University of Oregon Campus Planning & Facilities Management: 2023 Quest for the Best

Photos courtesy of CPFM (left, center) and Brendan Adamczyk/IPRE (right)

November 2023 | **Final Report**

UNIVERSITY OF OREGON | Institute for Policy Research and Engagement

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About the Institute for Policy Research and Engagement

School of Planning, Public Policy and Management Institute for Policy Research and Engagement

The Institute for Policy Research & Engagement (IPRE) is a research center affiliated with the School of Planning, Public Policy, and Management at the University of Oregon. It is an interdisciplinary organization that assists Oregon communities by providing planning and technical assistance to help solve local issues and improve the quality of life for Oregon residents. The role of IPRE is to link the skills, expertise, and innovation of higher education with the transportation, economic development, and environmental needs of communities and regions in the State of Oregon, thereby providing service to Oregon and learning opportunities to the students involved.

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Executive Summary

What is Quest for the Best?

To enhance the operations of CPFM, leadership launched the "Quest for the Best" (QFTB) in 2019. The QFTB asks employees three simple questions:

Continue	Stop	Start
What should CPFM **continue** doing?	What should CPFM **stop** doing?	What should CPFM **start** doing?

First in 2019 and then again in 2023, CPFM hired a third-party facilitator to host a series of focus groups to ask employees these questions. All CPFM employees were invited and encouraged to attend their focus group, but not all employees could make it.

The information shared by employees during the focus groups will shape changes in CPFM over the next few years.

Themes from 2023 Staff Input

	Continue	Stop	Start
Top Themes	✓ Social gatherings ✓ Professional development opportunities ✓ Internal communication	X Paying below market wages X Requiring CPFM staff to pay for parking/renew quarterly X Underfunding CPFM (space, equipment, staffing, etc.) X Requiring the usage of AiM, UKG, and Teams	+ Raising pay to support retention/recruitment + Standardizing onboarding, mentorship, and succession planning + Investing in space for CPFM + Advocating for a permanent surge space on campus
Secondary Themes	✓ Inter-departmental communication & collaboration ✓ Team-building activities ✓ *Cross-training opportunities (also in Start)* ✓ *Requiring uniforms/the dress code (also in Stop)*	X Understaffing X Encouraging the degradation of service X Bandaging problems with temporary fixes instead of long-term improvements X Starting new projects before finishing old projects X *Requiring uniforms/the dress code (also in Continue)*	+ Providing high-quality and varied uniforms + Seeking input from workers regarding decisions + Offering incentives/bonuses + Developing a directory of CPFM people and skills + *Offering more cross-training and job shadowing (also in Continue)*

Recommendations

Communication & Team Building

Quick Wins
- ✓ Continue monthly newsletters and consider adding new information.
- ✓ Maintain and expand social gatherings.

Long-Term Strategies
- ✓ Review procedures for inter-department decision-making to increase worker input.
- ✓ Maintain and grow inter-departmental communication and collaboration.

Pay & Staffing

Quick Wins
- ✓ Review current budgets for opportunities to offer wage/salary increases.
- ✓ Streamline "Gold Duck" program nomination process.

Long-Term Strategies
- ✓ Prioritize wage/salary increases in future CPFM budget requests.
- ✓ Consider options for offering financial incentives/bonuses.
- ✓ Review service requirements for custodial staff and work to increase APPA cleanliness levels.
- ✓ Analyze methods to address understaffing and support retention and recruitment efforts.

Operational Procedures
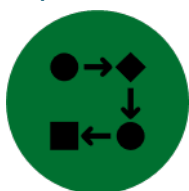
Quick Wins
- ✓ Continue and broaden enforcement of the uniform requirement/dress code.
- ✓ Research options to increase variety and quality of required uniforms.

Long-Term Strategies
- ✓ Evaluate options for requiring the use of AiM, UKG, and Microsoft Teams.
- ✓ Prioritize completing ongoing projects before starting new projects.
- ✓ Emphasize long-term solutions over short-term fixes.

