



**MINDING THE GAP:**

# **Ensuring Facility Professionals Are Ready For The Future**

By Renee R. Bassett

Changes within the Facility Management profession are creating a need for both inexperienced and seasoned Facility Managers to master a new set of knowledge and skills. **ProFM™**, a new independent training and credentialing program created by FMs, for FMs, can help meet that need.

**In this eBook:**

The ProFM education and credential program.....3

Combining technology, people & business.....4

Translating engineering into business terms.....7

Attracting & shaping new FMs.....10

Creating the best facility managers on the planet.....12

A solution for FM training & development.....15

Defining & filling the knowledge gaps.....18

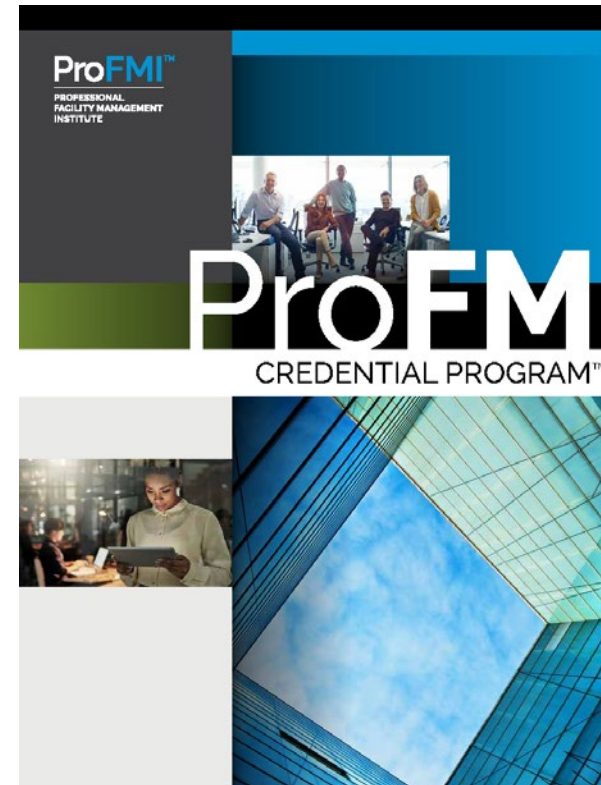
Uniting professionals to prepare for the future.....21

Expanding FM education through credentials.....23

# The ProFM education and credential program

Smart buildings technology. Occupant health and wellness. Energy management and sustainability. Business continuity. Capital planning. These are the challenges facing facility managers today. Many say they entered the profession by accident, succeeded by trial and error, and have seen their roles expanded and responsibilities multiplied. Seasoned FMs can find it challenging to keep up, and new FMs can find it daunting to get started.

All FMs want to have the right knowledge, skills and abilities to succeed over time and stay focused on their top goal: caring for their building spaces and systems, and the people who use them. Facility management standards and best practices exist to further that end, but the FM industry is rapidly changing and evolving. That is why a prominent group of FM employers, practitioners, thought leaders and educators came together to identify the ProFM™ Body of Knowledge and create the ProFM™ global credential.



Designed for all career levels, with buy-in from top employers and the FM community, ProFM is a new training and credentialing program designed to be applicable across all industries, job titles and geographies around the world. It supports facility professionals and their teams with

their increasingly varied responsibilities, identifies key competencies for career advancement, and provides ongoing education to enable every facility professional to succeed.

For more information on the ProFM training program and credential, visit [www.profmi.org](http://www.profmi.org).



## PART 1

# Combining technology, people and business

# Combining technology, people and business

"I started as an engineer – building things and buildings, managing projects," says Larry Bick, senior director of property and real estate for Xcel Energy Company. "Then I moved over to the real estate and facility management side of the business, which is where I really learned about the [power] industry." Like the changes he faced in his own career, Bick has seen the FM role, as a whole, evolve over his 30 years of experience.

"I really think that future facility managers need a broad understanding of a lot of elements of the business they're in – not only the business of FM, but the business they're supporting as an FM," says Bick.

