IFMA
International Facility Management Association

Today's
FACILITY
MANAGER

Facility
Management
Staffing Report

Research Report #33

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Today's
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Facility Management Staffing Report

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Introduction

About this Report

Facility management – a profession that encompasses multiple disciplines to ensure functionality of the built environment by integrating people, place, process and technology. (IFMA)

The role of facility management is to support an organization's core business by taking a strategic view of its facilities, operating them in a cost-efficient manner while providing a safe and optimum working environment. The size of the facility management department can be as small as one or consist of hundreds of staff members depending on the size and scope of the organization. When asked about issues that concern facility managers, the shortage of staff is often mentioned. In 2009 study, 28% of respondents cited lack of staff as a daily work struggle. It's rare to hear a facility manager say his department is overstaffed.

To help facility managers gauge if they are applying sufficient resources to the facility management function, IFMA conducted a survey to assess staffing levels for professional, skill trade and non-skilled FM positions. The intent of this study was to measure total staffing levels and to identify factors that drive staffing—such as industry sector, size and type of space managed, outsourcing practices, employee turnover and location.

The decided approach to gather this information was to create a survey of members and subscribers of *Today's Facility Manager* magazine. Because the survey needed to apply to a variety of different organizational models, it took a group of FM subject matter experts and two research professionals several months and multiple iterations to create. Incorporating common outsourcing practices added to the complexity of the survey.

A second objective of this research was to derive a ratio of FM staff to square footage managed. By creating such a ratio, one can create a model to determine the total number of FM professionals in the specific region and derive the size of the universe. This study was successful in this endeavor.

DEFINITIONS

Average
Average is also referred to as the mean – the sum or total of all responses divided by the number of respondents.

BIM
Building Information Modeling

CAD
Computer Aided Design

CAFM
Computer Aided Facility Management

CMMS
Computerized Maintenance Management System

COLA
Cost-of-Living Adjustments

GIS
Geographic information system

Mean
See definition for average. Mean and average are used interchangeably and the interpretation is the same.

Median
The middle value in a range of responses is the median. One-half of all respondents will be below this value, while one-half will have a higher value. The median is also known as the 50th percentile. The advantage in using the median is that it is not affected as much by extreme highs or lows in the range of values as is the case with the mean.

N
N is the number of cases supplying the data being described. It is important to note the size of the sample for the value you are comparing.

Staff

Professional - Used in this report to identify FM staff, typically salaried exempt (not eligible for overtime) employees trained as specialists or managers.

Skilled Trades - Used in this report to identify trained crafts or trades staff such as electricians, plumbers, carpenters, painters, HVAC, controls, furniture tech or stationery engineer.

Non-skilled Workers - Used in this report to identify FM workers who are not necessarily trained or skilled performing duties such as custodial, grounds keeping, food service or moving.

METHODOLOGY

The International Facility Management Association and *Today's Facility Manager* magazine conducted a study on staffing levels. Unique samples were chosen from the IFMA membership base and *Today's Facility Manager* subscriber list, then merged to ensure that the file contained no duplicates. A total of 18,015 unique individuals were sent a survey. The survey was active from early June 2009 through July 31, 2009.

Respondents were offered a free electronic summary of the findings as an incentive for participation. Upon completion, the study had a total of 994 responses from IFMA members out of 8,133 net names in the sample, a response rate of 12.2%. Among *Today's Facility Manager* subscribers, only 420 responded from a net sample of 9,882 names, a response rate of 4.3%.

Data analysis began soon thereafter, and within several weeks it was apparent to both researchers that the staffing data was inconsistent. It appeared that many of the respondents overcounted professional staff and undercounted trades staff and unskilled staff. After careful consideration, a decision was made to reissue a modified staffing question to the 1,400+ participants who had participated to make certain that all staff members were counted and incorporated in the appropriate category. This additional fielding occurred in January 2010. By the

end of January, 700 of the previous respondents had supplied updated data. The newer data was matched up to the previous set of data, and new staffing data was created.

Because standard error is a function of total responses, the study findings overall are statistically significant at the 95% confidence level with a low sampling error and a confidence interval of approximately +/- 3.5%.

Facility
Description
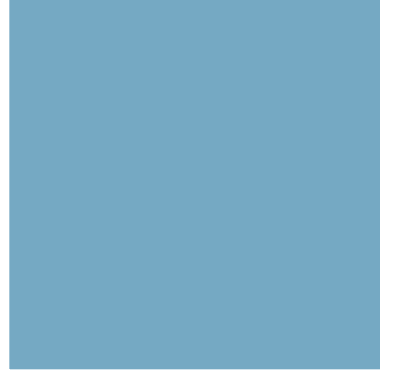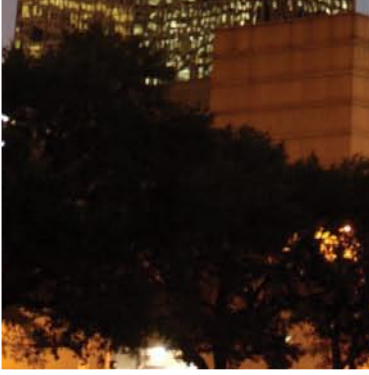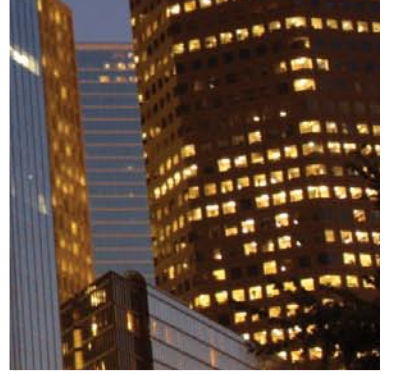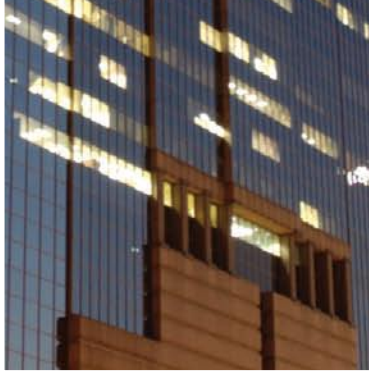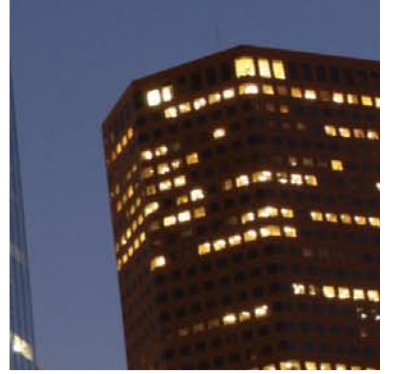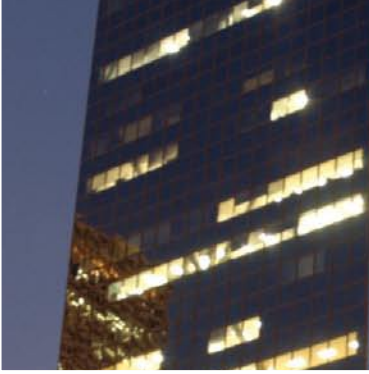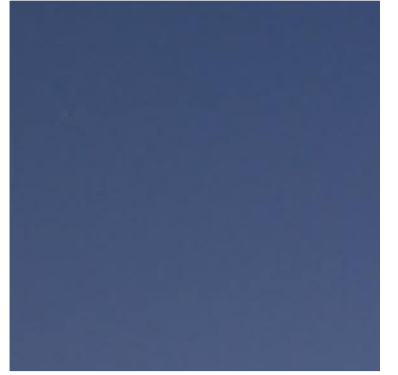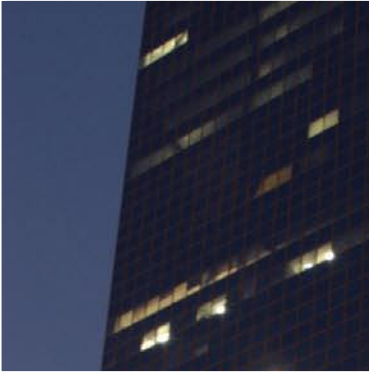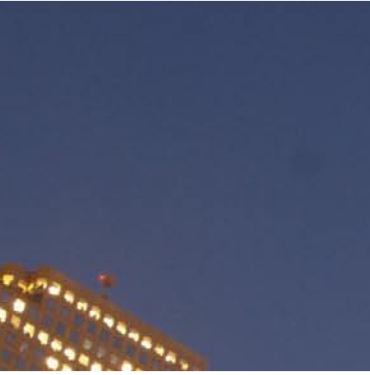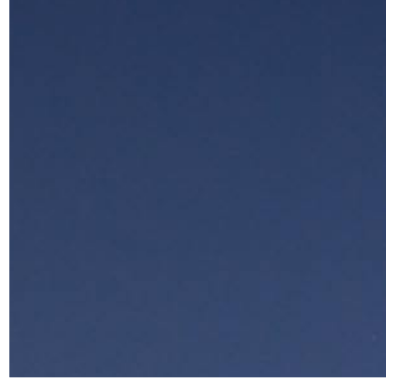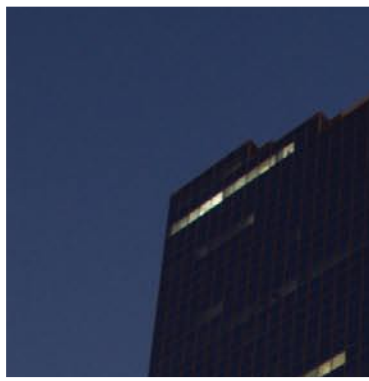
Facility Description

Industries Represented

SERVICES

The majority of respondents (51%) indicate that they are in a service industry, while 30% indicate an institutional setting, and 20% indicate manufacturing. Although the survey asked the respondent to check only one industry, many respondents specified more than one category.

Within services, the most common categories are health care (9%); professional services including legal, accounting, consulting, engineering, and architecture (8%); insurance including health, life, auto, mutual, casualty, flood (6%), and banking including consumer, commercial, savings, credit unions (6%). Others in this category include trade (4%); investment services (3%); media (3%); and hospitality (3%); utilities (3%); telecommunications (3%); information services (2%) and transportation (2%).

Industry	%
Health Care	9%
Professional Services	8%
Insurance	6%
Banking	6%
Trade: Wholesale, Retail	4%
Investment Services	3%
Media	3%
Hospitality	3%
Utilities	3%
Telecommunications	2%
Information Services	2%
Transportation	2%

N=624
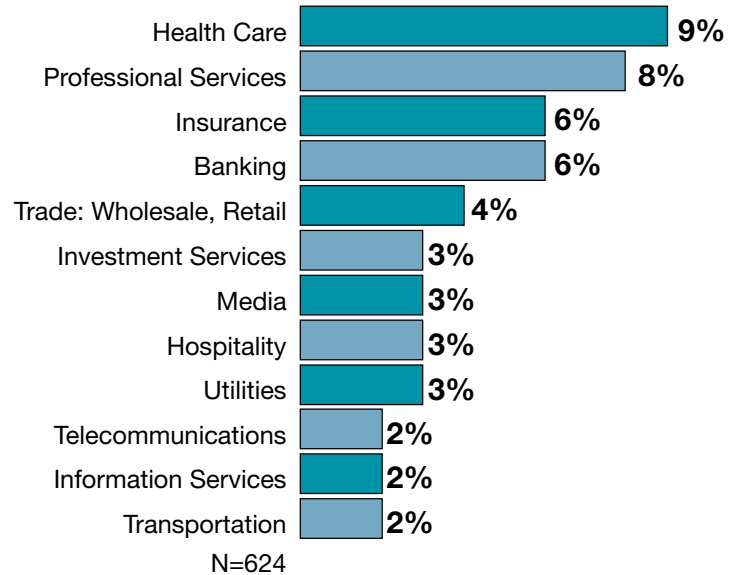
MANUFACTURING

Within manufacturing, the most common categories are electronics including telecommunications equipment (4%), chemical/pharmaceutical and consumer products (3% each), and computer hardware or software (2%). Others include energy and medical equipment (2% each), aircraft/industrial (2%), building/construction (1%), and motor vehicles (1%).