Onboarding & Professional Advancement

Quick Wins
- ✓ Continue and expand professional development opportunities.
- ✓ Maintain and add to opportunities for job shadowing and cross-training.

Long-Term Strategies
- ✓ Develop a directory of CPFM experts and skills.
- ✓ Streamline onboarding and mentorship procedures.
- ✓ Standardize succession planning protocols.

Space & Parking

Quick Wins
- ✓ Invite University representatives to speak to each unit about parking.

Long-Term Strategies
- ✓ Streamline the parking permit renewal system.
- ✓ Determine viability of covering or offering fee waivers for parking costs.
- ✓ Coordinate with the University to designate a permanent surge space for campus.
- ✓ Request the University invest more in CPFM's space, equipment, and buildings.

Chapter 1: Introduction

This report summarizes the results of nine focus group meetings with employees from Campus Planning and Facilities Management (CPFM) as part of the second "Quest for the Best" (QFTB) process. The focus group meetings engaged 174 CPFM staff using a continue, stop, and start framework and were facilitated by faculty and student research assistants from the Institute for Policy Research and Engagement (IPRE) during the summer of 2023.

Background

CPFM was formed in 2016 when the University of Oregon combined two divisions: Campus Planning Design and Construction & Campus Operations. Mike Harwood – Associate Vice President and University Architect – was hired to run the new organization. The merged division now has nearly 300 employees who are organized into five departmental units:

- Campus Planning

- Office of Sustainability

- Utilities and Energy

- Design & Construction

- Facilities Services

CPFM is a key part of the University, with division staff cleaning buildings, maintaining the grounds, repairing broken infrastructure, planning construction, and providing power to the entire campus. However, the division is not very well known by many campus stakeholders. To enhance the operations of CPFM, leadership launched the "Quest for the Best" (QFTB) in 2019. The QFTB is an employee engagement initiative focused on improving the division that asks employees three simple questions:

- What should CPFM <u>continue</u> doing?

- What should CPFM <u>stop</u> doing?

- What should CPFM <u>start</u> doing?

The core idea of this process is summarized best with the following quote from CPFM's website for QFTB, which also contains the full 2019 report along with notes from each 2023 focus group session and the final recommendations produced by that process:

> *This initiative is based on the belief that our employees on the front line will have some of the best ideas about how to improve our organization. Cross-departmental groups gathered to analyze these three questions and troubleshoot solutions.*

In 2019, CPFM contracted with the Institute for Policy Research and Engagement (IPRE), an experienced facilitating organization housed within the School of Planning, Public Policy, and Management in UO's College of Design. IPRE facilitated a series of ten focus group sessions using the same "continue, stop, start" framework and produced a report that was used by CPFM leadership to produce a list of 66 recommended actions for the division to undertake. The full list of these action items can be found in Appendix B: Recommendations from the 2019 Quest for the Best Working Groups.

While CPFM was able to accomplish about 65% of these action items, the COVID-19 pandemic interrupted much of the long-term planning and halted the momentum for change throughout the University. In 2023, CPFM decided to move forward with this second QFTB process, contracting once again with IPRE with a primary goal of further developing an understanding of the experience and perceptions of CPFM employees. The objectives of the project were threefold:

- Engage all division team members in facilitated discussions about CPFM's processes and procedures using the "continue, stop, start" framework.

- Identify key themes from the discussions and suggest strategies to improve CPFM's operations and promote a culture of collaboration across the division.

- Provide an opportunity for team members from different departments to connect.

Between July 19 and August 4, 2023, IPRE team members worked with CPFM to facilitate a total of nine focus groups with 174 CPFM employees from all five departmental units within the division. IPRE once again used the "continue, stop, start" framework to facilitate discussion and develop the list of findings and important recommendations included in this report in both Chapter 2: Key Findings and Chapter 3: Recommendations.