"They have to understand the technical side, the people side, and the business side. They don't have to be the experts, but they have to know where to get them," he adds.



89%

of FMs say their responsibilities have grown over the past 5 years

In the past five years, Bick says his focus has switched from the details of engineering to understanding sustainability, energy management, new technology, and how technology can integrate systems for efficiency, safety and uptime reliability.

Bick is a member of the ProFMI Commission, the voluntary governing body of the Professional Facility Management Institute. Commission members speak for and represent the diversity of the global FM profession throughout the development and management of the ProFM education and credential program. Formed in April 2017, ProFMI is a partnership between National



Facilities Management & Technology (NFMT) – a Milwaukee, WI, provider of live and online facilities management education – and Holmes Corporation.

These two organizations recognized the need for a core set of knowledge and skills to meet new FM roles and responsibilities worldwide, so they worked with the ProFMI Commission to identify and validate those critical knowledge areas through an extensive survey involving more than 3,000 FM professionals and organizations from 93 countries.

ProFMI survey results were used to create the ProFM Body of Knowledge™, a framework of 24 competencies and knowledge areas that form the basis of the ProFM designation and education program (see page 17).



**PART 2**

# **Translating engineering into business terms**



# Translating engineering into business terms

Many FMs say they've seen their responsibilities shift from the technical to the more strategic. The facility management profession has become much more professional in terms of the knowledge, skills, abilities and expectations of the people who are in the business, says Stormy Friday, another ProFMI Commission member. Friday is an international facilities services consultant and one-time director of facilities and support services at the U.S. Environmental Protection Agency.

"At one point, we thought it was appropriate to just have the technical skills," says Friday. "But now you have to have the breadth and scope of the business background, and all sorts of talents we never expected our facilities professionals to have."

Terry Vergon knows that. He's been in FM for 35 years and is currently a ProFMI Commission member and director of engineering & maintenance for

*"When hiring facility professionals, we look for bright people who understand the FM world [to] translate technical engineering terms into cost-benefit analyses."*



– **Terry Vergon**, Director of Engineering & Maintenance, C&W Services

C&W Services, a wholly owned entity of real estate management firm Cushman and Wakefield. C&W Services provides building services to more than 600 clients across North America.

C&W regularly hires FMs to work with its clients, and it looks for "bright people who understand the FM world [to] translate technical engineering terms into cost-benefit analyses," says Vergon. He says this ability becomes key when needing to ensure the client or CFO can understand why a change is necessary to an asset management plan, for example.





Vergon and others say facility professionals have to be able to understand the many innovations in the FM world and communicate those to stakeholders and decision makers. That means client/occupant communications is another essential FM skill to master

– and often a new role for someone who's come up through the technical ranks.

"If you have to do maintenance on a system and take it down, you have to be able to communicate to all stakeholders the importance of that, and the reasons why," explains Vergon.

Technology overall is becoming more and more important to facilities management, with an increasing emphasis on cutting-edge solutions in particular. "It's a real disruptor," says Vergon. "Now, instead of the FM having to deal with simple things like taking readings with an iPad or smartphone, you have to deal with things like artificial intelligence, learning machine language, and large data sets and data analytics. The world demands that we stay on top of that."

Vergon says the very ideas of Smart Buildings and the Internet of Things demand that facility management professionals be able to understand and analyze the petabytes of data becoming available in order to manage buildings more efficiently and effectively.

**PART 3**

# **Attracting and shaping new FMs**



# Attracting and shaping new FMs

All this creates a need for education and training in new skills, or in existing skills applied in new ways. It also creates an opportunity for attracting and shaping new facility professionals. A common set of FM competencies creates a career path and an occupational framework that can be used to recruit and train new talent – a pressing need for FMs around the world.

Ryan Darnell is executive director of facilities management for Kidmah LLC, which is based out of Abu Dhabi. Darnell, who was introduced to FM through retail management in Australia, has been in FM for 15 years. He says it is essential, but a struggle, to recognize Facility Management on a global scale.