Category	%
Electronics	4%
Consumer Products	3%
Chemical/Pharmaceutical	3%
Computer Hardware or Software	2%
Medical Equipment	2%
Energy	2%
Aircraft/Industrial	2%
Building/Construction	1%
Motor Vehicles	1%

N=260
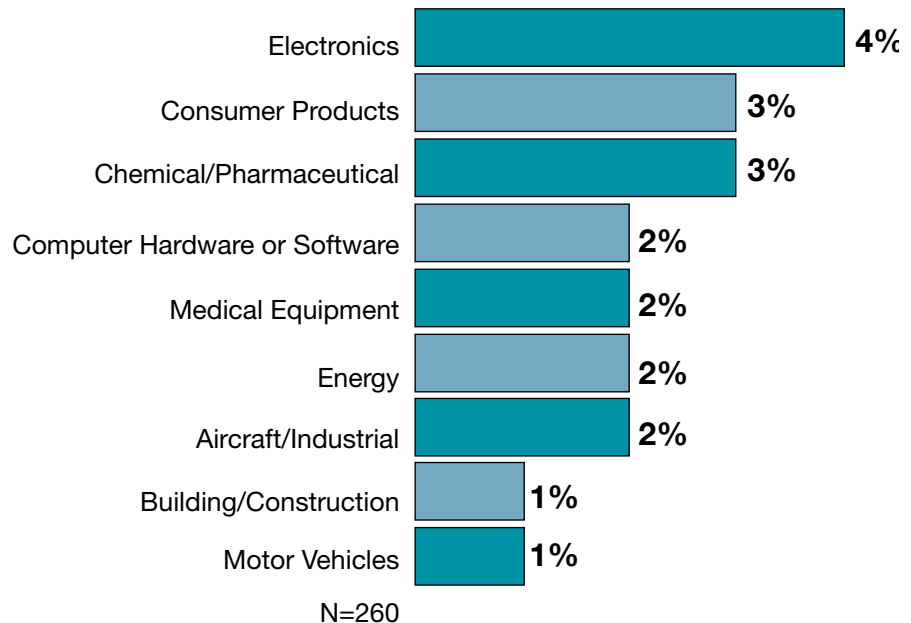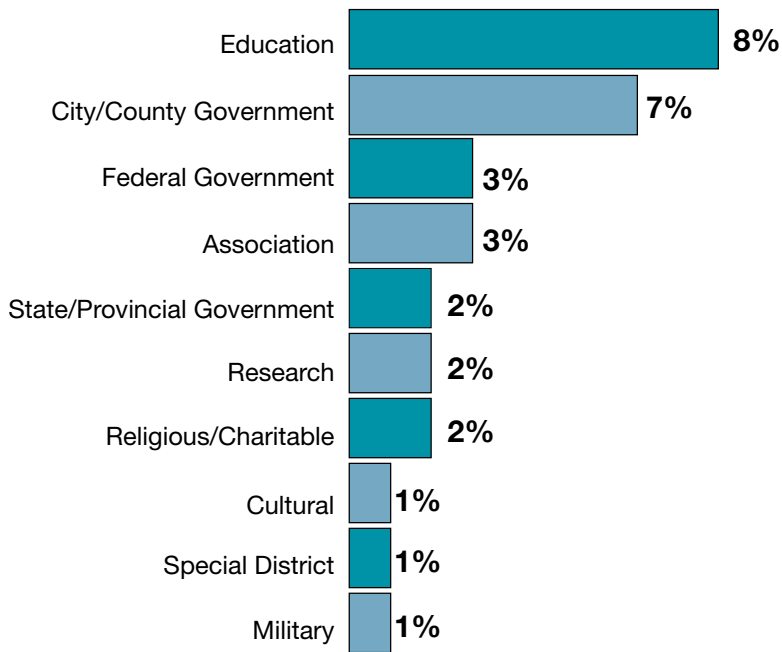
INSTITUTIONAL

Within institutions, the most common categories by far are education (8%) and city and county government (7%). Other institutions represented include federal government (3%), state and provincial government (2%), associations (3%), religious and charitable (2%), research (2%), cultural institutions (1%), special district and quasi-government (1%), and military (1%).

Category	Percent
Education	8%
City/County Government	7%
Federal Government	3%
Association	3%
State/Provincial Government	2%
Research	2%
Religious/Charitable	2%
Cultural	1%
Special District	1%
Military	1%

Facility Description

PREDOMINANT FACILITY USE

Almost half of respondents indicate either an office: headquarters (32%) or mixed use with office as the dominant component (16%). Others include manufacturing (8%), education (7%), branch office (5%), hospital (4%), research center or call center (3% each). No other category among the 18 listed in the survey was indicated by more than 2% of respondents, and combined they comprise 16% of total respondents.

Facility	%
Headquarters	32%
Mixed Use – Office	16%
Manufacturing	8%
Education	7%
Other	6%
Regional Office	5%
Hospital	4%
Research Center	3%
Call Center	3%
Multi-Use	2%
Retail - Branch	2%
Transportation	1%
Sports and Entertainment	1%
Senior Housing	1%
Museum	1%
Library	1%
Data Center	1%
Courthouse	1%
Warehouse	1%
Religious	1%
Recreational	1%

N=1,066

SQUARE FOOTAGE MANAGED

Up to 50,000 SF — 6%
50,001 to 100,000 SF — 10%
100,001 to 250,000 SF — 22%
250,001 to 500,000 SF — 20%
500,001 to 1,000,000 SF — 17%
More than 1,000,000 SF — 25%

Mean= 7,230,000 SF
Median = 400,000 SF

Space within a building

8%

13%
A single building

57%
Multiple buildings in multiple locations

22%
Multiple buildings in one location (e.g., campus)

FACILITY DESCRIPTION

More than half of the respondents, 57%, manage multiple buildings in multiple sites. When asked to specify the number of locations managed, the median was 10.

34%
Partial staff located at sites with support from central FM department

49%
Facility staff in one location, centrally coordinated

16%
Complete staff at individual site

1% Other

FM STAFF AT MULTIPLE SITES

Respondents with multiple sites generally report that they have facility staff in one location centrally coordinated (48%), partial staff located at sites with support from central FM department (34%), and some have complete staff at each individual site (16%).

Facility Description

GEOGRAPHIC LOCATION

Many respondents in this study are responsible for operations in multiple states as well as multiple countries that overlap geographic regions. By region within the U.S, the largest number of respondents are located in the Pacific (24%), followed by the Northeast (21%), Mid Atlantic (18%), Heartland (17%), the Southeast and South Central (16% each), Mountain and Midwest (15% each), New England (12%), and North Central (9%). By country/continent, 10% operate in Canada, while 6% operate in Europe, 5% in Asia, 3% in Latin America, only a few operate in Africa, and 2% only indicate "global" when describing their operations.

Region	Percentage of Sample
New England (CT, MA, ME, NH, NJ, RI, VT)	12%
Northeast (DE, NY, PA)	21%
Mid Atlantic (DC, MD, NC, SC, VA, WV)	18%
Southeast (AL, FL, GA, PR, TN)	16%
Midwest (IN, KY, MI, OH)	15%
North Central (IA, MN, ND, SD, WI)	9%
Heartland (IL, KS, MO, NE)	17%
South Central (AR, LA, MS, OK, TX)	16%
Mountain (AZ, CO, ID, NM, NV, UT, WY)	15%
Pacific (AK, CA, HI, OR, WA)	24%
Canada (AB, BC, MB, ON, QC, SK)	10%
Europe	6%
Asia	5%
Latin America	3%
Africa	.5%
Global	2%

N = 1,414

OWNERSHIP

Respondents most commonly report that their FM department manages a combination of owned and leased space (41%). More than a third of the respondents, 37%, manage owner-occupied space while 22% manage leased space.

41%
A combination of owned and leased

37%
Owner occupied

22%
Leased

AGE OF FACILITIES

Age	Percentage
Less than 5 years	7%
5–10 years	15%
11-15 years	17%
16-20 years	15%
21-30 years	19%
31-50 years	19%
51-100 years	7%
More than 100 years	1%
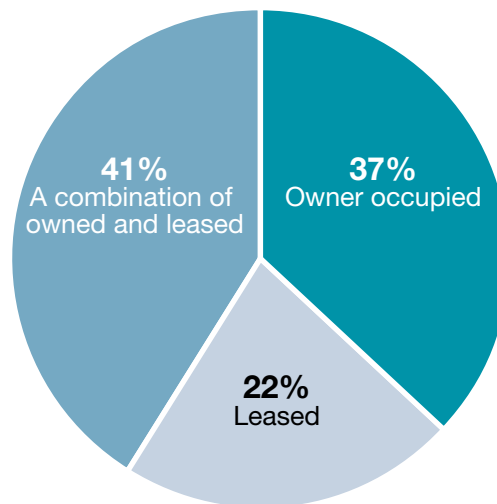
Mean = 25 years
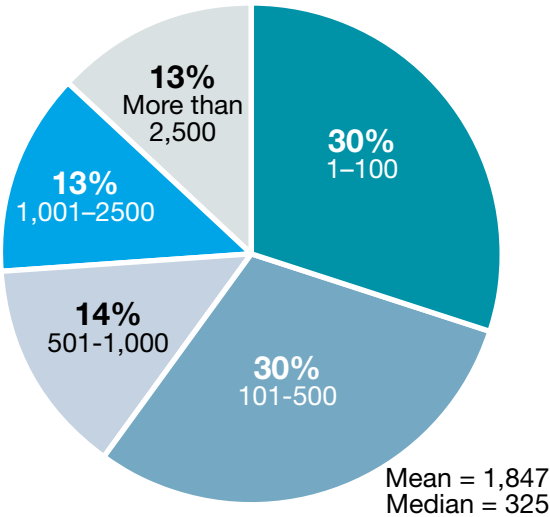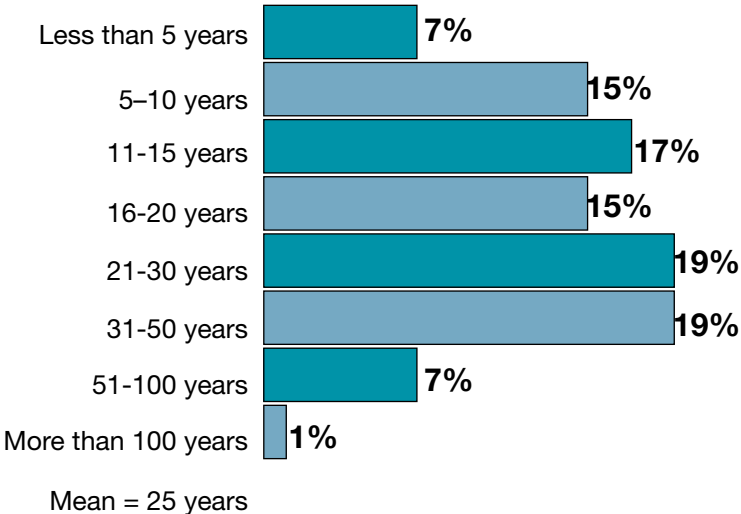
NUMBER OF WORKSTATIONS SUPPORTED

The number of workstations supported has increased by a mean average of 4% over past 12 months.

30% 1–100
30% 101-500
14% 501-1,000
13% 1,001–2500
13% More than 2,500

Mean = 1,847
Median = 325

NUMBER OF SHIFTS

Almost all report that their services span at least a first shift, while 49% and 28% respectively indicate that their services also span a second and third shift, respectively, Monday through Friday.

Shifts Operated	Monday-Friday	Saturday	Sunday
1st shift	99%	94%	91%
2nd shift	49%	65%	72%
3rd shift	28%	48%	59%
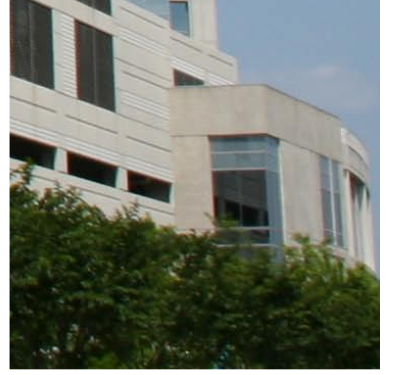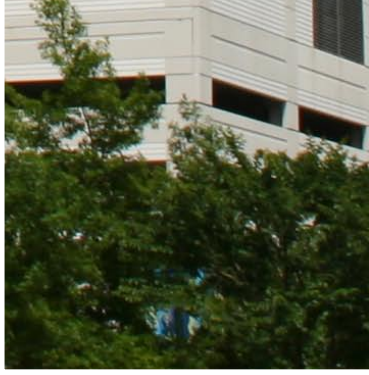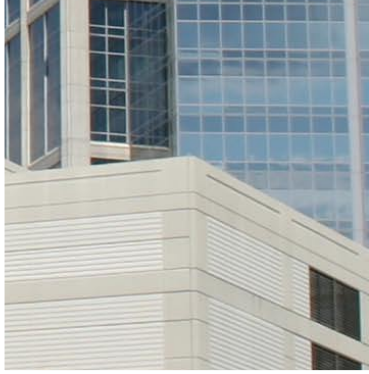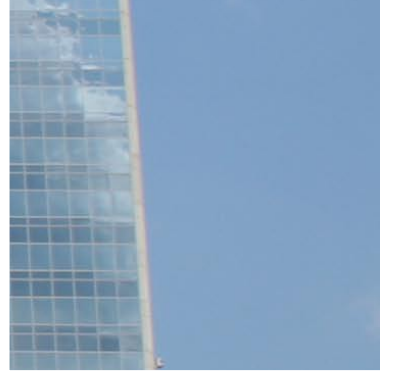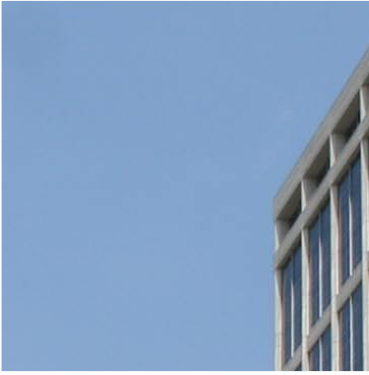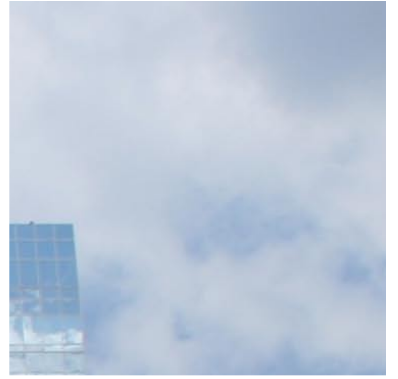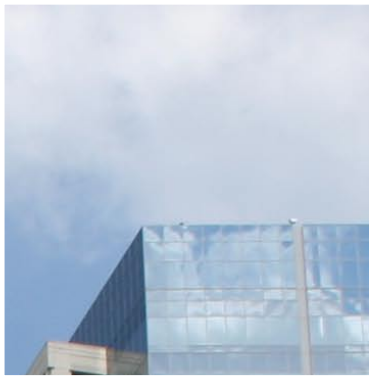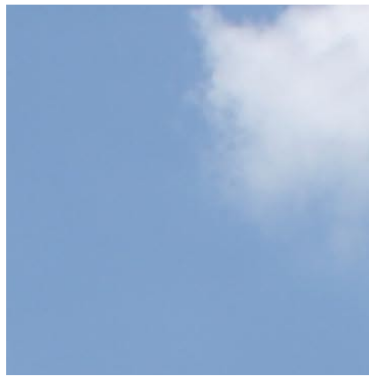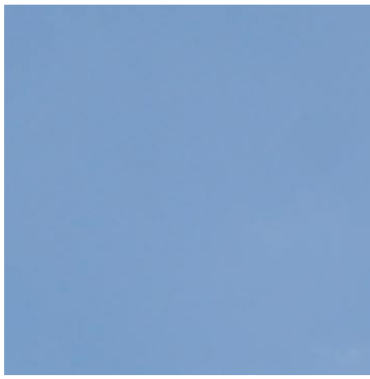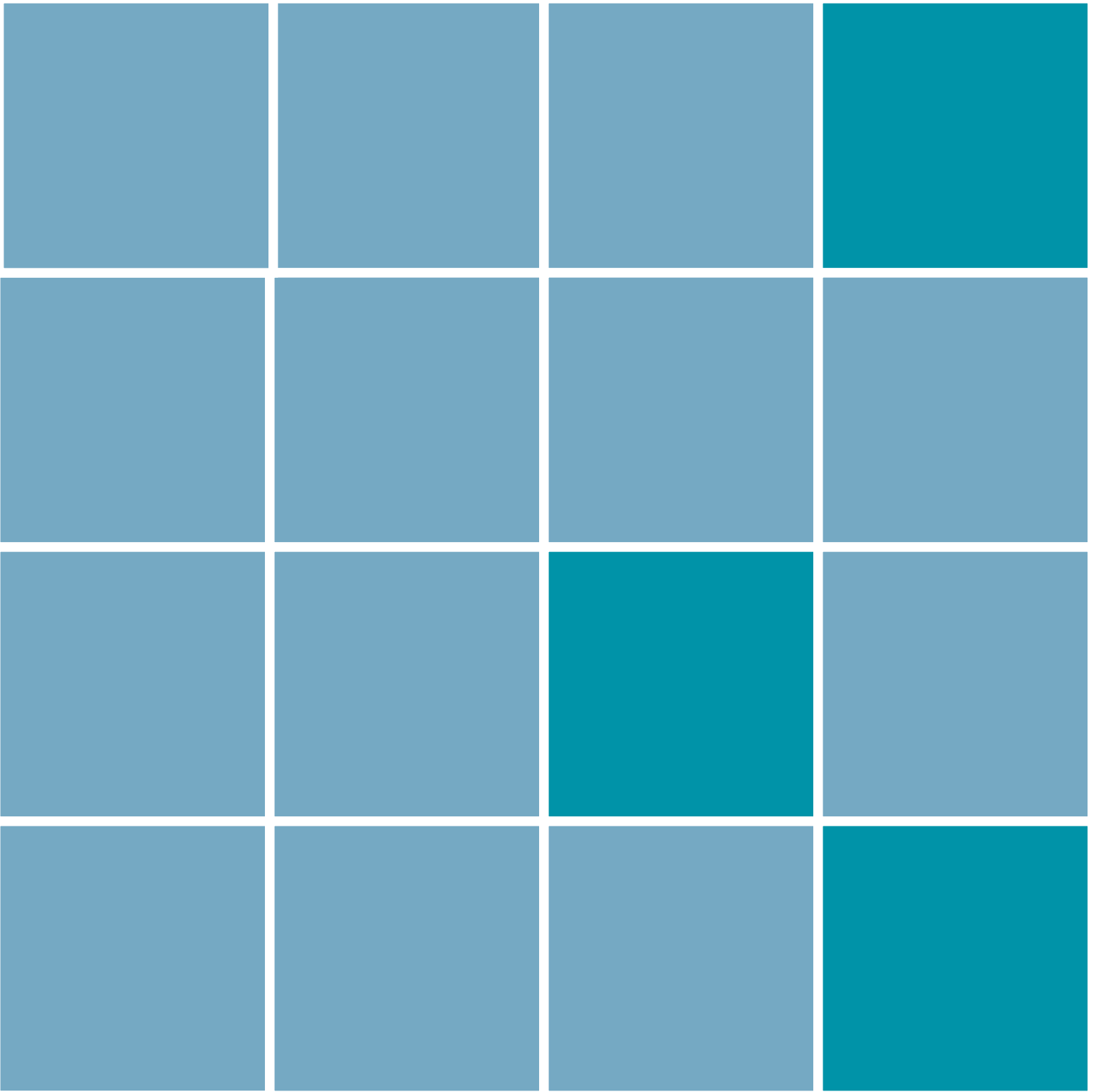
Staffing the
FM Function

