

# ITALIAN AND EUROPEAN DEMAND AND OFFER FOR EDUCATION AND TRAINING IN THE FIELD OF BUILDINGS AND REAL ESTATE FACILITY MANAGEMENT SERVICES.

## CENSIFORM TEROTEC REPORT

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### KEY WORDS

Education and training offer, facility management, didactic open catalogues.

### ABSTRACT

The paper deals with the final results of a study (Censiform, a Terotec Report) carried out with the aim to monitor and interpret the actual situation of the demand and the offer in the field of education and training for operators in the field of buildings services management.

### EDUCATION AND TRAINING NEEDS IN THE ACTUAL SCENARIO OF BUILDINGS AND REAL ESTATE FACILITY MANAGEMENT SERVICES

Buildings and real estate services are growing both in market dimension and in organization. Many of the hypotheses and of the proposals developed inside studies and researches in recent past years about different themes (organizational models, professional figures, procedures, support systems, planned maintenance management, etc.) are now finding applications in operative experiences.

This process of maturation of theory and practice has different consequences.

- culture of building management is consolidating its references;
- professional profiles (building managers, facility managers, property managers, asset managers) are getting more and more defined in connotations;
- common knowledge is spreading among operators.

This evolving scenario has significant effects on the field of education and training.

On one side many of the managers, that had completed their studies in past years and that now a day are operating in the field of buildings and real estate, had not received a specific education; they come from different kinds of studies (are engineers, architects, some time economists...) and have defined the profile of their competences on the job, extracting knowledge from practices and from heterogeneous experiences. So often they express a particular need of education that regards many different themes and that, in a fragmented way, has to accomplish different and limited area of lack of knowledge. At the same time they often request education and training

regarding very specific and recent subjects such as new regulations or specific procedures.

On the other side a specific degree (that is to say a complete and unitary offer of education and training) for building managers is absent in Italian scenario (only two cases are presents in Polytechnic of Milan and in University Federico II of Naples).

In many cases, if young graduated are interested in building management jobs, they express a demand of post-graduate courses dealing with the professional competences of building and real estate managers. In other cases they go on in their educational path after employment, through experiences of training on the job or through short updating courses.

As a result, education demand seems to be very heterogeneous and fragmented from the point of view of training forms and of courses contents, but at the same time it is continuous and quantitatively relevant. It is possible to observe that education needs regard many forms of courses: both specific courses aimed at detailed arguments and, at the same time, complete, articulated and structured didactic paths.

In relation to this scenario of demand, education offer seems to respond to this needs in a very vary, heterogeneous and disordered way. In these last years offer is growing more and more; many diverse kinds of courses are proposed, sometimes different for approaches and duration, other times apparently very similar and in competition.

It is to underline the fact that at present it is more and more necessary to define an education system inside which the vary courses can be considered according to a unitary view and consequently can be confronted and evaluated on the basis of normalized criteria.

The aim can be the creation of open catalogues that collect information about the different courses and that offer to the users several criteria to select the educational offer more appropriate in relation to their needs.

### CENSIFORM: THE AIMS OF A PERMANENT LABORATORY FOR EDUCATION AND TRAINING

Censiform, a Terotec Report, is a study, yearly updated, dealing with education and training in the field of buildings services.

Censiform has the aim to became a permanent laboratory in which different actions are performed:

- the constant observation of phenomena in the field of buildings services and of their effects on education and training;
- the cataloguing of courses;
- the interpretation of emerging trends
- the interpretation of needs and requests for education and training;
- the confront between different experiences in Italy and abroad;
- tracing guide lines for operators of the sector;
- the individuation of research themes.

In particular, the study has the aim to verify, year by year, the state of connection between demand and offer by inventorying Italian and European courses, analyzing and transferring into report sheets various aspects, such as:

- Title and category;
- Proponent Organization;
- Support Organizations;
- Location;
- Total duration, frequency of meetings, duration of didactic modules;
- Maximum number of learners;
- Entry level;
- Skills in, skills out;
- Cost;
- Key words;
- Abstract;
- Full program.