As with the 2019 report, this 2023 follow-up is not a performance evaluation, which was clearly communicated among all staff involved and with the IPRE team of facilitators. The end goal of this project is one of overall team building and process improvement within the CPFM portfolio. Process improvement is a systematic approach to narrowing or closing performance gaps. Thus, by nature, process improvement is not performance evaluation and focuses on opportunities to improve systems.

Methods

Over a period of two weeks, IPRE faculty and student research assistants moderated nine focus group sessions, each with approximately 20 participants. At the start of each session, Mike Harwood – the Associate Vice President of CPFM – opened with a summary of objectives and the vision for this second QFTB process. Mike also shared the progress made from the 2019 QFTB, which amounted to the completion of 65% of the 66 action items established in the 2019 QFTB process. IPRE faculty then reviewed the agenda for the session, established ground rules, and explained the "continue, stop, start" framework to be used to guide the discussions.

As noted in the previous section, this framework is a well-tested model for facilitation that asks participants three simple questions:

- What should CPFM <u>continue</u> doing?
- What should CPFM <u>stop</u> doing?
- What should CPFM <u>start</u> doing?

Next, session participants were broken into pre-assigned small groups of 8-10 individuals. Each small group represented a mix of work groups and crews within the larger division, ensuring a diversity of experiences and perspectives, as well as providing opportunities for relationship building. This structure also ensured that supervisors participated with front line, lower-level staff, and that no staff member had their direct supervisor within their small group. Each small group had two IPRE team members to guide the discussion - one notetaker and one facilitator. The moderator followed a standard facilitation guide that included question prompts and timing, while the notetaker took general notes that were kept entirely anonymous. Attendees were told several times that no staff member would be directly quoted and that no names would be recorded or connected to specific comments.

Each group spent 40 minutes discussing the three questions, sharing their opinions, and responding to comments from other employees as well as guiding questions from IPRE facilitators. Next, each small group was tasked with identifying their "top three" themes from each of their continue, stop, and start discussions, resulting in a total of nine themes for each small group. The small groups then came back together as a full group and shared the top themes with the entire group of session participants.

Figure 1. Dot Voting During a Focus Group Session.

At the end of the session, CPFM staff were asked to "vote" for their favorite ideas using sticker "dots". Each attendee was given three dots with the instruction to place one dot on the themes that felt most important and relevant to them. Participants could place one dot on a suggestion from each category or all three dots on suggestions from the same category – and could choose to vote for just themes from their own small group or for themes from the other small groups. This process gradually narrowed the list of ideas to those participants felt were most pressing for CPFM leadership and produced more general suggestions that apply across the division, rather than overly unit-specific changes.

Finally, for each focus group session, IPRE produced a summary memo identifying the top themes and providing additional context for the small group conversations. Each memo included a full set of notes from the three small group discussions. In advance of authoring this 2023 report, each of the summary memos were shared with and reviewed by CPFM leadership. The IPRE team incorporated clarifications requested on the memos into this final report. The memos did not include any identifying information from focus group attendees in order to maintain the confidentiality of CPFM employees throughout the entirety of the process.

Each of the nine summary memos (minus the detailed notes from each small group conversation), along with the results of each focus group session's dot voting process, can be found in Appendix A: Top Themes & Dot Voting Results.

Chapter 2: Key Findings

This section contains the most discussed themes from the nine focus groups IPRE conducted as part of this QFTB process. These themes are grouped into the same organizational framework used for the small group discussions:

- What should CPFM <u>continue</u> doing?
- What should CPFM <u>stop</u> doing?
- What should CPFM <u>start</u> doing?