Staffing the FM Function

Outsourcing Provision

For a number of years, one of the ongoing debates within FM was how a facility department should be staffed – should the department be staffed with in-house personnel or contracted workers? Reasons to outsource include the ability to control costs, better adjust to work fluctuations, increase uptime, reduce turnover and associated training costs, improve service levels and share risk with service providers. The debate has subsided for the most part, as most FM organizations now are composed of a blend of staff, contractors and consultants.

In this study, facility managers were presented with a list of 25 facility management functions and were asked how to identify if their company provides the function through in-house staff or contracted staff. In many cases, respondents selected more than one category, causing the total to exceed 100%. For some respondent organizations, the service is not provided at all (e.g. daycare) or is managed by another department.

In relation to staffing levels, the impact of outsourcing was difficult to track. In many cases, respondents were not able to provide staffing counts for skilled trades and non-skilled workers because they do not know how many contracted individuals perform these functions. Many service level agreements do not specify staff counts but rather how the task is to be performed or the frequency of the task. As a result, it was difficult to assess the impact of outsourcing on the number on skilled and non-skilled workers.

FM Service	In-house	Third Party Provider	Not Provided or Managed by Other Department
Facility Planning	93%	10%	5%
Project Management	88%	15%	8%
Moves/Additions/Changes	87%	21%	4%
Space Planning	85%	18%	6%
Operations & Maintenance	82%	36%	2%
Life Safety	77%	19%	14%
Supplies	73%	19%	14%
Energy Management	71%	31%	7%
Mail, Shipping & Receiving	68%	20%	17%
Environmental	65%	21%	23%
Real Estate	64%	28%	18%
Conference Services	62%	18%	25%
Switchboard	60%	10%	32%
IT Connectivity	56%	19%	33%
Telecommunications	55%	26%	29%
Construction	54%	65%	5%
Security	48%	55%	12%
Transportation Management	45%	22%	38%
Reprographic Services	43%	39%	29%
Fleet Services	43%	24%	38%
Janitorial	33%	80%	4%
Roads and Grounds	31%	73%	10%
Food Services	25%	59%	24%
Wellness Center	22%	22%	58%
Daycare	6%	25%	72%

Professional Staff

Category	Value
Senior facility manager	1.5
General management	2.6
FM system specialists	0.9
Architecture/Engineering/Construction	1.7
Strategic facility planning	0.5
Real Estate	0.6
Finance	1.0
Moves/Additions/Changes	0.9
Customer relationship management	1.2
All other professionals	3.3

Category	Value
Professional staff	14.0
Skilled trades	15.7
Non-Skilled	25.1
Total Staff	59.3

Category	Value
Hourly	33.4
Salaried	22.1

TOTAL PROFESSIONAL STAFF

Study respondents indicated an average of 20.3 mean and 6.0 median professional staff within the facility management department. The large difference between mean and median can be explained in large part by the broad range of organizations represented in this study. Several factors affect staffing, and these can be seen more in detail in the tables starting on page 25. Professional staff is defined to include the senior facility manager, general management, FM system specialists, architecture/engineering/construction, strategic facility planning, real estate, finance, M/A/C and customer relationship management (help desk and call center assistance).
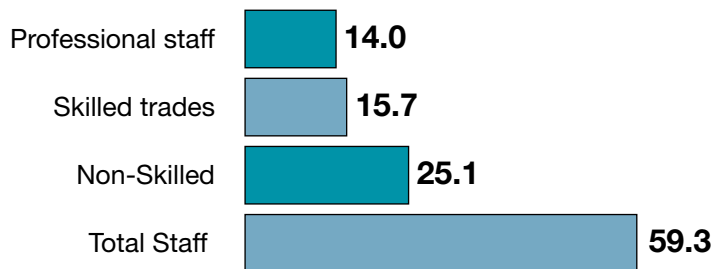
TOTAL STAFF BY CATEGORY

Respondents indicated an average of 59.3 total staff within the facility management department. Total staff includes professional staff, skilled trades and non-skilled workers such as custodial, grounds keeping and cafeteria workers.

Respondents indicated a mean of 22.1 salaried and 33.4 hourly employees within the facility management department.

STAFFING BY FACILITY

Recognizing that facility managers oversee multiple locations, the survey asked respondents to provide staffing counts for the five largest facilities that they manage. In addition to staffing levels, respondents provided square footage and site population. Site population was defined average number of persons occupying the space in a normal workday. This count includes employees, contractors, students, shoppers, inmates, etc. With this information, we were able to derive square footage managed per FM staff member.

Most Active Facilities Managed	Facility #1	Facility #2	Facility #3	Facility #4	Facility #5
Total FM Staff	12.3	6.8	4.5	3.6	3.7
Square Feet	522,000	207,000	147,000	113,000	153,000
Population	2,593	1,109	876	1,278	1,442
Square Feet Per FM Staff	42,439	30,441	32,666	31,388	41,351
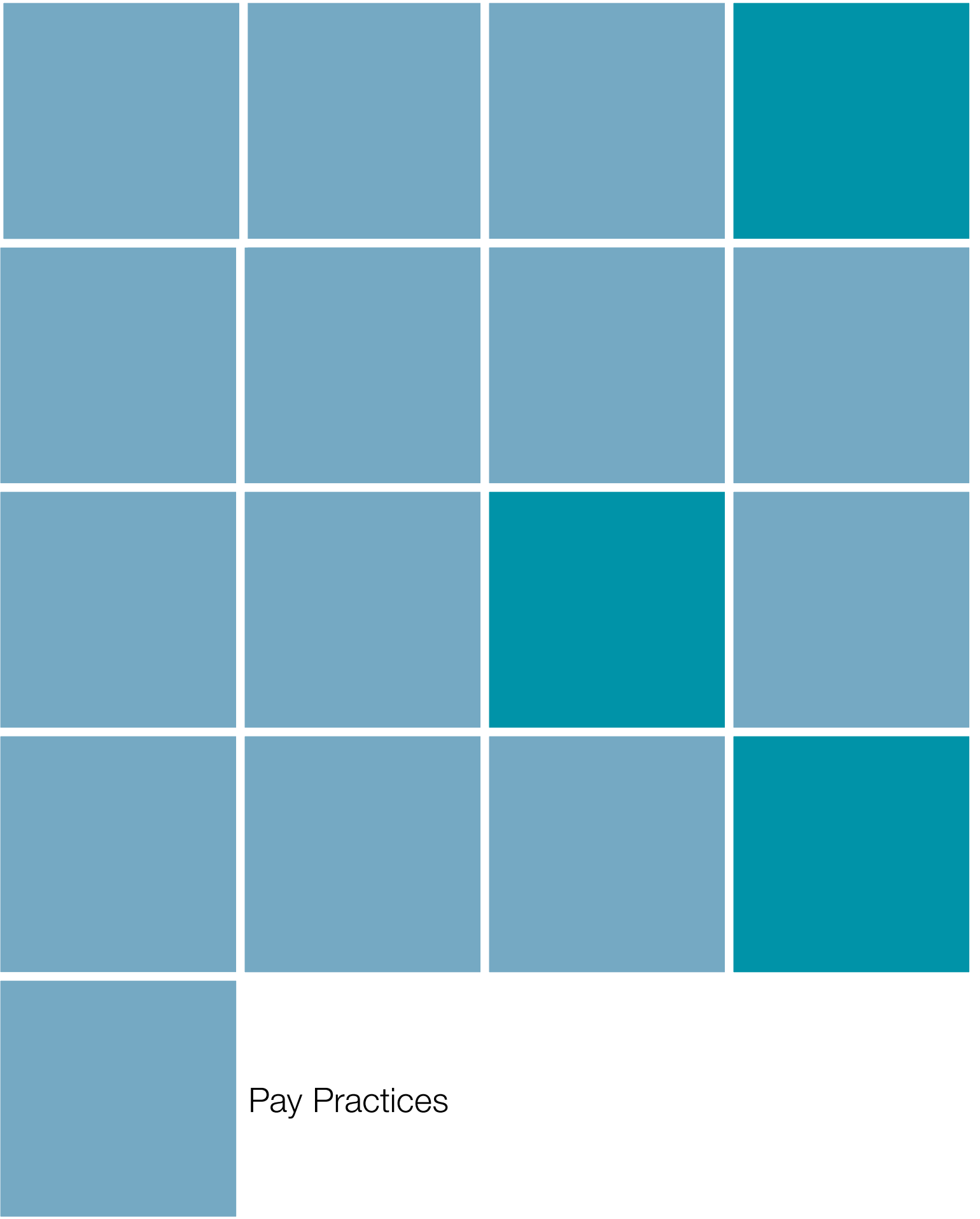
Pay Practices

Pay Practices

PAY INCREASE

Respondents report an almost identical mean of 2.0% pay increase granted to all eligible professional, skilled trade and non-skilled employees in the past year.

Professionals	**2.00%**
Skilled trades	**1.96%**
Non-skilled	**2.02%**

The basis for these increases is most commonly merit among professionals, or COLA and a mix of merit/COLA among skilled trades and non-skilled staff.

Basis for Pay Increases	Professionals	Skilled Trade	Non-Skilled
All/mostly merit-based	55%	40%	41%
All/mostly cost of living adjustment (COLA)	19%	34%	33%
Mix of some merit-based/some COLA	26%	26%	26%

TURNOVER

The estimated turnover within the FM department staff over the past twelve months was an average of 6.6%, with 59% of it coming through attrition and 41% through layoff or cutbacks. Respondents report a mean of 1.2 vacant positions currently in their FM department.

Through layoffs/cutbacks
41%

Through attrition
59%
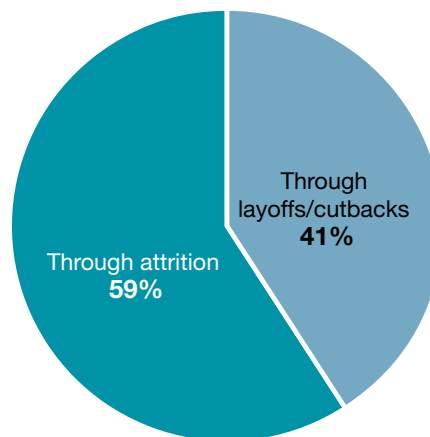
Changes Over Past 12 Months	Increased	Same	Decreased
Total space managed	41%	50%	10%
Number of facilities	31%	60%	9%
Total FM staff	13%	57%	30%
Total payroll	31%	44%	25%

RECENT CHANGES

Over the past 12 months, four out of 10 of the respondents report that their total space managed has increased while almost half, 50%, maintained the same amount of space.

