

# Congratulations To Our CRFPs

Paul Doughty, Lynne Harnishfeger, Andrew Moyer, Jeremy Weber

What do you enjoy most about your job? Doughty: I strived to work for Panda Express. Not only do we have high standards and exceptional values, the people consistently expect each other to live our values each day. It is more than an ideal, but a way of existing at Panda. Harnishfeger: I love meeting people and learning about what they do and what they enjoy. I feel you can learn something from everyone; no meeting is ever without value, regardless of whether there is a current need for services. Moyer: Knowing that I can relieve some of the pressures of running a restaurant. There are a lot of things going on. If I can take even a few of these things off of the owner's/manager's plate, I call that a win. Weber: I enjoy working with a dynamic team of focus-driven individuals who work so hard every day to support our restaurant operations, and helping to create a career path for them.

What other companies have you worked for prior to your current position? Harnishfeger: I have been both a facility manager and a strategic partner for some time now. I love having had experience on both sides, as it truly helps me understand needs and provide value to clients. Moyer: I've worked for Lowe's Home Improvement as an internal auditor. My role was to audit the operational efficiencies of regional distribution centers. I have also worked most recently with Chick-fil-A Inc. as a facilities and equipment contractor, where I managed F&E projects from new construction to fixed asset projects, to chain-wide F&E evaluation survey development. Weber: I was a chef in smaller fine-dining operations.

When you were new to the industry, what was the most surprising thing you learned about the restaurant world? Doughty: You need a high level of trust in your business partners. I have trusted before, but the level of an understood partnership is amazing. Harnishfeger: Restaurant facility managers really know their restaurants! From equipment and how it operates to the facility itself, they know how to serve their restaurant management team and their facilities. Many other types of clients we serve have no idea what is in their facilities and rely on us to help them figure it out. It is refreshing to work with restaurant facility management teams. They know how to drill down and figure out with you, in true partnership fashion, what needs to be done to best serve their restaurants. Moyer: The complexity. When I came into the industry, I was as green as could be. I had no idea how complex running a restaurant was! I realized very quickly how much operators rely on their partners and vendors. There is a special camaraderie within the industry that is unlike any other. Weber: I was surprised by how well a team could accomplish goals when working together, and how much having an inspiring and effective leader was critical to the success therein. A positive guest experience is what we all strive for and if the team is falling short, it affects that experience negatively.

What is your all-time favorite movie? Doughty: "Cinderella Man." Harnishfeger: I have a few, and some are seasonal: "White Christmas," "The Bourne Identity" and "The Saint." Moyer: "Top Gun." Few movies will never get too old to watch. "Top Gun" is one. Weber: "The Big Lebowski" by the Coen Brothers.

What is the most challenging situation you've ever faced in a facility or on the job? How did you handle it? Doughty: We spent \$110,000 in three days because a 140,000-square-foot office building had its rooftop compressor go down on a Thursday in June. I planned the project with alternate solutions if replacement was not completed, set up communication lines with the operations team, made team work assignments, located equipment and replaced the unit. The facilities team performed like clockwork and made me look really good. It was a lot of stress and long hours, but managing a committed and talented team makes it so much easier. Harnishfeger: During the hurricane Rita and Katrina disasters, it was challenging trying to find our staff and make sure they were OK, and then getting back in to get stores open again. I was lucky to find a local tech who knew how to get around road barriers to get in and help our people and stores. Those were truly memorable, scary and stressful times. Moyer: When taking on a new customer, I was also taking on the backlog of projects from the previous facility manager. The list was long, and each project had a certain urgency of its own. It would have been fiscally damaging to try to pack all of the projects into one year. So, we worked together to quickly but feasibly bring the building back up to the first-class condition the brand deserves—without over-stressing the budget. Weber: Within the same week, we had to shut down a location on a college campus due to a gas meter being vandalized. It had to remain closed for the night. Then, at the same restaurant, in the same week, an inline exhaust fan was destroyed due to an imbalanced drive shaft in a very complicated space. Getting this restaurant back online took a lot of time, night work and teamwork.

What is your favorite work-related app? Doughty: DropBox and Waze. They save me a lot of time and trouble. Harnishfeger: I'm not intending to give a sales pitch, but I do love our mobile app. Our techs can use it to check in and out, report work, etc. It is great! Moyer: I really like ShareFile. It's a great application for both file sharing and storage internally, as well as document signing with your clients. Weber: ServiceChannel and Workday.

What is the best advice you ever received? Doughty: Right is right, even if everyone says it is wrong. Wrong is wrong, even if everyone says it is right. Have confidence and speak your opinion. Harnishfeger: Always give emotional decisions the 24-hour rule. Think on it for a bit. You may not feel the same way tomorrow about a situation as you do today. It is best not to respond impulsively, as you may regret it. Moyer: Never strive to be the smartest person in the room. When you surround yourself with people who are smarter than you, you will never stop learning. Weber: Keep it simple.

Who is the most impressive person you have ever met? Doughty: By far, my grandparents. They not only worked hard, but they played hard and gave to their community in many ways. Their honesty and commitment to others is almost unmatched in our society today. Harnishfeger: There are too many to count. I find I can learn something from everyone! Moyer: That's a tough question. I have met a lot of impressive people over the years, both professionally and personally. But from a professional standpoint, I have to say Dan Cathy, mostly for the ability to run such a successful organization while keeping its core values in place at every level. He is a wealth of knowledge, and passing him in the hallway is never a dull experience.

To what would you attribute your success in achieving your CRFP? Doughty: Our entire team has worked to achieve the credential and have set a great example. Tom Lykins encouraged me and asked me when I would be making the time commitment for the certification. It is easier to push yourself when your team and organization has high expectations across the board. Harnishfeger: Studying! The preparation materials provided by RFMA were a great help. It was no cake walk to take this test. I learned a lot. Moyer: I think I would attribute my success to always wanting to be different. I want to set myself apart and tell my customers that I am here specifically for them. And by achieving the CFRP designation, that's what I hope to say. Weber: Being able to make educated decisions for the long-term well-being of our restaurants.

Would you recommend attaining a CRFP to other colleagues? Why? Doughty: I would absolutely recommend it. I have had the conversation with two individuals, and one is currently joining RFMA and studying for the exam. I hope he will pass the test and be hired as a facility manager for Panda very soon. It is not about the learning of the small details that are part of the exam to me. But rather it is about the management of your time and the commitment to achieve something new. Harnishfeger: Yes! Even if you don't service everything or handle some of the topics in the test, you will get a well-rounded education in the world of restaurant facility management challenges. Moyer: I would, even if you are well seasoned. By attaining your CRFP, it shows you care enough about what you do to make the extra effort, when you certainly do not have to. Also, in the sea of facility managers, the CRFP designation lets you stand out to your niche market. Weber: Yes. It's allowed me to revisit things that I already knew from experience, and to gain new knowledge about topics that I didn't know much about.

What do you do for fun in your spare time? Doughty: Bowling, bowling, bowling, hiking and fly fishing and sometimes golf. Harnishfeger: I like to work out at my local CrossFit gym. It's a great group of people who are very supportive of each other. Moyer: I enjoy the outdoors: mountain biking, backpacking and camping. My wife, daughter and I enjoy traveling as much as possible. Weber: I'm an avid cyclist, runner, hiker and swimmer. When not doing these things (or working), I'm preparing wonderful meals with my wife and friends.