The inventory regards 120 courses in Italy (51) and in Europe (69) (France, Austria, Germany, Netherlands, United Kingdom, Spain, Sweden, Switzerland)

By comparing the information collected in Censiform database it is possible:

- to monitor, year by year, the evolutions in education for buildings management services and to identify the significant trends;
- to support proponent organizations in improving their education offer;
- to begin to set up an offer catalogue;
- to compare Italian and European approaches.

### Censiform analysis: demand and offer in Italy

Censiform report describes the Italian scenario of demand and offer of education in the field of buildings and real estate management. The Italian scenario is drawn through an analysis of data collected and through investigations carried out by interacting with different operators.

On the side of demand, observations and investigations lead to underline some items:

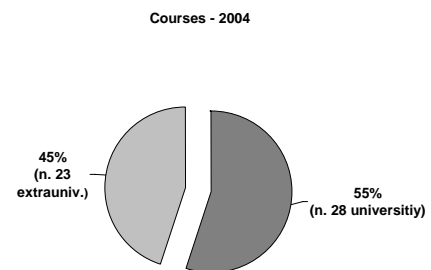
- operators are getting more conscious of their needs and they cannot be any longer satisfied by a generic training;
- different and more detailed skills are required, on the aspects of management methodologies and tools, of traditional fields (building components and equipments) and of specific fields (such as Quality systems management, health and safety, environment, energy, etc) in which innovation processes can be more relevant;
- education and training seems to be more and more perceived in relation to pursuing effectiveness of building management processes;

- two different aims have to be pursued: education and training of different levels of new operators to introduce in building services organizations; upgrading of figures already employed;
- innovations in methodologies and tools have to be pursued in order to propose a didactic offer appropriate to demand characteristics and problems (training on the job, group works and workshops, distance learning, e-learning, etc);
- innovations in courses organization have to be pursued in order to personalize didactic offer in relation to demand specific requirements and needs (modular didactic models and courses open catalogues).

On the side of offer the study, carried out by investigating both Italian and European courses, lead to underline that:

- both universities and private organization are present on education scenario in a relevant way (figure 1), drafting a very articulated and various (for duration and themes) offer;

Figure 1: University and extra-university courses in 2004



- the offer represented by Italian Universities is characterized by a wide range of forms of courses (figure 2), from the simple modules inside refresh course to the more articulated forms of degree and PhD. Extra university offer is essentially concentrated on workshops and refresher courses, in general regarding specific arguments, short in time, and easy to be varied edition by edition, in order to be as much as possible able to intercept the dynamics of demand;

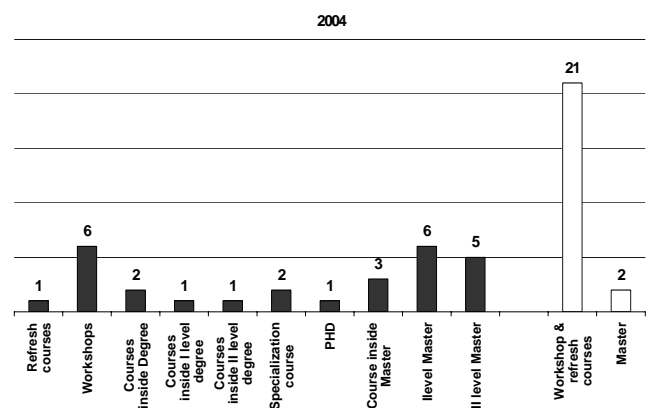


Figure 2: Forms of courses in 2004. In black the University courses, in white the extra-university courses

- in the last years is growing the offer of Masters (one year duration) that represent a kind of offer expressly designed for defined professional profiles and skills, in depth on specific themes, able to connect theory with practices (training);
- inside the actual scenario, offers are oriented to all the main professional figures of building management (facility, property, asset management) (figure 3);