“No two roles are ever the same, or no two clients or facilities are ever the same, so getting standardization across the industry is really a challenge,” says Darnell, also a member of the ProFMI Commission. “You can really see that in developing markets. Things are

moving so quickly, buildings are going up, codes are being done and upgraded, and the [developing] country is looking for people to be vested in that growth and that journey.”

Darnell says his pool of potential new FMs are part of “a young, dynamic market all coming from different areas, so trying to get a ProFM designation, or that minimum set of standards, is very important to us.”

*“No two roles are ever the same, or no two clients or facilities are ever the same, so getting standardization across the industry is really a challenge.”*



– **Ryan Darnell**, Executive Director of Facilities Management, Kidmah LLC



## **PART 4**

# **Creating the best facility managers on the planet**

# Creating the best facility managers on the planet

A minimum set of standards is important to both developed and developing countries. The U.S. has a shortage of qualified applicants to fill necessary jobs as experienced FMs retire. That means, even as the body of required knowledge has become broader, those with the most experience are moving up or out. Current FM training and credentials are not keeping pace.

Dr. Sharon Jaye, another ProFMI Commission member, has 15 years' experience as an FM in public, university and K-12 schools in New York. She says, "There is definitely becoming more of an accepted body of knowledge that all FMs need to know, and sustainability is becoming more of an accepted practice. If you talk to your president or CFO, you can make the business case for saving money and improving the experience for people in the facility."

Jaye says most FMs do not have sufficient knowledge in all the areas the ProFM credential covers, and

building standards for FM makes it easier to create a pipeline for students to get into the industry. "We need more kids choosing this as a profession," she says, and to do that "we need an internationally accepted standard."

*"There is definitely becoming more of an accepted body of knowledge that all FMs need to know."*



– **Sharon Jaye**, Sustainability Consultant and former Facility Manager

Darrell Rounds, an electrical engineer by training with more than 20 years of FM experience, says a program like the ProFM global credential can ensure that the individuals hired to manage facilities have the skill set and technical ability to do so.



“When things happen and things go awry, people realize it is not that easy of a job,” says Rounds. “The ProFM designation will set apart the individuals who are capable of handling the task at hand.”

Rounds started with General Motors Company as an associate plant engineer and grew through several different roles and areas of responsibility, learning as he went. He has been supervisor of facilities maintenance, corporate housekeeping manager, global manager of industrial cleaning, and regional facilities manager. Today, he is a technical group manager, with responsibility for more than 52 million sq. ft. of space.

As a member of the ProFMI Commission, Rounds looks forward to the new ProFM credential providing a tool kit for aspiring and seasoned FMs – one that includes “access to knowledge that can help new hires be the best facility managers on the planet.”

The new ProFM Credential can provide a tool kit for aspiring and seasoned FMs, giving them the knowledge to be the best facility managers on the planet.





**PART 5**

# **A solution for FM training & development**

# A solution for FM training and development

To ensure it became truly the most broad and current program available, ProFMI used its survey of global FM professionals to vet the 24 competencies and knowledge areas that form the basis of the ProFM designation and education program.

To meet market demands, ProFM broadly covers important topics that FMs need to be aware of, but not necessarily an expert in, while going deeper on responsibilities that are required on an ongoing basis. It combines critical topic areas that have never before been included in one complete program. As such, the ProFM Body of Knowledge, or BOK, provides the educational framework to help individuals and organizations identify and fill their knowledge gaps. (See page 17.)

FM professionals want to have the knowledge, skills and abilities to succeed in the short term and the long term, ensuring occupants are productive and their