Total payroll increased for three out of 10 respondents, with almost as many reporting a decrease. Although total staffing remained constant for a majority of respondents, it is the only indicator with a higher proportion indicating a decrease rather than an increase.
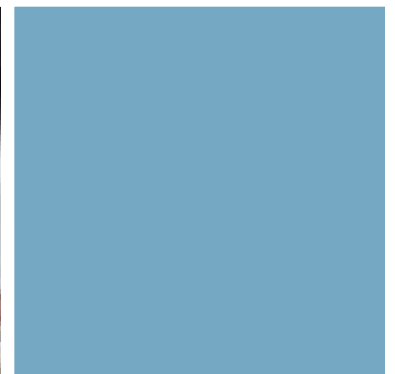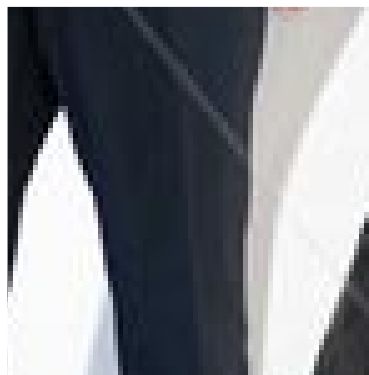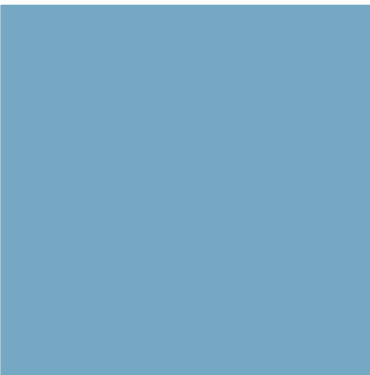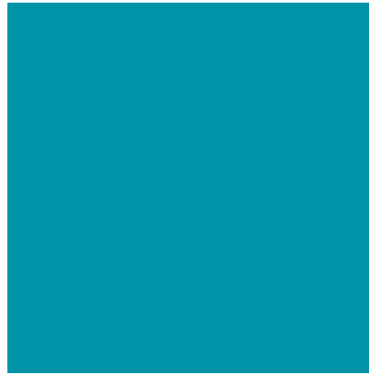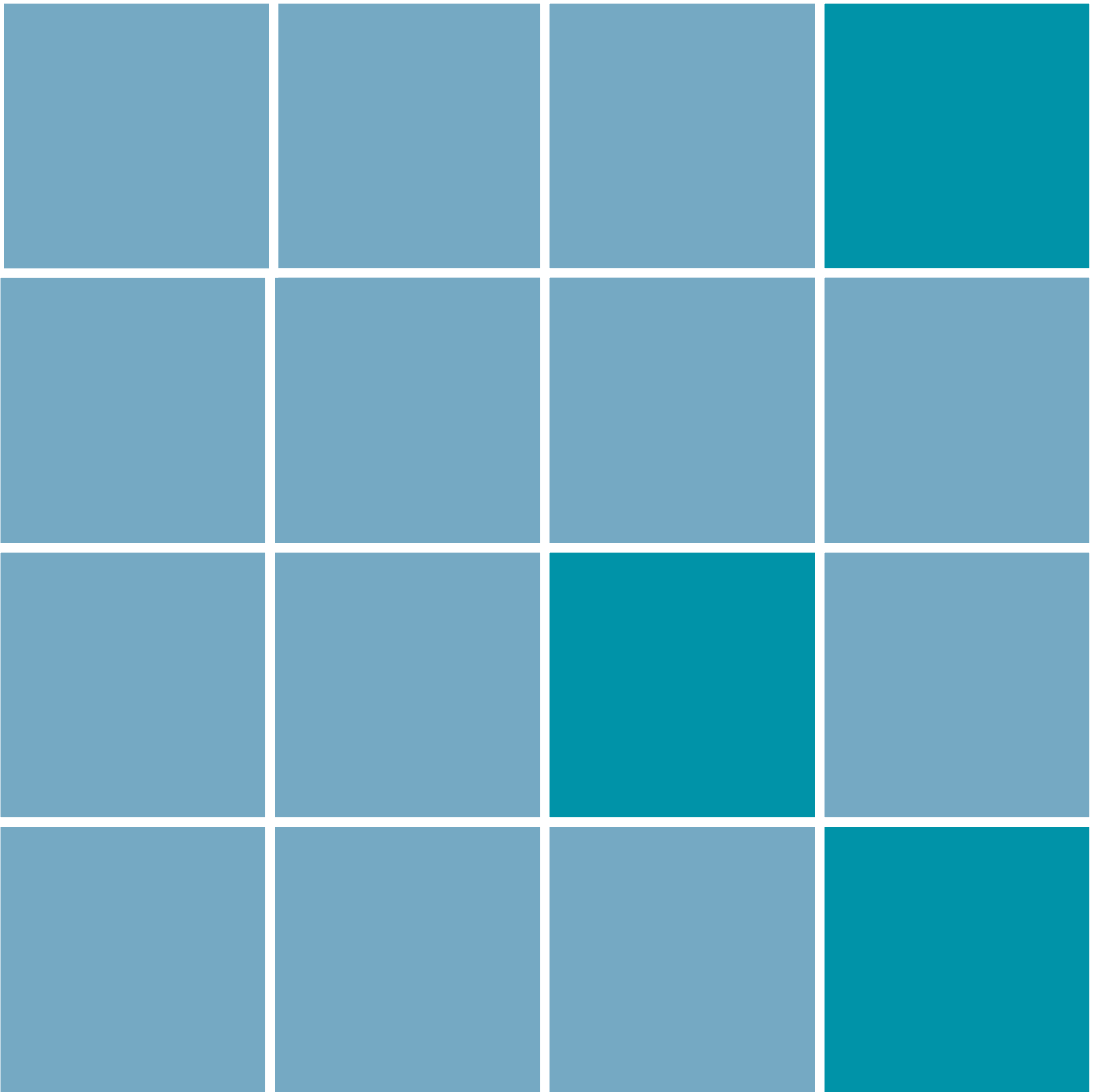
Estimate of
Total Facility
Management
Professionals

Estimate Total U.S. Facility Management Professionals

The majority of this study is dedicated to reporting research findings at the level of a single operation, to help readers understand what factors drive the staffing levels of their peers nationwide and around the world. Another logical application of this research is to determine how many professionals are engaged in facility management today.

Here is the three-step process that was used to estimate total professional facility management staff:

1. Aggregate key statistics from the current survey.

2. Determine what proportion of the total universe these responses comprise.

3. Inflate staffing statistics by an appropriate factor to estimate the actual total number of professional facility managers.

1. From this survey we compiled three specific statistics. After aggregating respondents' data, there were a total of 18,300 professional staff members working in 134,900 locations/unique buildings, managing 9.91 billion square feet. The survey sample included international contacts, so the results included international data as well. To compensate, the above figures were reduced to reflect probable U.S. only figures. Reducing worldwide responses by 10% yields an estimate of 16,500 U.S. professional facility management

staff (i.e. senior and general managers, etc.) that was accounted for in this study.

2. To estimate the total universe, we used data from the Commercial Buildings Energy Consumption Survey (CBECS), published periodically by the U.S. Energy Information Administration. The U.S. Department of Energy most recently published CBECS data in 2003. At that time CBECS estimated 4.86 million commercial building/locations and 71.66 billion square feet. Applying our estimated U.S. total survey data to this total suggests that survey respondents comprised 2.5% of the total locations, and 12.5% of the total square footage. This makes sense because the majority of the survey respondents, IFMA members and *Today's Facility Manager* subscribers, tend to manage large commercial buildings.

3. An inflation factor was used to multiply total U.S. FM professional staff (16,500) to estimate a nationwide total. The inflation factor could range between 8 and 40, depending on whether it is based on total locations or total square footage. Because the distribution and presence of total U.S. facility managers probably resembles the distribution of IFMA members and *Today's Facility Manager* readers—that is, there are very few facility managers overseeing operations in many of the smaller buildings in the CBECS universe of commercial buildings (1,000 to 5,000 square feet), we chose to use an inflator

of 24.72. The selected inflator fell between the location and square footage inflators.

Using this inflation factor, we estimate a total of 408,000 total facility managers in the U.S. Once the U.S. Energy Information Administration releases its 2007 CBECS data set, it would be interesting to see if the estimate increases. If similar commercial building data existed in other countries, this data could be extrapolated further.

ECONOMIC IMPACT/ SHORT TERM STAFFING CHANGES

We were sensitive to the possibility that the economy has had a strong effect that could temporarily depress the estimates that were extrapolated. There is evidence of a strong economic impact. An estimated average of 41% of total turnover is due to layoffs/cutbacks. These positions may be gone forever; respondents report a mean of 1.2 vacant positions. The net change in total FM positions (not an average but rather the difference between those who indicate an increase compared to those who indicate a decrease) is a decrease among 17%, while the net change in total payroll is an increase among 5%. In general, facility managers are being asked to do more with less, as 22% of respondents report an increase in square footage managed rather than a decrease.

Detailed Data
Tables by Key
Characteristics

Detailed Data Tables by Key Characteristics

Industries Represented

Respondents were asked to select among more than 30 industry and facility use categories. The tables on this page and the next further delineate these categories.

Industry Type	Industry Description
Services Sector	
Banking	Consumer, Commercial, Savings, Credit Unions
Health Care	Health Care
Hospitality	Hotel, Restaurants, Hospitality-Related
Information Services	Data Processing, Information Services, E-Commerce
Insurance	Health, Life, Auto, Mutual, Casualty, Flood
Investment Services	Securities and Investment Services
Media	Entertainment, Media, Broadcasting, Publishing
Professional Services	Legal, Accounting, Consulting, Engineering, Architecture, Real Estate
Telecommunications	Telecommunication, Internet Services
Trade	Wholesale, Retail
Transportation	Transportation, Freight
Utilities	Water, Gas, Electric
Other Services	
Manufacturing Sector	
Aircraft/Industrial	Aerospace, Industrial Equipment
Building/Construction	Building, Construction Materials
Chemical/Pharmaceutical	Chemical, Pharmaceutical, Biotech
Consumer Products	Food, Paper or related
Computer	Computer Hardware or Software
Electronics	Electronics, Telecommunications Equipment
Energy	Energy related, Mining or Distribution
Medical Equipment	Medical Equipment
Motor Vehicles	Motor Vehicles
Other Manufacturing	
Institutional Sector	
Association	Association, Society, Federation
Cultural	Cultural Institutions
Education	Training Center, K–12, Higher Education
Federal	Federal Government
State/Provincial	State/Provincial Government
City/County	City/County Government
Special District/ Quasi-Government	Special Districts, Transportation Authorities
Military	Military
Religious	Religious, Charitable
Research	Research
Other Institutions	

Facility Use	Facility Description
Office	
Headquarter	Headquarter
Regional Office	Regional/Branch Office
Mixed Use – Office	Mixed Use – Office is dominant
Medical Office	Medical Office
Industrial	
Manufacturing	Manufacturing
Warehouse	Warehouse
Assembly	
Recreation Center	Community/Recreation Center
Convention	Convention Center/Exhibit Hall
Religious	Church, Mosque, Synagogue
Stadium	Stadium/Arena/Auditorium/Theatre
Retail	
Store	Department/Big Box
Branch	Bank Branch
Other	
Call Center	Call Center
Correctional	Jail/Prison
Courthouse	Courthouse
Data Center	Data/Computer/Switch Facility
Education	Training/Classrooms
Hospital	Acute Care/Clinic/Behavioral Care/Medical Center/Rehab
Library	Library
Lodging	Hotel
Multi-Family	Condominium/Student Housing
Multi-Use	No single type of space dominates more than 50%
Museum	Gallery/Zoo/Arboretum
Research Center	Research/Laboratory
Senior Housing	Assisted Living/Skilled Nursing
Sports and Entertainment	Aquatic/Gaming/Golf Course
Transportation	Airport/Rail/Bus Station

Detailed Data Tables by Key Characteristics

A. Overall Staffing Levels

The following tables show the proportion of total staff who are professional, skilled trades, and non-skilled; and the proportion who were identified as having management responsibilities and those who are hourly.