This "continue, stop, start" framework allows participants to share their thoughts relatively freely without using leading questions. Usage of this framework also easily enabled facilitators to guide participants to provide constructive feedback rather than simply sharing frustrations about their coworkers, supervisors, or job overall. Each section lists the primary themes – which were the most frequently discussed topics – and the secondary themes – which were other subjects that arose during sessions – for each of the three questions IPRE asked attendees. In some cases, themes are discussed in multiple sections because focus group attendees disagreed about whether the theme was a continue, stop, or start. Themes which are listed in multiple places are italicized, followed by a bullet point explaining where else the theme appears.

This is not an exhaustive list of all items discussed during the focus groups and voted on during the dot voting process; a full summary of items discussed during each focus group can be found in Appendix A: Top Themes & Dot Voting Results. Full notes from each focus group are posted separately on CPFM's website – one summary memo with notes for each of the nine focus groups.

This section also does not group the themes by subjects to move them towards actionable recommendations for CPFM; that can be found in Chapter 3: Conclusion & Next Steps.

Instead, this section should be viewed as a detailed summary that aggregates the topics that came up most frequently across all nine focus groups we conducted.

Continue

Primary Themes

- **Social gatherings:** Across every focus group, employees strongly supported the current opportunities for CPFM to gather both within their units and across units during and outside of regular work hours. This includes birthday celebrations, bowling, picnics, BBQs, and pizza and ice cream socials. Staff want CPFM to both maintain and expand upon these events, including offering more options and ways for employees to gather that reach individuals of all units and ages.

- **Professional development:** Employees overwhelmingly supported CPFM's "Development Opportunity" program, with many lower-level staff (especially custodians) highlighting it as one of the best parts of their jobs. *Note that the official name of the program described during focus groups is "Development Opportunity," but employees almost exclusively referred to this program as "Work Out of Class" program. CPFM Leadership should be aware that the official terms do not match the terms used by employees; there may be an opportunity for renaming/rebranding to avoid confusion.* Many attendees felt that these opportunities should be expanded (see the "Start" section), but nonetheless want the current opportunities for both growth within a role and job advancement within CPFM to continue.

- **Internal communication:** Staff from every unit appreciated CPFM's monthly newsletters regarding new hires, retirements, and project updates, which along with other internal, division-wide communications contributed to a feeling of transparency regarding CPFM's operations. They felt that the newsletter practice in particular reflects the division's commitment to robust, consistent, and open communication across units and want to ensure that CPFM maintains and expands upon this initiative.

Secondary Themes

- **Inter-departmental communication & collaboration:** Many focus group attendees liked the amount of communication and collaboration that occurs between and across all the units within CPFM. They felt that supervisors generally do a good job of encouraging such work and that most CPFM employees are friendly, helpful, and willing to put in extra work for another CPFM employee regardless of their unit. Some staff noted that not all supervisors are encouraging of the collaborative atmosphere, but these individuals are generally in the minority.

- **Team building activities:** Like the social gatherings, many staff appreciated the opportunities provided by CPFM for team building within units. While it was noted by some that these events can be awkward, most employees enjoyed these opportunities and felt they improved how their units worked together.

- *Cross-training opportunities:* Across all units, attendees thought that CPFM offers a variety of cross-training for staff within an array of different roles. Some employees felt

this cross-training not only improved their expertise within their job, but also contributed to opportunities for job advancement within CPFM.

- o **Note:** This theme also appears under "Start". During dot voting, more attendees voted that the current cross-training opportunities were inadequate and needed to be "started" (13) than voted these opportunities were adequate and should just be "continued" (5).

- *Requiring uniforms/the dress code:* Participants were divided on their support for the dress code, but most employees approved of it, as they felt it increased CPFM's legitimacy and professionalism while making it easier to identify CPFM employees on campus. This later element – identifying CPFM employees, in contrast to consultants or even other campus stakeholders, like students – increases efficiency and improves safety.

  - o **Note:** This theme also appears under "Stop". During dot voting, more attendees voted in support of the dress code (12) than voted to take away the requirement to wear uniforms (6).