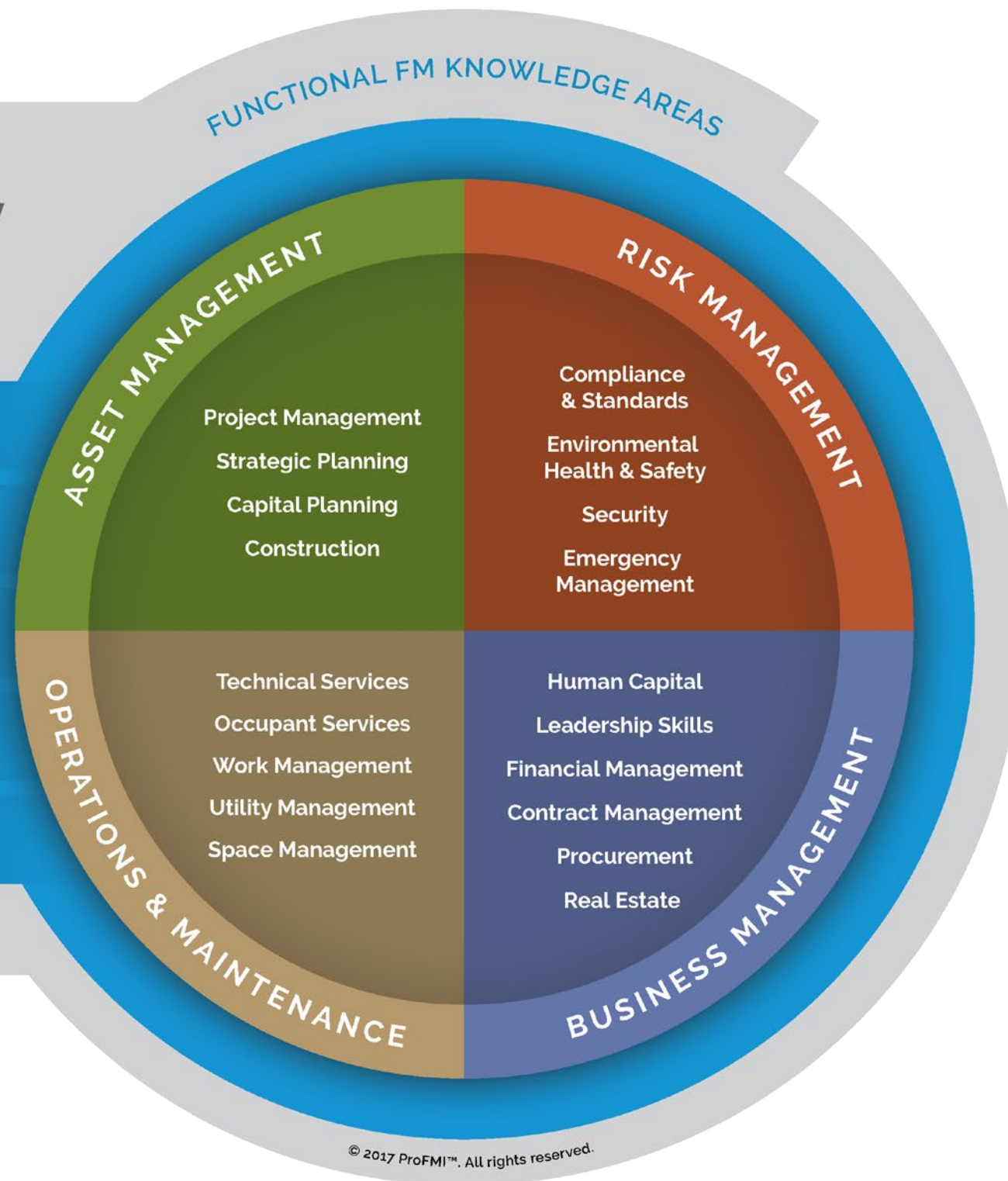
organizations are achieving their strategic purposes. Every building owner/operator wants that too, but most facility organizations aren't well prepared, especially during periods of great change, to determine what their future needs are going to be.



# The ProFM™ Body of Knowledge



CROSS-FUNCTIONAL COMPETENCIES



The ProFM Body of Knowledge, or BOK, includes 19 functional knowledge areas and five cross-functional competencies essential to FM success.



## PART 6

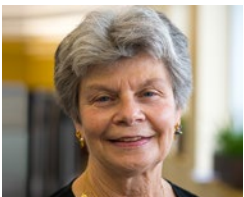
# Defining and filling the knowledge gaps

# Defining and filling the knowledge gaps

“What typically happens is that there’s an existing workforce and a future need, and there’s a gap in between that,” says FM consultant Stormy Friday. “Most facility organizations have not been able to define what that gap is, let alone how to fill it. A program like ProFM can fill that gap.”