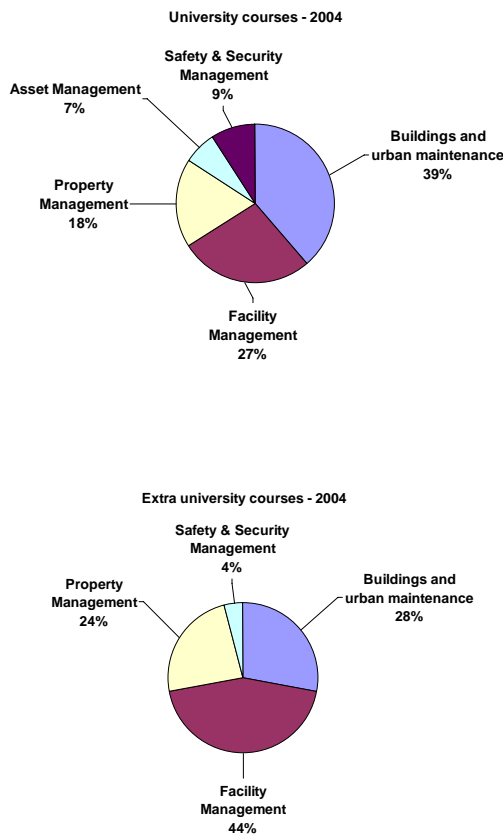


Figure 3: Main professional figures for courses in 2004

- considering the contents of the various courses, it is possible to assert that some topics can be considered as common themes for the different profiles (maintenance management, safety and health);
- investigating in depth the various courses it can be noticed the general lack of innovative didactic methodologies (except for case studies), being still preponderant the presence of “frontal” lessons.

### Censiform analysis: demand and offer in Europe

Censiform Report collects also data and observations coming from an investigation carried out in order to synthetically describe the European scenario of education offer in the field of buildings and real estate management. Analyzing the data collected, even if they are not exhaustive of the whole European context, it is possible to notice that education offer is mainly focused on the themes related with Facility management, with a significant presence of University courses. It is also to underline the fact that in United Kingdom an important percentage of education offer

is represented by extra university courses, also owing to the presence of the prestigious BIFM (British Institute of Facility Management) that is an important and very active organization operating in the field of professional training.

Like in Italian scenario, in Europe it is possible to notice a process of rapid increasing and spreading of Masters; probable this kind of course is favorite for its characteristics: flexible (easy to be activated and deactivated); involvement of professional organizations and companies; attention to practice through training experiences.

Censiform Report considers 69 European courses, selected between the ones considered more representative: 21 of them are I and II level Masters, 12 are degree courses or PhD courses, besides the 36 extra university refresh courses organized in UK by BIFM.

Observing closer the various contexts it is possible to summarize some characterizing local aspects:

- in France education demand is growing. Analyzing two refresh courses and two II level Masters, considered enough representative of part of French education offer, it is possible to notice the recurrent interest for some themes related to real estate management and in particular for processes of outsourcing (procedure, organization, legal aspects) and for KPI (Key Performance Indicators) for quality control in service supply;
- in Germany business in Facility Management market had a very significant development since 2004; some studies consider nowadays Germany as one of the most important market of FM in Europe, with a significant percentage for cleaning and maintenance services. Inside this market scenario, in particular it is possible to notice that great service operators are growing more than small service suppliers. These elements of scenario characterize education demand.
- Censiform Report examines three degrees (II level degree) that have their focus on some themes such as: integrated approach to FM, company management, technical and legal topics in service organization. Besides, observing the courses it is possible to notice the interest for the experimentation of innovative learning methods (Interactive working groups, workshops, on-line didactic supports);
- for Austria, Censiform Report analyzes two PhD courses, offered by the FHS KufsteinTirol BildungsGmbH, an Institute for high level education for Facility Management. Courses are based on interaction between economic and technical knowledge;
- for Nederland two I level Masters and one I level degree course represent educational offer investigated by Censiform Report. The interesting aspect seems to be the attention of the education offer for the international market. Students are motivated to observe and interpret international contexts and their trends and changes; many didactic sessions are in English and high percentages of training experiences are carried out abroad. According to this approach it is to mention an interesting inter-European experience of two I level Masters, organized in parallel by three Universities in Nederland and by Greenwich University (London, UK). They are courses regarding Facility Management and Real Estate Management, that allow to attend some didactic modules

in England and to obtain a Master recognized in England.