Stop

Primary Themes

- **Paying below market wages:** The item that came up the most frequently, from employees across all units and all focus groups, was that wages and salaries are below the market level. While many staff acknowledged that this was somewhat outside of CPFM's control, they still urged CPFM to stop underpaying key personnel, which many felt led directly to both understaffing and turnover.

- **Requiring CPFM staff to pay for parking/renew quarterly:** Many participants strongly disliked the status quo for parking on campus and wanted CPFM to cover some or all of their parking costs, especially for lower-level employees. In lieu of this, some staff suggested that CPFM work with the University to allow employees to reserve a parking spot for the entire year rather than being forced to renew each term.

- **Underfunding CPFM (space, equipment, staffing, etc.):** This issue came up either directly or indirectly in nearly every focus group. Most attendees felt that CPFM did not receive the appropriate investment from the University given the level of important work carried out by the division to keep campus clean and well-maintained. Employees would most like CPFM to advocate for improved space, including both an upgraded workspace on the CPFM campus and more storage spaces throughout the rest of campus.

- **Requiring the usage of AiM, UKG, and Teams:** A significant portion of staff complained about the usage of certain technologies, especially AiM, UKG, and Microsoft Teams. Many felt that AiM and UKG were poorly designed systems with methods of time management and clocking in/out that added confusion to their workday. Some employees also noted that the shift from desk phones and other forms of communication to solely using Teams led to both stress and miscommunication, internally and externally.

Secondary Themes

- **Understaffing:** While this varied across units, many participants felt that CPFM often prioritized hiring managers over filling key vacancies among lower-level workers. This practice has led to many negative consequences for CPFM employees and the division as a whole, including increased stress and reduced work output for long-time staff, new responsibilities being assigned to current employees without increased compensation, and a lower quality of work overall (see the following item for more details).

- **Encouraging the degradation of service:** As noted, some employees – especially custodians – shared that due to chronic understaffing (which reduces the APPA level of cleanliness), CPFM was tacitly endorsing a degradation of services throughout campus. Many staff members noted that they take pride in their work and the services provided by CPFM to the rest of the campus community; as a result, this degradation of service has directly harmed the dignity of employees.

- **Bandaging problems with temporary fixes instead of long-term improvements:** Attendees across all units felt that CPFM leadership often defaulted to short-term solutions for internal problems instead of investing in genuinely addressing these issues. This ranged from issues raised about internal procedures for work to larger problems regarding the maintenance of key buildings throughout campus.

- **Starting new projects before finishing old projects:** Several attendees across the focus groups, especially those in the trades, urged CPFM to prioritize completing unfinished or lingering projects before starting new, expensive projects that divert staff time, energy, and budget. Many felt that CPFM could do more to push back on University timelines and that focusing on wrapping up loose ends would increase overall efficiency.

- *Requiring uniforms/the dress code:* Participants were divided on their support for the dress code, but many employees opposed it, citing the lack of high-quality uniforms in a large enough volume to meet the needs of staff constantly getting them dirty. Some staff also noted that the uniform requirement was not enforced equally across all units or between lower-level employees and their supervisors.
  - **Note:** This theme also appears under "Continue". During dot voting, more attendees voted in support of the dress code (12) than voted to take away the requirement to wear uniforms (6).

Start

Primary Themes

- **Raising pay to support retention/recruitment:** As noted under "Stop", this item came up the most frequently from staff across all units and all focus groups. Many employees felt that if CPFM were to raise wages and salaries, it would not only improve the division's retention of key personnel but would also make filling critical vacancies significantly easier. Attendees strongly urge CPFM to take whatever steps are possible to raise pay.

- **Standardizing onboarding, mentorship, and succession planning:** A significant portion of attendees raised the issue that while CPFM has some onboarding and mentorship procedures, these vary widely between units and should be standardized to ensure that both new and current staff receive the appropriate administrative information to carry out their jobs (i.e., know who their supervisor is and how they get paid). Additionally, most staff felt that CPFM should invest in more succession planning to avoid the loss of institutional knowledge due to key personnel retiring or leaving their jobs.