Friday says the ProFM BOK and credential can be used to make sure that both new entrants to an organization and those people who are currently there “have the

*“Most facility organizations have not been able to define their knowledge gaps, let alone how to fill them.”*



– **Stormy Friday**, FM Consultant and former Director of Facilities and Support Services, U.S. Environmental Protection Agency



right knowledge, skills and abilities to meet [the organization’s] needs for the future.”

Caroline Horton has 5 years’ experience and yet her career began completely outside the FM industry. Now, as a facilities associate for a prominent asset management company in New York City, she’s both planning for and representing the future of FM.

Horton’s motivation for joining the ProFMI Commission was “understanding that I’m sitting with a vast amount of knowledge and experience about the younger generation, and I’d like to bring that to the table: How we come into the boardroom. How we talk. How we use technology. What’s important to us. How we

want to be loyal to our employers. I want to show and provide a voice for the young and non-traditional generation.”

Horton has found the development of the ProFM credential eye-opening, and reviewing details of the Body of Knowledge got her thinking about the range of FM responsibilities.

Facility management, Horton says, is “the backbone of the every-day operation – it’s short-term and long-

term planning. We have to think about the basic things such as hanging a clock on the wall, and the long-term consequences of adding something that will be there forever. We have to make sure the functioning of our company doesn’t stop.”

The ProFM designation can help her do just that, and teach her all the things she needs to learn to fill in her own FM knowledge gaps to be successful.





## PART 7

# Uniting professionals to prepare for the future

# Uniting professionals to prepare for the future

"It takes a community to enact real change," says Randy Olson, vice president of business development for ProFMI. "The ProFM standards, training and credential are the result of independent FM organizations and individuals coming together to elevate the facility management profession and advance the careers of facility professionals."

Respected organizations such as nonprofit BOMI International, with more than 47 years of expertise, along with the organizations represented by the ProFMI Commission, show the wide cross-section of support behind this effort, says Olson. "ProFM is truly a global community effort," he adds.

For more information on the ProFM training program and credential and how to get involved, visit [www.profmi.org](http://www.profmi.org). ■



**ABOVE:** It takes a community to enact real change. Many partners came together to shape the ProFM credential.



# Expanding FM Education Through Credentials

By **Wendy Dietzler**, Vice President of Education, Trade Press Media Group

Trade Press Media Group, parent company of National Facilities Management & Technology (NFMT), is a 100-year-old company providing leading information products for the facilities marketplace. Whether it is through *Building Operating Management* magazine, FacilitiesNet.com or live events including NFMT, we have been successfully educating facility management professionals for a very long time.

We have established incredible trust on behalf of our readers, our attendees and our online users. We take that trust very seriously and so every day, through every single product, we strive to make sure we are giving them what they need, when they need it, in every format they need.

Facility managers are challenged every day to stay on top of all aspects of facility management. Access to training and education can be cost-prohibitive. In some cases, travel is a prohibitive issue. Another challenge can be that there is nothing comprehensive and holistic enough.

We are striving to get training to individuals where they are. That can be physically where they are in their space, but also where they are in the career. We are always looking for ways to remove the incremental or small-bite approach, and give them the whole plate of all the skills, trends and strategies to elevate their career.

That's why we're committed to a global and universal approach through the ProFM credential. With ProFM, we believe every FM's skills, knowledge and career path can be elevated.



## **The Professional Facility Management Institute**

The Professional Facility Management Institute (ProFMI) develops and manages the ProFM™ global training program and credential. Formed in April 2017, ProFMI is a partnership between National Facilities Management & Technology (NFMT) – a provider of live and online facilities management education and a division of Milwaukee-based Trade Press Media Group – and Holmes Corporation, an instructional design, marketing and distribution firm delivering premium-quality learning systems to professionals around the world. For more on ProFMI, the the ProFM™ Body of Knowledge and the ProFM™ global training program and credential, visit [www.profmi.org](http://www.profmi.org).