- The students can attend to a wide variety of conferences and meetings with the contributions both of university professors and of important operators in the field of Facility, Building and Hospitality Management and of Real Estate Management. The contents of the courses are characterized by some topics that are considered very important: information systems for buildings service management, strategic plans for services, quality control.
- United Kingdom traditionally appears the context characterized by the most wide and the richest offer in the field of FM. Many Universities, schools and several organizations are engaged in vary courses both basic and for specialists.

Besides the course in partnership with universities in Nederland, above mentioned, Censiform Report examines the University course "Postgraduate Program in Facilities Management" organized by the College of Estate Management. It is a two or three years long course: the two basic modules are necessary to obtain the "CEM Postgraduate Diploma in Facilities Management"; the third year is optional and convey to the Master in FM in the University of Reading. It is interesting to underline the fact that CEM Postgraduate Diploma in Facilities Management represents a didactic offer based on "distance learning" methodologies;

- considering the Spanish courses collected inside Censiform Report (three II level Masters in University and one extra-University Master), education offer in Spain appears to center on aspects related to the arguments of: management and maintenance of construction elements and of equipments, space planning, management of services, information systems for FM. All these topics are present in the interesting course "Gestion de servicios generales de edificios (FM)", based on e-learning modalities;
- for the Sweden context Censiform Report considers twelve I level Masters organized by Chalmers University of Technology on the basis of an experimentation, that started in 1998. The experimentation was based on an interdisciplinary project engaging three different Faculties: Architecture, Civil Engineering, Management and Organization of Technology. The aim of the project is to offer basic knowledge for research and interdisciplinary education in FM sector in order to support competitive skills on international markets.
- Some features characterize the analyzed courses: on one side the important contribution in education and training of public organizations and of private companies; on the other side a particular attention in enriching FM themes with topics related to quality environment and to measurement and control of indoor conditions;
- Censiform Report considers in Switzerland a II level Master organized by Federal Polytechnic of Losanna. In this case it is possible to notice that one of the aims of the course appears to be in the extension of the skills of facility managers by setting management and economic topics inside the more wide area of building construction.

Besides, about refresh courses offered by extra-university organizations, the observations carried out in Censiform study underline the fact that in European scenario there is a

renewal of interest for refresh courses. The conditions of success lay in the ability of organizations to monitor the market evolutions, to offer refresh courses flexible and characterized by new didactic methods, to engage demand, to draw education paths constantly adherent to specific needs.

According to these aspects it can be useful to make some remarks about the paradigmatic experience of BIFM (British Institute of Facility Management in the United Kingdom. BIFM is an important professional organization characterized by an accreditation procedure for Institutes of high professional training that can obtain the qualification BIFM (Qual). BIFM offers a wide panel of courses (Censiform Report collected 36 courses) that try to satisfy a large part of education demand regarding the various aspects related to FM with courses, seminars and workshops regarding for instance: technical aspects of buildings; project, organization and control of services; administrative and legal aspects of building management; typologies of contracts in building management; operative programs for the supply of services; space planning; efficiency and effectiveness in organization of services such as Catering, Security, Health and Safety.

## CONCLUSIONS

Briefly, observing the European scenario related to education offer it is possible to underline some guide-lines useful for the improvement of the strategies of Italian offer:

- offer has to respond effectively to a demand continuously changing, that must be constantly monitored. So, the mission can be: on one side many arguments; on the other side many types of courses different for duration, for level of widening, for didactic methodologies, for entry level;
- an integrated approach. Buildings and real estate managers operate in integrated contexts (several and interacting services, assets, competences, roles and rules). Education must assume integration as a strategic approach operating according to interdisciplinary models, paying particular attention for the relationships between technical and economical aspects;
- internationalization. More and more the markets must be considered in a international view (real estate funds operate on a worldwide dimension). A mission of education is to prepare for operating both on local and on global contexts;
- buildings and real estate management are innovative professions that need innovative and assorted didactic methods (group works, case studies, simulations, etc.) and various forms of learning (e-learning, distance learning).

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