- **Investing in space for CPFM:** As noted under "Stop", many participants feel that CPFM does not have the space it deserves based on the amount of work it does for the rest of campus and the importance of this work. Requests varied across sessions, but generally speaking, most staff would like a break room, improved office space, better storage throughout campus, and generally upgraded facilities that meet the standards of other departments and divisions on campus.

- **Advocating for a permanent surge space on campus:** Employees from several units shared that while CPFM has previously attempted to create surge spaces for displaced university staff to stay during major construction projects, these buildings have frequently become permanent (e.g., Macarthur Court). Staff noted that despite the expected large cost of investing in a permanent surge space, this should be a priority for the University – especially given the amount of anticipated construction in the coming years – and would alleviate future stress for CPFM.

Secondary Themes

- **Providing high-quality and varied uniforms:** Employees within units requiring manual labor requested that – if the division is going to continue to enforce a dress code – CPFM should offer a wider range of uniforms better suited to work and different seasons (e.g., jackets in the winter and breathable shirts in the summer).

- **Seeking input from workers regarding decisions:** Some participants felt that CPFM's senior administrators frequently made major decisions regarding internal procedures without consulting with, or even providing advance notice to, lower-level employees who were most impacted by these decisions. This is particularly problematic when managers in one unit alter the design of a project or internal process without considering the impact this would have on other units.

- **Offering incentives/bonuses:** Many staff from across most units shared that CPFM should offer clearer and larger incentives – including merit-based financial bonuses – for exemplary work. Employees noted that such a program could either be a new initiative or involve remaking the current Gold Duck program, which attendees felt required a more streamlined submission process regardless of whether incentives could be tied to it.

- **Developing a directory of CPFM people and skills:** Several attendees suggested that CPFM develop an internal directory of key staff with important skills to increase efficiency in contacting the appropriate expert both within and across units while also reducing the risk of institutional knowledge loss. Employees indicated that they would be willing to put in the time to create this database but would need direction from CPFM to fully invest the required time and resources into such an effort.

- *Offering more cross-training and job shadowing:* Across all units, some employees felt that CPFM could offer a wider range of cross-training options as well as job shadowing both within and, when appropriate and feasible, between units. Staff felt that such an expansion would both increase individual employees' skills and lead to more opportunities for job advancement, strengthening CPFM overall.

  o **Note:** This theme also appears under "Start". During dot voting, more attendees voted that the current cross-training opportunities were inadequate and needed to be "started" (13) than voted these opportunities were adequate and should just be "continued" (5).

Chapter 3: Recommendations

Grouping Themes

This section builds upon the themes laid out in Chapter 2: Key Findings by moving beyond the "continue, stop, start" framework to group themes into actionable items for CPFM. The recommendations presented here are intended to provide a road map for the division as it continues improving internal operations in the process started by the 2019 QFTB. These are not intended to be complete action items but instead are starting places for CPFM's QFTB Task Forces. Task Forces will be comprised of staff from all units within the division who volunteer to participate. Once established, each Task Force will develop goals for progress over the coming years. Here, we present a total of 25 recommendations across five key themes:

- Communication & Team Building
- Pay & Staffing
- Operational Procedures
- Onboarding & Professional Advancement
- Space & Parking

Recommendations are categorized as one of two main types under these larger umbrella categories: **"Quick Wins"** and **"Long-Term Strategies"**. Quick Wins include items that are small in scope and could be achieved within six months of implementation, while the Long Term Strategies contain items that will require a greater investment of time and resources to complete. CPFM's QFTB Task Forces will take these distinctions into account when turning this list of recommendations into actionable projects for the division.