Facility Setting	Professional	Skilled Trades	Non-skilled	Other Staff	Total Staff
Space within a building	18.4	5.5	9.5	0.7	34.2
Single building	9.2	7.8	12.1	3.3	32.4
Multiple buildings	10.3	13.4	18.5	1.2	43.4
Multiple buildings in multiple locations	16.0	19.8	32.7	1.9	70.4

Age of Facility	Professional	Skilled Trades	Non-skilled	Other Staff	Total Staff
1-10 years	9.0	6.3	36.9	0.8	53.0
11-20 years	14.0	17.7	26.9	1.8	60.3
21-50 years	21.4	17.1	27.6	1.5	67.6
>50 years	9.7	10.5	19.2	1.1	40.5

Region	Professional	Skilled Trades	Non-skilled	Other Staff	Total Staff
New England	31.1	15.1	26.1	1.2	73.4
Northeast	23.5	20.9	44.7	1.5	90.6
Mid Atlantic	14.0	21.4	32.0	2.5	70.0
Southeast	22.7	20.8	21.8	1.1	66.5
Midwest	22.1	14.3	21.9	0.8	59.0
North Central	8.8	8.7	12.7	0.6	30.9
Heartland	25.1	13.3	17.1	0.8	56.3
South Central	25.1	22.2	28.7	1.8	77.8
Mountain	24.6	22.4	22.8	1.4	71.3
Pacific	20.3	14.9	21.2	1.5	57.9
Canada	8.1	10.5	17.9	1.9	38.4
International	12.0	19.3	44.8	5.9	82.0

Square Feet Managed	Professional	Skilled Trades	Non-skilled	Other Staff	Total Staff
Up to 50,000 SF	5.1	7.3	7.5	0.3	20.2
50,000-100,000 SF	7.1	7.1	9.0	0.6	23.9
100,001-250,000 SF	6.2	12.3	8.4	0.5	27.4
250,001-500,000 SF	8.8	7.3	28.8	0.9	45.8
500, 0001-1,000,000	21.7	12.6	24.0	4.1	62.4
More than 1,000,000 SF	19.5	36.5	46.5	2.9	105.5

FM Staff Managed	Professional	Skilled Trades	Non-skilled	Other Staff	Total Staff
1-10	3.1	1.7	2.3	0.3	7.3
11-25	5.8	4.5	6.4	0.8	17.5
26-50	10.0	10.2	16.8	1.3	38.3
51-100	14.8	20.9	33.5	2.3	71.6
101+	78.2	95.2	154.5	9.9	337.8

Services Sector	Professional	Skilled Trades	Non-skilled	Other Staff	Total Staff
Banking	9.4	10.8	12.9	0.9	34.0
Health Care	10.6	12.5	62.3	1.2	86.6
Hospitality	7.6	9.2	26.9	2.4	46.0
Information Services	9.1	17.9	30.8	0.9	58.7
Insurance	9.2	11.4	26.0	1.0	47.6
Investment Services	5.2	12.5	13.3	6.4	37.5
Media	14.2	12.0	12.1	0.7	38.9
Professional Services	8.1	12.1	13.2	1.3	34.7
Telecommunications	5.3	6.8	19.0	0.2	31.4
Trade	13.9	13.6	30.0	0.8	58.3
Transportation	17.0	26.0	33.7	4.1	80.9
Utilities	11.8	43.3	26.6	0.2	82.0
Other Services	7.8	8.7	10.2	1.9	28.5

Manufacturing Sector	Professional	Skilled Trades	Non-skilled	Other Staff	Total Staff
Aircraft/Industrial	26.3	47.8	25.1	1.4	100.5
Building/Construction	13.2	18.6	29.0	3.0	63.8
Chemical/Pharmaceutical	7.0	10.6	21.6	1.9	41.1
Consumer Products	5.4	11.9	14.2	0.6	32.1
Computer	7.5	9.6	14.9	1.0	33.0
Electronics	36.5	45.5	64.1	1.4	147.6
Energy	6.9	7.4	14.8	1.2	30.3
Medical Equipment	5.7	5.2	9.9	1.8	22.7
Motor Vehicles	6.5	9.8	12.8	0.6	29.7
Other Manufacturing	8.8	14.1	44.9	9.1	76.9

Detailed Data Tables by Key Characteristics

Institutional Sector	Professional	Skilled Trades	Non-skilled	Other Staff	Total Staff
Association	4.5	5.3	10.1	1.3	21.1
Cultural	9.1	20.9	23.9	0.7	54.6
Education	8.5	15.9	39.1	2.5	66.1
Federal	11.9	18.3	23.0	0.5	53.8
State/Provincial	20.9	22.5	33.3	2.3	78.9
City/County	7.6	15.1	17.9	1.1	41.8
Quasi-Government	8.7	5.0	6.8	0.3	20.8
Military	9.3	13.9	31.9	0.2	55.3
Religious	5.9	7.7	9.6	0.2	23.4
Research	10.0	15.8	18.6	1.0	45.4

Facility Use	Professional	Skilled Trades	Non-skilled	Other Staff	Total Staff
Manufacturing	10.3	15.3	18.2	0.9	44.8
Headquarter	12.4	24.1	29.0	1.4	67.0
Regional Office	9.0	11.6	28.0	1.0	49.6
Mixed Use - Office	2.5	8.8	8.6	1.2	21.2
Retail - Branch	18.0	21.5	26.5	3.0	69.1
Call Center	7.5	14.7	10.0	1.0	33.1
Education	4.5	7.7	13.4	0.4	26.0
Hospital	9.2	19.8	50.0	2.9	81.9
Research Center	8.7	17.8	18.6	2.0	47.1
Other location	8.1	9.4	10.1	0.8	28.4

B. Staff Composition

The following tables show the proportion of total staff who are professional, skilled trades and non-skilled.

Facility Setting	Professional	Skilled Trades	Non-skilled	Other Staff
Space within a building	54%	16%	28%	2%
Single building	28%	24%	37%	10%
Multiple buildings	24%	31%	43%	3%
Multiple buildings in multiple locations	23%	28%	47%	3%

Age of Facility	Professional	Skilled Trades	Non-skilled	Other Staff
1-10 years	17%	12%	70%	2%
11-20 years	23%	29%	45%	3%
21-50 years	32%	25%	41%	2%
>50 years	24%	26%	47%	3%

Region	Professional	Skilled Trades	Non-skilled	Other Staff
New England	42%	21%	36%	2%
Northeast	26%	23%	49%	2%
Mid Atlantic	20%	31%	46%	4%
Southeast	34%	31%	33%	2%
Midwest	37%	24%	37%	1%
North Central	29%	28%	41%	2%
Heartland	45%	24%	30%	1%
South Central	32%	29%	37%	2%
Mountain	35%	32%	32%	2%
Pacific	35%	26%	37%	3%
Canada	21%	27%	47%	5%
International	15%	23%	55%	7%

Square Feet Managed	Professional	Skilled Trades	Non-skilled	Other Staff
Up to 50,000	38%	18%	43%	1%
50,001-100,000	45%	23%	31%	2%
100,001-250,000	30%	30%	38%	3%
250,001-500,000	19%	16%	63%	2%
500,001-1,000,000	35%	20%	38%	7%
More than 1,000,000	18%	35%	44%	3%

Detailed Data Tables by Key Characteristics

FM Staff Managed	Professional	Skilled Trades	Non-skilled	Other Staff
1-10	42%	23%	31%	4%
11-25	33%	26%	36%	4%
26-50	26%	27%	44%	3%
51-100	21%	29%	47%	3%
101+	23%	28%	46%	3%

Services Sector	Professional	Skilled Trades	Non-skilled	Other Staff
Banking	28%	32%	38%	3%
Health Care	12%	14%	72%	1%
Hospitality	16%	20%	58%	5%
Information Services	52%	16%	30%	2%
Insurance	19%	24%	55%	2%
Investment Services	33%	14%	36%	17%
Media	36%	31%	31%	2%
Professional Services	23%	38%	35%	4%
Telecommunications	17%	22%	61%	1%
Trade	24%	23%	52%	1%
Transportation	21%	32%	42%	5%
Utilities	14%	53%	32%	0%
Other Services	31%	27%	36%	7%

Manufacturing Sector	Professional	Skilled Trades	Non-skilled	Other Staff
Aircraft/Industrial	26%	48%	25%	1%
Building/Construction	21%	29%	45%	5%
Chemical/Pharmaceutical	17%	26%	53%	5%
Consumer Products	37%	17%	44%	2%
Computer	23%	29%	45%	3%
Electronics	43%	25%	31%	1%
Energy	23%	24%	49%	4%
Medical Equipment	25%	23%	44%	8%
Motor Vehicles	43%	33%	22%	2%
Other Manufacturing	11%	18%	58%	12%

Institutional Sector	Professional	Skilled Trades	Non-skilled	Other Staff
Association	21%	25%	48%	6%
Cultural	38%	17%	44%	1%
Education	13%	24%	59%	4%
Federal	34%	22%	43%	1%
State/Provincial	42%	27%	29%	3%
City/County	18%	36%	43%	3%
Quasi-Government	42%	24%	33%	2%
Military	25%	17%	58%	0%
Religious	41%	25%	33%	1%
Research	22%	35%	41%	2%

Facility Use	Professional	Skilled Trades	Non-skilled	Other Staff
Manufacturing	23%	34%	41%	2%
Headquarter	19%	43%	36%	2%
Regional Office	23%	18%	57%	2%
Mixed Use - Office	41%	12%	41%	6%
Retail Branch	38%	26%	31%	4%
Call Center	23%	44%	30%	3%
Education	17%	30%	51%	2%
Hospital	11%	24%	61%	4%
Research Center	18%	38%	40%	4%
Other location	29%	33%	35%	3%

Detailed Data Tables by Key Characteristics

C. Detailed Professional Staff Breakdown

The following tables show the average number of individual staff by key professional category.

Facility Setting	Senior facility manager	General management	FM system specialists	Architecture/ Engineering/ Construction	Strategic facility planning	Real Estate	Finance	M/A/C	Customer relationship mgt.	All other professionals
Space within a building	1.1	2.2	1.2	1.0	0.7	0.3	0.5	0.6	1.8	9.0
Single building	1.0	1.3	0.5	1.8	0.2	0.4	0.7	0.5	0.6	2.2
Multiple buildings	1.2	1.8	0.7	1.6	0.5	0.3	0.7	1.1	0.9	1.6
Multiple buildings in multiple locations	1.7	3.2	1.0	1.7	0.6	0.8	1.3	1.0	1.3	3.4

Age of Facility	Senior facility manager	General management	FM system specialists	Architecture/ Engineering/ Construction	Strategic facility planning	Real Estate	Finance	M/A/C	Customer relationship mgt.	All other professionals
1-10 years	1.1	1.6	1.6	0.5	0.3	0.3	0.4	0.5	1.1	1.7
11-20 years	1.6	2.4	0.9	1.8	0.7	0.3	0.8	0.8	0.8	4.1
21-50 years	2.2	5	0.9	1.4	0.9	1.5	3.1	1.7	1.4	3.3
>50 years	1.5	2.2	0.9	0.9	0.3	0.2	0.6	1.1	0.8	1.3

Square Feet Managed	Senior facility manager	General management	FM system specialists	Architecture/ Engineering/ Construction	Strategic facility planning	Real Estate	Finance	M/A/C	Customer relationship mgt.	All other professionals
Up to 50,000	1.0	2.1	0.6	0.4	0.2	0.2	0.7	0.8	1.9	7.2
50,001-100,000	1.0	1.6	0.5	1.5	0.4	0.3	0.8	0.6	0.7	5.0
100,001-250,000	1.1	1.2	0.5	0.6	0.3	0.3	0.4	0.5	0.5	1.7
250,001-500,000	1.1	1.3	1.4	1.1	0.5	0.4	0.3	0.7	1.1	0.8
500,001-1,000,000	2.1	4.4	0.9	2.1	0.9	1.3	2.9	1.7	1.4	4.1
More than 1,000,000	1.8	4.1	1.1	3.1	0.8	0.8	1.0	1.1	1.6	4.3

Services Sector	Senior facility manager	General management	FM system specialists	Architecture/ Engineering/ Construction	Strategic facility planning	Real Estate	Finance	M/A/C	Customer relationship mgt.	All other professionals
Banking	1.4	2.1	0.5	0.9	0.4	0.3	0.4	0.5	0.6	2.4
Health Care	1.1	1.5	2.8	0.7	0.3	0.3	0.4	0.7	1.9	0.9
Hospitality	1.2	1.8	0.3	0.6	0.3	0.5	0.1	0.4	0.8	1.7
Information Services	2.7	2.7	0.6	0.5	0.2	0.2	0.5	0.4	0.3	22.9
Insurance	1.1	2.2	0.6	1.1	0.5	0.4	0.6	0.8	0.7	1.2
Investment Services	1.0	2.6	0.6	0.6	0.3	0.3	2	0.9	0.8	3.4
Media	1.1	1.5	2.4	3.2	1.9	1.0	0.4	0.7	0.6	1.3
Professional Services	1.2	1.1	0.6	1.6	0.5	0.4	0.3	0.7	0.8	1.0
Telecommunications	1.1	1.4	0.2	0.7	0.3	0	0.5	0.3	0.4	0.4
Trade	1.2	2.7	1.3	1.4	0.5	0.6	1.0	1.6	1.1	2.5
Transportation	2.5	4.1	0.8	2.5	0.8	0.6	0.7	0.9	3.0	1.5
Utilities	1.1	2.5	0.7	2.9	0.3	0.2	0.4	1.1	1.2	1.3
Other Services	1.2	1.3	0.7	0.9	0.2	0.3	1.0	1.4	0.4	1.3

Manufacturing Sector	Senior facility manager	General management	FM system specialists	Architecture/ Engineering/ Construction	Strategic facility planning	Real Estate	Finance	M/A/C	Customer relationship mgt.	All other professionals
Aircraft/Industrial	1.9	5	2.1	3.7	1.0	0.4	1.1	3.9	0.9	6.3
Building/ Construction	1.3	3.1	1.4	1.0	0.2	0.5	0.6	2.8	0.9	1.8
Chemical/ Pharmaceutical	1.3	2.0	0.5	0.3	0.4	0.2	0.3	0.6	0.7	0.8
Consumer Products	0.9	5.4	0.5	0.7	0.3	0.2	1.1	0.6	1.0	1.1
Computer	1.2	2.5	0.8	0.5	0.3	0.5	0.5	0.6	0.4	0.2
Electronics	5.5	13.4	1.6	4.8	2.7	4.8	11.3	5	3.2	11.8
Energy	0.9	1.5	0.2	1.0	0.4	0.1	0.3	0.7	1.2	0.6
Medical Equipment	0.9	1.4	0.4	0.7	0.2	0.2	0.2	0.4	0.3	1.1
Motor Vehicles	1.3	1.5	0.8	3.7	1.6	0.7	0.3	0.6	2.4	0.0
Other Manufacturing	3.3	2.3	0.1	0.3	0.5	0.1	0.4	1.0	0.7	0.3

Detailed Data Tables by Key Characteristics

Institutional Sector	Senior facility manager	General management	FM system specialists	Architecture/ Engineering/ Construction	Strategic facility planning	Real Estate	Finance	M/A/C	Customer relationship mgt.	All other professionals
Association	0.9	0.8	0.3	0.7	0.2	0.4	0.3	0.3	0.4	0.1
Cultural	1.2	3	2.1	1.2	0.4	1.0	1.4	3.4	1.9	5.2
Education	1.4	1.9	0.7	1.5	0.4	0.5	0.3	0.5	0.6	0.9
Federal	1.3	1.8	0.5	7.4	0.4	0.3	0.8	1.1	0.9	3.9
State/Provincial	1.7	4.0	1.2	4.4	0.9	1.7	1.4	0.4	1.1	16.6
City/County	1.3	2.1	0.5	1.0	0.2	0.8	0.3	0.5	0.5	0.5
Quasi-Government	0.8	0.3	0.3	0.5	0.3	0.2	0.3	0.8	0.8	4.5
Military	1.0	2.6	0.5	2.5	1.3	0.8	1.5	1.5	2.0	0.1
Religious	1.1	0.7	0.4	0.7	0.1	0.2	0.5	0.3	0.7	4.9
Research	1.0	1.6	0.6	3.6	0.5	0.3	0.4	1.1	0.8	0.3

