas emissions.
- **Competitive Advantage:** Businesses that invest in smart building technology gain a competitive edge by offering a more comfortable and efficient

environment to their employees and customers.

Conclusion

Smart buildings are revolutionizing the facility management industry, offering many benefits that improve building efficiency, occupant comfort, and sustainability. As technology continues to evolve, the adoption of smart building solutions will keep growing, making them an integral part of modern facility management practices. Businesses that invest in smart buildings are not only future-proofing their operations but also enhancing their overall productivity and competitive advantage.

Oladipo Olubunmi Ezekiel
Facility Manager
Total Facilities Management Ltd



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2024 TRAINING CALENDAR

IFMA INTERNATIONAL CREDENTIALS (PHYSICAL & VIRTUAL)				
DATE	COURSE	DURATION	(₦) FEE	VENUE
March 11th – 22nd June 3rd – 14th October 14th - 25th	Facility Management Professional (FMP) 1. Operations & Maintenance 2. Project Management 3. Finance & Business Essentials 4. Leadership & Strategy	11 Days (Virtual) 8 Days (physical)	\$1,600 with FMP Application fee \$2,200 with FMP Application fee	VIRTUAL IFMA Secretariat
January 22nd – 25th June 17th – 20th	Essentials of Facilities Management (EoFM)	4 Days	\$750	VIRTUAL
May 13th – 28th November 4th – 19th	Certified Facility Manager (CFM)	12 Days	\$1,300	VIRTUAL

IFMA NIGERIA CHAPTER COLLABORATION COURSES



IFMA NIGERIA – COLLABORATION COURSES:

DATE	COURSE	TARGET AUDIENCE	DURATION	FEES (₦)	VENUE
February 26th – 28th March 25th – 27th May 21st – 23rd July 23rd – 25th September 24th -26th November 19th – 21st	Effective Facility Management Operations and Maintenance	Facility Managers, Assistant Facility Managers, Resident Facility Managers and Facility Supervisors.	3 Days	250,000	PHYSICAL/VIRTUAL IFMA Secretariat 369 Borno Way, Alagomeji, Yaba, Lagos.
February 20th – 21st May 7th – 8th August 13th – 14th November 5th – 6th	Technician Maintenance Management Training	Technicians and FM support staffs	2 Days	120, 000	PHYSICAL/VIRTUAL
March 12th – 13th May 30th – 31st July 9th – 10th September 3rd – 4th October 15th – 16th	Strategic Facility Management	Executives and Senior Managers of FM Companies, Government Parastatals, other private and public companies	2 Days	145, 000	PHYSICAL/VIRTUAL
March 5th – 6th June 10th – 11th September 12th -13th November 28th – 29th	Asset Management the Built Environment	Administrators, Head of Admin, Facility and Project Managers	2 Days	135, 000	PHYSICAL/VIRTUAL
April 3rd – 5th June 6th – 7th August 29th – 30th	The Principles of Sustainability Facility Management	Senior Executives, Management, Middle Managers, Administrators	3 Days	300, 000	IFMA Secretariat
April 25th July 31st November 15th	Hands on Training for Cleaning and Janitorial Staffs	Cleaning, Janitorial staff and supervisors	1 Day	75, 000	PHYSICAL/VIRTUAL

April 17th- 19th June 27th - 28th August 8th-9th	Fundamentals of Facility Management	New FM Staff and Those Transitioning to FM	2 Days	125, 000	PHYSICAL/VIRTUAL
August 22th - 23rd	Hostel Maintenance and House Keeping@peration	Hall Managers, Hostel Wardens, Technical Supervisors, Quality Assurance Officers, Porters, Janitors, Security Personnel in Student Hostels, Private Hostel Personnel, Building Maintenance Contractors and Entrepreneurs who are interested in Hostel Management Business	2 Days	80,000 (Classroom) 60,000 (Virtual) 120,000 (On site) (T&C Apply)	PHYSICAL/VIRTUAL a). IFMA Secretariat (For participants in Lagos State) b). First floor, Suite 1, Old Kingsway Building, Ibadan for participants in Oyo, Osun, Ondo, Ekiti and Ogun.
May 3rd	Management of Crisis in Students' Hostels	Hall Managers, Hostel Wardens, Technical Supervisors, Quality Assurance Officers, Porters, Janitors, Security Personnel in Student Hostels, Private Hostel Personnel, Building Maintenance Contractors and Entrepreneurs who are interested in Hostel Management Business	1 Days	50,000 (Classroom) 40,000 (Virtual)	PHYSICAL/VIRTUAL
October 3rd - 4th	Hostel Security Management	Hall Managers, Hostel Wardens, Technical Supervisors, Quality Assurance Officers, Porters, Janitors, Security Personnel in Student Hostels, Private Hostel Personnel, Building Maintenance Contractors and Entrepreneurs who are interested in Hostel Management Business	2 Days	70,000 (Classroom) 55,000 (Virtual)	PHYSICAL/VIRTUAL
June 21	Hostel Customer Service Management	Hall Managers, Hostel Wardens, Technical Supervisors, Quality Assurance Officers, Porters, Janitors, Security Personnel in Student Hostels, Private Hostel Personnel, Building Maintenance Contractors and Entrepreneurs who are interested in Hostel Management Business	1 Day	60,000 (Classroom) 50,000 (Virtual)	PHYSICAL/VIRTUAL
October 31	Hostel Record Management	Hall Managers, Hostel Wardens, Technical Supervisors, Quality Assurance Officers, Porters, Janitors, Security Personnel in Student Hostels, Private Hostel Personnel, Building Maintenance Contractors and Entrepreneurs	1 Day	50,000 (Classroom) 40,000 (Virtual)	PHYSICAL/VIRTUAL
		who are interested in Hostel Management Business			
December 5th - 6th	Warehouse Planning, Operation and Management	Facility Managers, Auditors, Manufacturers, Warehouse Owners, Retailers, Clearing and Forwarding Agents, Importers and exporters of goods and Industrialists.	2 Days	60,000 (Classroom) 50,000 (Virtual)	PHYSICAL/VIRTUAL