Square Footage per Professional Staff	
Position	Square Footage Managed
Senior facility manager	1,537,000
General management	1,148,000
FM system specialists	2,441,000
Architecture/Engineering/Const.	1,051,000
Strategic facility planning	1,441,000
Real Estate	2,771,000
Finance	2,053,000
Moves/Additions/Changes	1,498,000
Customer relationship mgt.	1,484,000
All other professionals	755,000

Facility Use	Senior facility manager	General management	FM system specialists	Architecture/ Engineering/ Construction	Strategic facility planning	Real Estate	Finance	M/A/C	Customer relationship mgt.	All other professionals
Manufacturing	1.3	1.9	0.8	1.7	0.4	1.0	0.5	0.6	0.8	1.4
Headquarter	1.2	2.7	0.6	3.2	0.5	0.3	0.4	0.9	0.8	1.8
Regional Office	1.3	2.1	1.2	1.3	0.6	0.4	0.7	0.8	1	2.1
Mixed Use - Office	1.0	1.2	1.5	1.3	0.9	0.5	0.4	0.5	0.8	0.8
Retail – Branch	2.7	5.5	0.9	2.8	1.0	1.6	3.8	2.0	1.4	4.9
Call Center	1.5	2.9	0.7	0.2	0.2	0.1	0.4	0.4	0.5	0.5
Education	1.2	1.0	0.3	0.2	0.3	0.1	0.2	0.2	0.3	0.6
Hospital	1.3	2.2	0.6	1.8	0.4	0.4	0.3	0.5	0.7	1.0
Research Center	1.0	1.8	0.6	1.2	0.2	0.3	0.5	0.8	0.9	1.3
Other location	1.3	2.3	0.5	1.0	0.5	0.2	0.3	1.1	0.6	0.4

Detailed Data Tables by Key Characteristics

D. Recent Changes

The following tables show the proportion of respondents who report changes in total FM staff and payroll.

Facility Setting	Change in Staffing			Change in Payroll		
	Increased FM Staff	Same FM Staff	Decreased FM Staff	Increased Payroll	Same Payroll	Decreased Payroll
Space within a building	12%	56%	33%	29%	48%	23%
Single building	4%	68%	28%	19%	56%	25%
Multiple buildings	12%	57%	31%	29%	48%	23%
Multiple buildings in multiple locations	16%	54%	30%	35%	39%	26%

Age of Facility	Change in Staffing			Change in Payroll		
	Increased FM Staff	Same FM Staff	Decreased FM Staff	Increased Payroll	Same Payroll	Decreased Payroll
1-10 years	14%	57%	30%	25%	50%	24%
11-20 years	13%	55%	32%	32%	40%	28%
21-50 years	11%	56%	33%	31%	40%	28%
>50 years	11%	60%	28%	26%	58%	16%

Region	Change in Staffing			Change in Payroll		
	Increased FM Staff	Same FM Staff	Decreased FM Staff	Increased Payroll	Same Payroll	Decreased Payroll
New England	13%	54%	33%	34%	43%	24%
Northeast	11%	52%	37%	26%	43%	31%
Mid Atlantic	14%	57%	29%	35%	38%	27%
Southeast	15%	48%	37%	34%	35%	31%
Midwest	14%	57%	29%	28%	43%	28%
North Central	8%	60%	32%	28%	47%	25%
Heartland	12%	55%	32%	25%	46%	28%
South Central	21%	47%	33%	31%	42%	26%
Mountain	9%	55%	36%	26%	44%	30%
Pacific	12%	49%	40%	28%	41%	31%
Canada	25%	52%	23%	39%	42%	19%
International	23%	45%	32%	41%	27%	32%

Square Feet Managed	Change in Staffing			Change in Payroll		
	Increased FM Staff	Same FM Staff	Decreased FM Staff	Increased Payroll	Same Payroll	Decreased Payroll
Up to 50,000	12%	65%	24%	24%	51%	24%
50,001-100,000	10%	70%	21%	23%	56%	21%
100,001-250,000	13%	63%	24%	32%	49%	19%
250,001-500,000	10%	54%	36%	31%	37%	32%
500,001-1,000,000	11%	53%	36%	28%	45%	27%
More than 1,000,000	19%	47%	34%	38%	35%	27%

Services Sector	Change in Staffing			Change in Payroll		
	Increased FM Staff	Same FM Staff	Decreased FM Staff	Increased Payroll	Same Payroll	Decreased Payroll
Banking	13%	57%	31%	31%	44%	25%
Health Care	15%	66%	19%	31%	55%	14%
Hospitality	9%	57%	34%	18%	50%	32%
Information Services	17%	42%	42%	25%	38%	38%
Insurance	12%	70%	18%	41%	44%	15%
Investment Services	3%	54%	43%	26%	32%	42%
Media	3%	66%	31%	9%	60%	31%
Professional Services	10%	54%	36%	30%	47%	24%
Telecommunications	14%	43%	43%	33%	37%	30%
Trade	9%	66%	26%	27%	49%	24%
Transportation	14%	50%	36%	36%	36%	27%
Utilities	10%	63%	27%	50%	30%	20%
Other Services	4%	61%	36%	28%	38%	34%

Manufacturing Sector	Change in Staffing			Change in Payroll		
	Increased FM Staff	Same FM Staff	Decreased FM Staff	Increased Payroll	Same Payroll	Decreased Payroll
Aircraft/Industrial	19%	48%	33%	33%	33%	33%
Building/Construction	19%	56%	25%	31%	44%	25%
Chemical/Pharmaceutical	13%	58%	29%	39%	50%	11%
Consumer Products	11%	55%	34%	32%	37%	32%
Computer	22%	37%	41%	22%	44%	33%
Electronics	9%	49%	43%	15%	51%	34%
Energy	26%	43%	30%	43%	30%	26%
Medical Equipment	9%	57%	35%	22%	52%	26%
Motor Vehicles	15%	54%	31%	23%	31%	46%
Other Manufacturing	0%	62%	38%	31%	23%	46%

Detailed Data Tables by Key Characteristics

Institutional Sector	Change in Staffing			Change in Payroll		
	Increased FM Staff	Same FM Staff	Decreased FM Staff	Increased Payroll	Same Payroll	Decreased Payroll
Association	10%	52%	38%	27%	37%	37%
Cultural	0%	33%	67%	6%	44%	50%
Education	24%	55%	21%	33%	48%	19%
Federal	26%	71%	3%	56%	41%	3%
State/Provincial	16%	69%	16%	25%	66%	9%
City/County	17%	53%	30%	44%	30%	25%
Quasi-Government	7%	73%	20%	27%	67%	7%
Military	30%	60%	10%	44%	44%	11%
Religious	14%	57%	29%	29%	43%	29%
Research	16%	56%	28%	48%	36%	16%

Facility Use	Change in Staffing			Change in Payroll		
	Increased FM Staff	Same FM Staff	Decreased FM Staff	Increased Payroll	Same Payroll	Decreased Payroll
Manufacturing	13%	44%	43%	29%	36%	35%
Headquarter	10%	59%	31%	28%	44%	27%
Branch/Regional Office	5%	60%	35%	28%	42%	30%
Mixed Use - Office	13%	51%	36%	33%	35%	32%
Retail – Branch	18%	55%	27%	32%	50%	18%
Call Center	10%	65%	26%	19%	61%	19%
Education	25%	48%	27%	32%	51%	17%
Hospital	20%	63%	17%	39%	46%	15%
Research Center	12%	73%	15%	45%	42%	12%
Other location	11%	62%	27%	37%	37%	27%

E. Salary Change and Basis

The following tables show the average change in salary over the past twelve months among all eligible employees and the proportion who have designated merit or COLA as the basis for the salary increase.

Region	Professionals	Skilled Trades	Non-skilled
New England	2.1%	1.8%	2.0%
Northeast	1.7%	1.9%	2.1%
Mid-Atlantic	1.8%	1.7%	1.7%
Southeast	1.8%	2.0%	2.1%
Midwest	1.7%	1.7%	2.1%
North Central	1.8%	1.7%	1.7%
Heartland	1.6%	1.6%	1.8%
South Central	2.0%	1.9%	2.1%
Mountain	1.8%	1.9%	1.9%
Pacific	1.8%	1.7%	1.7%
Canada	2.4%	2.3%	2.2%
International	3.5%	3.8%	3.1%

Basis of Salary Increase	Professionals		Skilled		Non-skilled	
Region	Merit	COLA	Merit	COLA	Merit	COLA
New England	63%	14%	44%	32%	47%	31%
Northeast	71%	10%	46%	32%	47%	29%
Mid Atlantic	58%	13%	42%	28%	43%	29%
Southeast	58%	15%	39%	34%	42%	35%
Midwest	62%	19%	42%	36%	41%	36%
North Central	61%	18%	47%	24%	44%	32%
Heartland	67%	15%	50%	27%	52%	30%
South Central	63%	15%	46%	29%	46%	29%
Mountain	62%	13%	52%	24%	51%	24%
Pacific	58%	20%	39%	32%	44%	31%
Canada	38%	27%	30%	43%	29%	37%
International	50%	21%	29%	36%	31%	38%

Detailed Data Tables by Key Characteristics

Square Feet Managed	Salary Increase/Decrease		
	Professionals	Skilled Trades	Non-skilled
Up to 50,000	0.8%	0.9%	1.7%
50,001-100,000	2.2%	1.7%	2.1%
100,001-250,000	2.3%	1.9%	2.0%
250,001-500,000	1.7%	1.9%	1.9%
500,001-1,000,000	1.9%	2.1%	1.9%
More than 1,000,000	2.2%	2.3%	2.2%

Basis of Salary Increase	Professionals		Skilled		Non-skilled	
Square Feet Managed	Merit	COLA	Merit	COLA	Merit	COLA
Up to 50,000	39%	24%	26%	35%	29%	36%
50,001-100,000	48%	19%	40%	28%	46%	22%
100,001-250,000	58%	16%	43%	26%	47%	27%
250,001-500,000	58%	16%	45%	30%	44%	27%
500,001-1,000,000	55%	23%	40%	37%	39%	38%
More than 1,000,000	55%	21%	37%	41%	34%	40%

Services Sector	Salary Increase/Decrease		
	Professionals	Skilled Trades	Non-skilled
Banking	2.4%	2.1%	2.2%
Health Care	2.1%	2.0%	2.1%
Hospitality	1.6%	2.0%	2.2%
Information Services	2.2%	2.0%	2.1%
Insurance	2.6%	2.6%	2.5%
Investment Services	1.1%	0.9%	1.0%
Media	1.5%	1.3%	1.7%
Professional Services	1.8%	1.3%	2.4%
Telecommunications	2.0%	1.5%	1.2%
Trade	1.4%	2.2%	2.2%
Transportation	1.9%	2.3%	1.7%
Utilities	2.6%	2.9%	2.4%
Other Services	2.4%	2.1%	2.3%

Basis of Salary Increase	Professionals		Skilled		Non-skilled	
Services Sector	Merit	COLA	Merit	COLA	Merit	COLA
Banking	63%	8%	51%	17%	47%	23%
Health Care	55%	18%	48%	33%	48%	34%
Hospitality	63%	26%	50%	33%	38%	43%
Information Services	67%	6%	50%	29%	53%	13%
Insurance	69%	8%	71%	13%	64%	16%
Investment Services	64%	14%	25%	42%	38%	15%
Media	63%	16%	56%	17%	69%	6%
Professional Services	56%	13%	33%	33%	37%	27%
Telecommunications	76%	NA	55%	NA	82%	NA
Trade	73%	14%	43%	25%	58%	21%
Transportation	42%	17%	8%	46%	8%	42%
Utilities	52%	30%	32%	50%	26%	47%
Other Services	56%	11%	53%	29%	59%	24%

Detailed Data Tables by Key Characteristics

Manufacturing Sector	Salary Increase/Decrease		
	Professionals	Skilled Trades	Non-skilled
Aircraft/Industrial	2.8%	2.3%	2.3%
Building/Construction	3.5%	1.5%	2.4%
Chemical/Pharmaceutical	2.6%	2.4%	2.2%
Consumer Products	2.0%	2.0%	2.0%
Computer	1.1%	1.2%	0.9%
Electronics	1.6%	1.7%	1.4%
Energy	3.5%	2.3%	3.1%
Medical Equipment	1.4%	1.7%	1.8%
Motor Vehicles	1.9%	1.8%	1.3%
Other Manufacturing	1.2%	1.5%	1.5%

Basis of Salary Increase	Professionals		Skilled		Non-skilled	
Manufacturing Section	Merit	COLA	Merit	COLA	Merit	COLA
Aircraft/Industrial	85%	5%	61%	17%	61%	17%
Building/Construction	60%	10%	50%	38%	40%	40%
Chemical/Pharmaceutical	52%	18%	52%	26%	48%	26%
Consumer Products	64%	11%	48%	24%	52%	13%
Computer	44%	19%	50%	30%	60%	30%
Electronics	71%	6%	48%	22%	52%	16%
Energy	39%		8%	15%	19%	13%
Medical Equipment	46%	31%	36%	36%	38%	31%
Motor Vehicles	33%	33%		25%		75%
Other Manufacturing	50%	33%	50%	33%	22%	67%

Salary Increase/Decrease			
Institutional Sector	Professionals	Skilled Trades	Non-skilled
Association	2.2%	2.3%	2.2%
Cultural	-0.6%	1.8%	0.8%
Education	2.0%	1.9%	1.8%
Federal	3.8%	2.9%	3.5%
State/Provincial	1.8%	1.8%	1.5%
City/County	2.3%	2.2%	2.2%
Quasi-Government	2.9%	2.9%	2.8%
Military	3.0%	2.8%	2.6%
Religious	1.6%	1.5%	1.6%
Research	1.3%	1.8%	2.2%

	Professionals		Skilled		Non-skilled	
Institutional Sector	Merit	COLA	Merit	COLA	Merit	COLA
Association	64%	12%	44%	31%	35%	30%
Cultural	70%	10%	27%	36%	40%	20%
Education	36%	42%	22%	57%	18%	65%
Federal	35%	26%	29%	38%	33%	39%
State/Provincial	28%	28%	20%	53%	14%	71%
City/County	38%	32%	25%	45%	24%	45%
Quasi-Government	47%	27%	40%	33%	46%	38%
Military	50%	20%	44%	22%	44%	33%
Religious	39%	44%	20%	40%	25%	38%
Research	53%	16%	33%	44%	40%	30%

Detailed Data Tables by Key Characteristics

	Salary Increase/Decrease		
Facility Use	Professionals	Skilled Trades	Non-skilled
Manufacturing	2.2%	2.3%	2.2%
Headquarter	1.9%	1.7%	1.9%
Branch/Regional Office	1.7%	1.5%	1.9%
Mixed Use - Office	1.7%	2.0%	2.3%
Retail - Branch	2.5%	1.7%	2.1%
Call Center	1.6%	1.6%	1.4%
Education	2.0%	2.1%	1.9%
Hospital	3.0%	2.3%	2.3%
Research Center	2.6%	2.6%	2.7%
Other Location	1.9%	1.9%	1.9%

Basis of Salary Increase	Professionals		Skilled		Non-skilled	
Facility Use	Merit	COLA	Merit	COLA	Merit	COLA
Manufacturing	65%	12%	41%	30%	44%	31%
Headquarter	56%	16%	46%	28%	45%	28%
Branch/Regional Office	76%	5%	52%	24%	69%	12%
Mixed Use - Office	56%	19%	40%	37%	41%	33%
Retail - Branch	63%	NA	33%	25%	38%	23%
Call Center	56%	17%	40%	27%	43%	36%
Education	38%	47%	22%	62%	19%	66%
Hospital	58%	18%	55%	24%	51%	31%
Research Center	54%	13%	50%	25%	43%	24%
Other Location	44%	26%	31%	44%	29%	35%

SERVICE PROVISION BY FACILITY SETTING

FM Service	Space Within Building		Single building		Multiple Buildings		Multiple buildings in Multiple locations	
	In-house	3rd Party	In-house	3rd Party	In-house	3rd Party	In-house	3rd Party
Operations and Maintenance	59%	51%	87%	24%	89%	28%	81%	40%
Janitorial	17%	89%	30%	81%	45%	66%	32%	83%
Roads and Grounds	6%	73%	26%	79%	43%	67%	31%	74%
Energy Management	32%	57%	77%	22%	79%	23%	72%	32%
Security	46%	57%	49%	54%	51%	50%	47%	56%
Real Estate	59%	34%	53%	30%	56%	27%	70%	27%
Space Planning	93%	11%	83%	13%	87%	12%	84%	22%
Moves/Additions/Changes	96%	10%	87%	13%	86%	24%	86%	23%
Construction	46%	61%	47%	64%	56%	65%	56%	65%
Mail, Shipping and Receiving	77%	21%	79%	13%	67%	19%	65%	22%
Supplies	87%	8%	81%	14%	71%	19%	69%	22%
Reprographic Services	54%	25%	52%	38%	42%	42%	40%	40%
Conference Services	77%	11%	68%	16%	62%	19%	59%	20%
Food Services	38%	43%	35%	54%	25%	65%	21%	61%
Telecommunications	58%	20%	54%	29%	57%	31%	54%	24%
Transportation Management	34%	24%	49%	23%	50%	19%	44%	22%
Fleet Services	29%	29%	40%	28%	51%	23%	42%	22%
Switchboard	71%	4%	69%	9%	61%	10%	55%	12%
Project Management	85%	4%	82%	12%	85%	19%	91%	16%
Facility Planning	98%	3%	92%	4%	93%	10%	92%	12%
IT Connectivity	54%	13%	58%	19%	58%	22%	55%	18%
Daycare	2%	25%	7%	29%	9%	21%	5%	25%
Wellness Center .	16%	21%	27%	26%	28%	17%	21%	23%
Environmental	46%	17%	69%	21%	72%	18%	64%	22%
Life Safety	70%	17%	79%	21%	82%	16%	76%	19%

Detailed Data Tables by Key Characteristics

SERVICE PROVISION BY SQUARE FOOTAGE MANAGED

FM Service	Up to 50,000		50,001-100,000		100,001-250,000		250,001-500,000		500,001-1,000,000		More than 1,000,000	
	In-house	3rd Party	In-house	3rd Party	In-house	3rd Party	In-house	3rd Party	In-house	3rd Party	In-house	3rd Party
Operations and Maintenance	77%	30%	83%	33%	83%	35%	80%	37%	84%	33%	81%	41%
Janitorial	39%	72%	30%	81%	31%	84%	29%	79%	35%	80%	36%	77%
Roads and Grounds	23%	72%	24%	70%	30%	75%	31%	74%	30%	73%	36%	72%
Energy Management	55%	38%	61%	32%	71%	30%	71%	30%	78%	31%	75%	31%
Security	49%	49%	59%	44%	48%	58%	48%	57%	48%	56%	44%	54%
Real Estate	51%	33%	51%	37%	59%	27%	63%	30%	69%	27%	74%	23%
Space Planning	83%	9%	86%	13%	88%	14%	87%	16%	86%	21%	82%	24%
Moves/Additions/Changes	86%	11%	92%	12%	90%	13%	89%	22%	89%	21%	80%	33%
Construction	48%	58%	49%	66%	50%	68%	53%	62%	57%	67%	60%	62%
Mail, Shipping and Receiving	80%	9%	80%	12%	81%	11%	69%	19%	65%	22%	51%	32%
Supplies	86%	11%	82%	9%	83%	12%	76%	16%	67%	22%	57%	31%
Reprographic Services	51%	32%	49%	23%	52%	35%	39%	41%	35%	44%	38%	46%
Conference Services	72%	13%	65%	12%	67%	16%	63%	20%	60%	19%	56%	24%
Food Services	41%	36%	33%	43%	28%	60%	24%	63%	21%	62%	20%	66%
Telecommunications	59%	33%	57%	22%	61%	21%	57%	25%	55%	24%	47%	29%
Transportation Management	40%	24%	46%	18%	45%	23%	46%	17%	47%	24%	44%	23%
Fleet Services	37%	22%	35%	21%	42%	23%	44%	25%	43%	27%	46%	23%
Switchboard	70%	4%	66%	4%	68%	8%	60%	11%	56%	10%	49%	14%
Project Management	83%	5%	87%	5%	87%	12%	88%	18%	93%	19%	86%	21%
Facility Planning	92%	4%	92%	6%	94%	6%	94%	6%	95%	12%	90%	18%
IT Connectivity	59%	28%	58%	12%	57%	20%	57%	19%	56%	14%	52%	21%
Daycare	9%	21%	5%	23%	4%	19%	4%	25%	6%	25%	8%	31%
Wellness Center .	16%	16%	23%	19%	21%	17%	20%	22%	23%	26%	25%	26%
Environmental	55%	12%	61%	17%	68%	17%	63%	25%	63%	27%	69%	21%
Life Safety	64%	18%	80%	12%	79%	18%	78%	19%	78%	17%	77%	23%

Particpant
List

Participant List

The following is a list of the organizations that participated in this study. This report would not have been possible without their cooperation and participation.

1st Advantage Federal Credit Union

24 Hour Fitness

2nd Presbyterian Church

AAA Arizona

AAR Corporation

ACCENT

Accent Marketing Services

Accenture

Access Group, Inc..

Ace Hardware Corporation

Action Systems

Acushnet Company

AD Facilities, Inc..

Adaptec, Inc.

ADMINISTAFF

Adobe Systems, Inc.

ADP Canada

ADTRAN

Adventist LaGrange Memorial Hospital

Advocate Illinois Masonic Medical Center

AEP River Operations

AETNA

Affymetrix

AFLAC, Inc.

Agribank

Agricultural Research Services (ARS)

AIG Advisor Group

AIG Marketing, Inc.

AIM Investments

AIMCO

AIPSO

Air Jamaica Ltd

Air Liquide

Airport Authority of Washoe County

Akamai Technologies, Inc.

Alachuna County

Alameda County

Alameda Unified School District

Alberta Infrastructure

Alcon Research Ltd

Alkermes, Inc.

All Risks Ltd

Allegan County Facilities Management

Allen Organ Company

Alliance Bernstein, LP

Alliant Energy

Allianz Group

Allstate Insurance Company

Alltel

Alpine Electronics

Altera Corporation

Amedisys Inc.

Amegy Bank

Ameren Services

American Academy of Pediatrics

American Airlines Center

American Automobile Association

American Cancer Society

American College of Obstetricians and Gynecologists

American Commercial Lines

American Crystal Sugar

American Embassy

American Family Insurance Company

American Fidelity Property Company

American General Finance

American General Life Companies

American Greetings Corporation

American Heritage Federal Credit Union

American Honda Motor Co., Inc.

American Psychological Association

American Red Cross

American Society of Clinical Oncology

Amerigroup Corporation

Ameritas Life Insurance Corporation

Amgen

Amicus Therapeutics

AMX

Andersen Corporation

Anthem Blue Cross & Blue Shield

AOL LLC

Apartment Investment & Management Company

APCO Worldwide, Inc

ARAMARK Facility Services

ARAMARK Uniform Services

Arapahoe County Government

Arizona Federal Credit Union

Arizona Public Service

Arkansas Arts Center

Armstrong World Industries

Arnold & Porter, LLP

Ashland Inc.

ASML

Association of American Medical Colleges

Assurant Solutions

ATB Financial

Atlanta History Center

AtSite

ATX Group

Audit Bureau of Circulations

Austin American-Statesman

Austin Convention Center

Automatic Data Processing, Inc.

Autotrader.com

Avanade

Avery Dennison

Babson College

BAE Systems Mission Solutions

BAE Systems, Inc.

Baesman Group

Bain & Company

Ball Aerospace & Technologies Corp.

Baptist Health - North Little Rock

Barnes Group Inc.

Barton Incorporated

Barton Malow Co.

Bath & Body Works

Baxter Healthcare Corporation

Bayer Corporation

Bayer Inc.

Baylake Bank

Baystate Health, Inc.

BCBS of Illinois

Bechtel Power Corporation

Benchmark Assisted Living

Berean Academy

Berkshire South Regional Community Center

Bernalillo County

Bexar County Forensic Science Center

BGEA

Bill & Melinda Gates Foundation

Birchwood Labs II

Birmingham Airport Authority

BlackRock Inc.

Blessed Trinity Catholic High School

Blue Coat Systems

Blue Cross Blue Shield

Blue Cross Blue Shield of Nebraska

BlueCross BlueShield of Texas

BMW Financial Services NA, LLC

BNIM Architects

BNSF

Bobs Stores Corporation

Boca Raton Community Hospital

Boeing Service Company

Boone County National Bank

Boone County Schools

BOSIMCO

Boston Biomedical Research Institute, Inc.

Boston Properties

Boston Scientific Corporation

Bothwell Regional Health

Boult, Cummings, Conners & Berry, PLC.

Boy Scouts of America

BP Alaska

BP Solar

Brayton Purcell

Breazeale

Bridgewater State College

Bright Horizons Family Solutions

Brinks, Hofer, Gilson & Lione

British Columbia Lottery Corporation

Brooking Park

Brookwood School

Brown Brothers Harriman & Co.

Brunswick School District

Building Management System Inc.

Burson-Marsteller

Bush Brothers & Company

Calfee, Halter & Griswold, LLP

California Casualty Management Co.

California Department of Transportation

Calvary Chapel of the Triad

Calvary Church

Calvert

Cambridge Associates

Cambridge Innovation Center

Cameco Corporation

Campbell Soup Company LTD

Campus Federal Credit Union

Canadian Nurses Association

Canadian Standards Association

Canadian Western Bank

Canon USA, Inc.

Capella Education Company

Capella Univesity

Capital City Press, The Advocate

Capital Group

Careerbuilder.com

Caremark Rx, Inc.

CaridianBCT, Inc.

Carl Sandburg High School

Carolina Health Centers

Carroll College

Carson Center

Carson Guest Inc.

Carter

Cartoon Network Studios

Caterpillar Financial Services Corp

Caterpillar Global Paving

Catholic Health East

Causeway Tower LLC

CB Richard Ellis

CBORD Group Inc.

CBRE Management Services

CC Realty Advisors

Center for Creative Leadership

Center for Families and Children

Central Bancompany

Central Piedmont Community Center

Central United Methodist Church

Central Vermont Public Service

CFG

CGGVeritas

CH2M Hill

CH2M Hill Canada Ltd

Charles River Laboratories Clinical Services

Charles Schwab

Charles Schwab & Company, Inc.

Chemical Abstracts Service

Chestnut Health Systems

Chevron

Chevron Business and Real Estate Services

Children's Aid Society of Ottawa

Christies

Church & Dwight Co., Inc.

Church of the Resurrection

CHW

Chyron Corporation

CIBC World Markets

Cigna Healthcare

Cingular Wireless

Citigroup

Citizens Business Bank

Citrix Systems, Inc.

City of Amarillo

City of Arvada

City of Bellingham

City of Commerce City

City of Daytona Beach

City of Edmonton

City of Evanston

City of Fort Collins

City of Fort Lauderdale

City of Gaithersburg

City of Grand Prairie

City of Kansas City

City of Largo

City of Leduc

City of Loveland

City of Minneapolis

City of Mississauga

City of Olympia

City of Ontario

City of Palm Bay Parks & Recreation

City of Pittsburgh

City of Red Deer

City of Redwood City

City of Richmond

City of San Antonio

City of San Bernardino

City of San Jose - Airport Dept

City of San Marcos

City of Schertz

City of Sedona

City of Spruce Grove

City of Westminster

City of Woodland

CKE Restaurants Inc.

Classified Ventures, Inc.

Clay County

Cliff Castle Casino

Cobb EMC

Cobham, Defense Electronics Systems, M/A-COM, Inc.

Cobleskill Regional Hospital

Coconino County Sheriffs Office

College of American Pathologists

Collier County Government

Colliers International

Collin County

Colorado Community College System

Columbia St.Mary's Inc.