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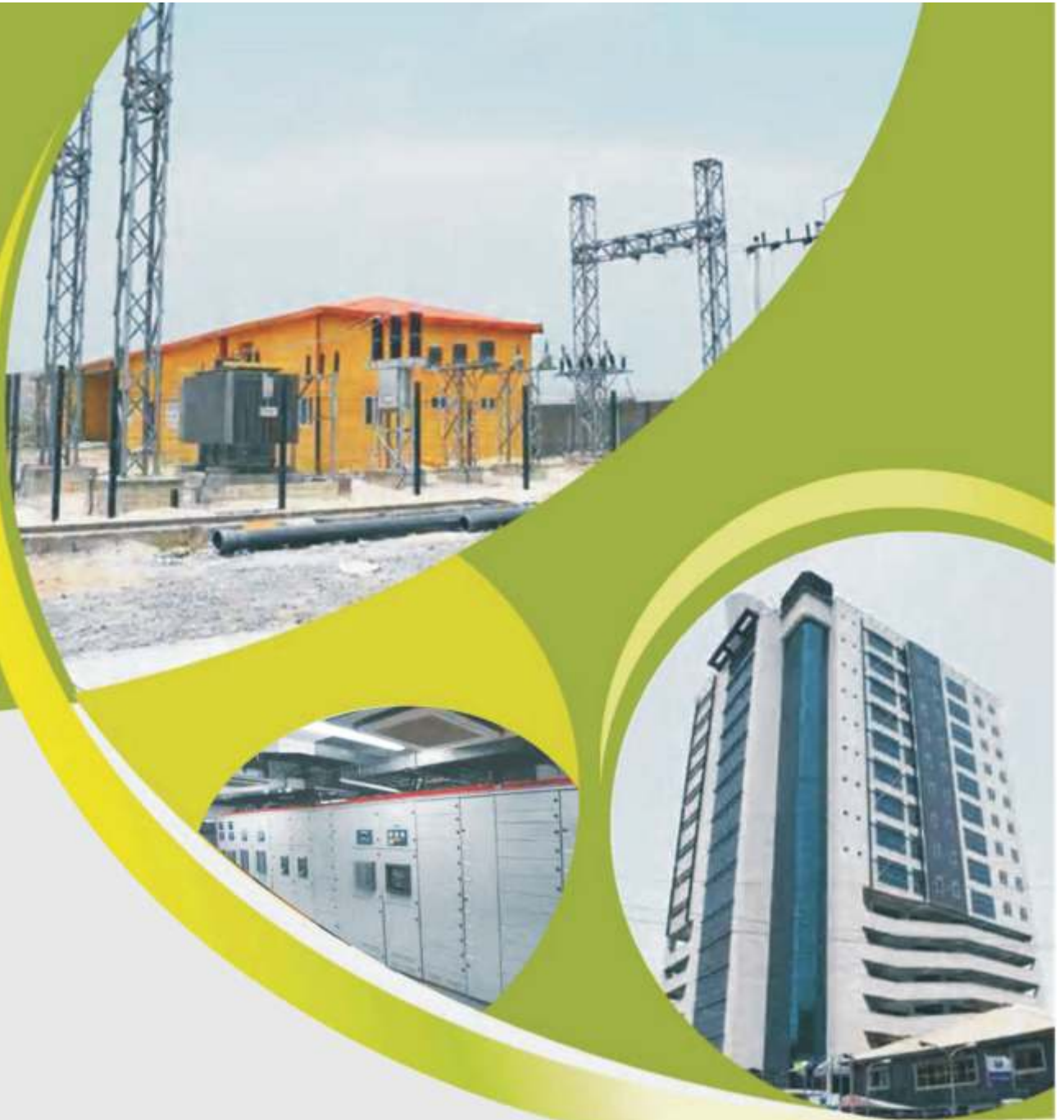
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