Columbus Fair Auto Auction

Columbus Regional Airport Authority

CommonHealth

Commonwealth of Massachusetts

Community Blood Center/ Community Tissue Services

Community Care

Community Coffee Co., LLC

Community Fellowship Church

CompuCredit Corp.

Computer Associates

Concord Management, LTD

Connecticut General Assembly

Control Components, Inc.

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Convergys Corporation

Cooper Standard Automotive

Cordis Corporation

Corning, Inc.

Coronado Center

Corporate One Federal Credit Union

Corporation of Presiding Bishopric

Corporation of the Presiding Bishop of the Church of Jesus Christ of Latter Day Saints

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County of Culpeper

County of Lycoming

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CPS Energy

Crescent Real Estate Equities LP

Crittenton Medical Center

Cross Country Automotive Services

CTG

Cubic Defense Applications, Inc.

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Cummins-Allison Corporation

CuraScript

Cushman & Wakefield

Custer Road United Methodist Church

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Dallas Market Center

Danvers Bank

Ddb Chicago

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Dearn Health Systems Inc.

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Del Valle ISD Maintenance

Dell USA

Dell Webb LInc.oln Hills

Deloitte & Touche

Deloitte Services, LP

Delta Center

Delta Dental Insurance Company

Delta Dental of California

Department of General Services

Dept of Human Services

Dept. of Health/Public Health Laboratories

Derco Aerospace

Det Norske Veritas USA, Inc.

DH Consulting

Dillin Industrial Services

Dimensional Merchandising

Direct General Corporation

Direct Supply Inc.

Disability Resources and Educational Services

Disney

DJO Inc.orporated, LLC

DLA Piper Rudnick Gray Cary US LLP

Dole Food Company

Dollar Tree

Dominion

Donalway Golf Systems Inc.

Douglas County Libraries

Downtown Aquarium

Dr Pepper Snapple Group, Inc.

Draftfcb

Drexel University

Duke Clinical Research Institute

Duke Realty Corporation

Dundee Wealth Management

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Eagle Realty Group, LLC

Eagle Service Corp

Eagle's Trace

East Alabama Medical Center

East Bay Regional Park Dist

eBay, Inc.

Echo Real Estate

Ecolab

Edelman

Education Development Center

Educational Testing Service

El Paso Corporation

Elavon

Elements IV Interiors

Elko County School District

EMCOR Facilities Services

EMCOR Facilities Services - Fidelity Investments

Emerson Process Management

EMI Christian Music Group

Emmaus Homes

EnCana Corporation

Endo Pharmaceuticals

Ensworth High School

Enterprise Rent-A-Car

Epping School District

EPSI

ERBM Recreation & Park District

Erie Insurance Group

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Eurest Business Services at Google

Evangelical Lutheran Church in America

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F & P America Manufacturing Inc.

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Fairfax County Public Schools

Fallon Health Care

Family Dollar Stores, Inc.

Federal Communications Commission

Federal Deposit Insurance Company

Federal Reserve Bank of Kansas City

Federal-Mogul Corporation

FedEx

Fifth Third Bank

FINRA

Firmenich Inc.

First Calgary Savings & Credit Union

First Commonwealth Bank

First Data Corporation

First Midwest Bank

First Tennessee Bank, NA

First Unitarian Church

Fiserv Investment Support Services

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Florida Gulf Coast University

FMC Corporation

FMS

Follett Corp

Foremost Farms USA

Forest Hills Baptist Church

Forest Laboratories

Forsyth County General Services

Forsythe Technology Inc.

Fort Pierce Utilities Authority

Fossil, Inc.

Four Winds Casino Resort

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Fox NE&O

Foxx Construction

Franciscan at St. Leonard

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Franklin Templeton Investments, LLC

Frasca Intl Inc.

Frauenshuh

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Freddie Mac

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Fresh Mark Inc.

Frito-Lay, Inc.

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Ganflec Corporation

Gaston County

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GE Healthcare

General Dynamics

General Electric

Genoa-Kingston School District

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Gentex Optics

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George Mason University

Georgetown University

Georgia Pacific Corp.

Gerber Products Co.

Getco LLC

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Girl Scouts Of San Jacinto Council

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Glenview Park District

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GMAC-Nuvell Financial Services LLC

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Gordmans Inc.

Gorton's

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Grange Insurance

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Grubb & Ellis Management Services Inc.,Wells Fargo Center

GSI Commerce Solutions

Guidant Corporation

Gwinnett Technical College

H&R BLOCK

Hallmark Cards, Inc.

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Hancock Bank

Hardy Diagnostics

Harkins Theatres

Harley-Davidson Financial

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Harrison Medical Center

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Health Net

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Horizon Media

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Isis Pharmaceuticals

Iwasaki Brothers

J.B. Enterprises

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Jani-King International, Inc.

JBT AeroTech Services

Jefferson County Government

Jefferson Lab

Jesuit Center

Jewish Community Campus of Greater Kansas City, Inc.

JJ Keller & Associates, Inc.

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Johns Hopkins University

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Jones Lang LaSalle CPS

JRS Architect PC

Juno Lighting Group

Justice Federal Credit Union

K and M Electronics Inc.

Kahala Nui Senior Living Community

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KGB

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Medco Health Solutions, Inc.

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Metro

Metro Properties

Metropolitan Library System

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MFSD

MGIC

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Mitsubishi Power Systems

MKFM Consultancy

Moet Hennessy USA

Momenta Pharmaceuticals

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Monticello Casino and Raceway

Morgan Stanley

Morningside House

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Motorists Mutual Insurance

Mount Prospect Public Library

Mountain West Farm Bureau Mutual Insurance

Mt Graham Regional Medical Center

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National Association of Insurance Commissioners

National Baseball Hall of Fame

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National Conference of State Legislatures

National Grid

National Mutual Insurance Comp

National Oceanic and Atmospheric Administration

National Public Radio

National Recreation and Parks

National Research Council

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National School Boards Association

National Security Technologies, LLC

Nautilus Insurance Company

Naval Sea Systems Command

NAVTEQ

Navy Federal Credit Union

NBC Universal

NCO

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New Edge Networks

New Mexico Student Loans

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New York City Department of Environmental Protection

New York Hospital Queens

Neways Facilities

Newsday, Inc.

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NKF GMS

North Kansas City Hospital

North Western Energy

Northern Indiana Public Service Company

Northern Virginia Community College

Northern Virginia Criminal Justice Training Academy

Northrop Grumman

Northrop Grumman Mission Systems

Northwest Florida Facility Management

Northwest Medical Center Oro Valley

Northwood Associates

Novartis Pharmaceuticals Corporation

Novellus Systems, Inc.

Novozymes

Nuance Communication

NXP Semiconductors

Oak Ridge National Laboratory, Battelle LLC

Oakland Schools

Oakwood Village

ODS Companies

OG&E

Ogletree, Deakins, Nash, Smoak & Stewart, P.C.

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Ohio Housing Finance Agency

Ohio State University

Ohio Valley Bank

Ohr Somayach

Okaloosa County, Florida

Oklahoma City Community College

Omaha Steaks

Omnicare Clinical Research

Omron Electronics

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Oneida Tribe of Indians of Wisconsin

OnPoint Community Credit Union

Optical Society of America

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Papa John's

Paragon Casino Resort

Park Place Developers, LLC

Park Wilshire HOA

Parker Hannifin Aerospace Group

Parker Hannifin Corporation

Parkland School Division No. 70

Parsons

Pathways Local Management Entity

Patient First

Pearson Education

Penn National Insurance

Pennsylvania Department of Transportation

Pennsylvania State University

PennWell Publishing

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Pepco Holdings, Inc.

Peregrine Semiconductor

Pericom Semiconductor

Petro-Canada

Pfizer

Philadelphia Museum of Art

Philadelphia School District

Philips Medical Systems

Phoenix Art Museum

Phoenix Insurance Company

Physicians Committee for Responsible Medicine

Pine Castle United Methodist Church

Pinellas County

Pitkin County

Planning Design Build Inc.

Plantronics

Please Touch Museum

PNC Bank

Polaris Industries Inc.

Polk County Board Of County Commissioners

Portland General Electric

Powertech Labs

PPL Services Corp.

PRA International

Prairie Meadows Race Track and Casino

Praxair Inc.

Precision Dynamics

Premier Research Group

Presstek, Inc.

Prevea Clinic

Pricewaterhouse Coopers LLP

Prince William County

Princeton Medical Center

Progress Energy

Progressive Medical Inc.

ProLogis

Proskauer Rose LLP

Providence Day School

PSECU

Puget Sound Energy

Purdue Research Foundation

PWGSC

Quaboag Regional Middle High School

Quest Diagnostic

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RCI

RealNetworks, Inc.

Red Rock Job Corps Center

Regence BlueShield

Region 16 Education Service Center

Region of Peel

Regional Municipality of York

Regional Transportation Commission

REIT Management & Research LLC

Research in Motion Ltd.

Resources Global Professionals

Retriever Payment Systems Inc.

Retro Studios

Participant List

RFK LLC

RH Donnelley

Ridge Management

Right Now Technologies

Roche Palo Alto

Rochelle Township High School

Rockford Orthopedic Associates

Rockford Public Library

Rockland County Sewer District

Rockwell Automation

Rockwell Medical Technologies, Inc.

Rodgers Builders Inc.

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Rosalind Franklin University

Ross Stores Inc.

Roush Fenway Racing

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SAIC

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Samson Investment Co.

San Antonio City Employers Federal Credit Union

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San Diego Data Processing Corp.

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San Francisco Public Library

SanDisk Corporation

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Santaluz Club

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Schaumburg Park District

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Science Application International Corporation

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South Dakota State Medical Association

South Shore Savings Bank

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St. Mary's Home Of Erie

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St. Norbert College

Stanford University

State Farm Insurance Companies

State of Connecticut, Office of Legislative Research

State of Washington

State of Wisconsin - Dept of Administration

StatOil Hydro

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Stikeman, Elliott

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Storr Office Environments

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Summit Credit Union

Summitt

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Surewest Communications

SWN

Symantec

Synthes

Systems Material Handling

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Target Corporation

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Teachers Federal Credit Union

Technicolor by Thomson

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The Cementbloc

The Center For Health Affairs

The Chapel

The Church of Jesus Christ of Latter-Day Saints

The Colburn School

The Colonnade Hotel

The Columbus Foundation

The Country Club

The County of Dufferin

The Cultural Arts Center

The Cumis Group LTD

The Dow Chemical Company

The Economical Insurance Group

The Elliott-Lewis Corp

The Florida Aquarium Inc.

The Frazier International History Museum

The French Culinary Institute

The George Washington University

The Hanover Insurance Group

The Hartford

The International School of Port of Spain

The Lower Colorado River Authority

The Mariners Museum

The MathWorks, Inc.

The Menninger Clinic

The MITRE Corporation

The Money Group

The Morton Arboretum

The New York Public Library

The Newberry Library

The Ohio State University Facilities Operations And Development

The Procter & Gamble Company

The Pyne Company of Colorado, Inc.

The Rand Corporation

The RoomPlace

The Saban Free Clinic

The Salvation Army

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The Trizetto Group

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Time Warner Cable

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Trammell Crow Co. at McKesson

TransAlta Utilities Corporation

TransCore Inc.

Transition Development Group Inc.

Transport Canada

Travis Credit Union

Treasure Coast Hospices

Trico Products

Trimble Navigation Ltd

Trover Solutions Inc.

Trueblue Inc.

TruMark Financial Credit Union

TTI Inc.

Tucson Airport Authority

Tuesday Morning

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U.S. Food and Drug Administration

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U.S. Government Accountability Office

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U.S. Patent & Trademark Office

UGL UNICCO Integrated Facilities Services

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United Fire & Casualty Co.

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University of Texas at San Antonio

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Unum Group

Urban Land Interests

US Bank Corporate Properties

US Cellular

USA Federal Credit Union

USAA

USDA Research Service

USMD Hospital at Arlington

Valley Emergency

Van Andel Institute

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Participant List

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Washington-Centerville Public Library

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Well-Spring Retirement Community

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Western New England College

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Woods Hole Oceanographic Institution

Workforce Partnership

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Workscape, Inc.

World Trade Center of New Orleans

Worley

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Wyeth Research

Wyndham Hotels & Resorts

Xavier University

XL Capital Assurance Inc.

XL Global Services

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Zurich North America

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Process:

STEP 1: Assess your readiness. Review the nine core competency areas on the IFMA Web site and estimate your level of knowledge. You may opt for additional training.

STEP 2: Submit your application.

STEP 3: Schedule and pass the exam. Candidates must take the exam within three months of acceptance.

STEP 4: You're certified!

CFM Candidate Assistance:

- Online CFM self-assessment test.
- Online self-study and on-site instructor-led competency courses.
- CFM Exam Review course offered throughout the year.
- Chapter or council study groups and mentoring programs.

The knowledge-based Facility Management Professional (FMP®) credential will prepare you for the unique challenges of the profession, focusing on competencies essential to daily responsibilities. Acquire career-building knowledge and skills, and set yourself apart by demonstrating your commitment to furthering your FM knowledge.

Process:

STEP 1: Complete the four required IFMA courses, taken in any order.

STEP 2: Submit your application.

STEP 3: You're an FMP!

FMP Candidate Assistance:

- FMP required instructor-led courses held throughout the year.
- Complete program requirements with IFMA's self-study courses.
- Complete courses at colleges, universities or technical programs that offer certificates or professional degrees in facility management; or through IFMA Approved Providers.

> "Achieving certification planted my feet firmly in the profession, and made me *feel* like a professional FM."
>
> *Sharon Kinsman, CFM, senior vice president, administration, National Association of Broadcasters, Washington, D.C.*

> "Becoming an FMP and a CFM has opened up new horizons with greater resources that were unknown to me beforehand. IFMA's efforts to promote and formalize the FM profession is a much-needed endeavor that I feel fortunate to be a part of."
>
> *Craig Hale, CFM, FMP*

> "I am sure my career would not have taken the same direction had I not become a CFM. It led me to seek out better employment, where the CFM designation is a requirement, not a preference."
>
> *David Ling, CFM, director of facilities & technical services, Benaroya Hall, Seattle Symphony*

IFMA
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