CPFM Jurisdiction

A second layer of sorting within these recommendations is the degree to which CPFM as a division can be an **"Advocate"** for change or whether the division has **"Oversight"** over a given subject area. For example, while CPFM cannot unilaterally change the University's HR policies, they can advocate for new policies to reduce turnover and increase retention. Conversely, CPFM has direct oversight over onboarding policies within units and can more easily make changes to these procedures without navigating broader University red tape.

There are many items discussed during the focus group sessions that, while not under the direct jurisdiction of CPFM, are still important changes for the division to consider. As such, the distinction between CPFM as an advocate and CPFM as the entity with oversight over an issue is important to note, both here and regarding the following recommendations. Many participants acknowledged this while providing feedback, but still sought to highlight areas where CPFM can bring requests to the larger University with the hope of taking steps to improve the division's operations.

Communication & Team Building

Recommendation	Description	Jurisdiction
Quick Wins		
Continue sending out monthly newsletters and consider adding new information.	Maintain the overwhelmingly popular monthly newsletters with new hires, retirements, and project updates; evaluate adding new information, such as updates on QFTB progress.	Oversight
Maintain and expand extracurricular social gatherings.	Continue holding the very popular social gatherings (e.g., picnics, bowling, BBQs, etc.); expand them to include more food and time options to create a more inclusive event series.	Oversight
Long-Term Strategies		
Review internal procedures regarding inter-department decision-making for ways to increase worker input.	Evaluate internal procedures around senior CPFM administrators making major decisions that impact multiple units to determine methods for seeking and incorporating worker feedback.	Oversight
Maintain and further grow inter-departmental communication and collaboration.	Continue encouraging opportunities for work and information sharing across units; evaluate additional strategies for approaching new projects with a team comprised of multiple units; ensure employees are not punished for working with staff from other units when appropriate.	Oversight

Pay & Staffing

Recommendation	Description	Jurisdiction
Quick Wins		
Review current budgets for opportunities to offer wage/salary increases.	Research opportunities within the current operational framework to shift budgets in such a way that CPFM staff could be offered larger cost-of-living adjustments to keep up with rising inflation since the COVID-19 pandemic.	Oversight
Streamline "Gold Duck" program nomination process.	Assess current "Gold Duck" program and implement new procedure for colleagues to nominate their coworkers, such as a Qualtrics form, as well as increased transparency regarding the selection of employees for the award.	Oversight
Long-Term Strategies		
Prioritize wage/salary increases in future CPFM budget requests.	Prioritize requests to the University for greater investment to raise wages/salaries of all CPFM employees, closing the gap with market pay.	Advocate
Consider options for offering financial incentives/bonuses.	Analyze options to offer CPFM staff merit-based bonuses for exceptional work; consider tying such a program to the ongoing "Gold Duck" program.	Advocate
Review service requirements for custodial staff and work to increase the current University APPA level of cleanliness.	Calculate the number of new custodians needed to achieve a higher level on the APPA Cleaning Operations scale (to make up for the levels lost due to understaffing since the COVID-19 pandemic); explore options for reversing the degradation of service (e.g., by lobbying the University to provide additional funds for CPFM to address understaffing).	Advocate/ Oversight
Analyze methods for addressing understaffing and supporting retention and recruitment efforts.	Research approaches to address understaffing and retention/recruitment through administrative procedures, more efficient budgeting, and increases in wages/salaries.	Oversight/ Advocate

Operational Procedures

Recommendation	Description	Jurisdiction
Quick Wins		
Continue and broaden enforcement of the uniform requirement/dress code.	Maintain the requirement for uniforms despite the divided opinion between units; ensure enforcement is even across all units to reduce perceptions of unfair application.	Oversight
Research options to increase variety and quality of required uniforms.	Evaluate opportunities to expand the variety of uniforms (e.g., shirts for the summer and jackets for the winter) and offer more, higher-quality options for employees whose jobs involve frequent manual labor.	Oversight
Long-Term Strategies		
Evaluate options for requiring the use of AiM, UKG, and Microsoft Teams.	Work with the University to analyze the effectiveness of using AiM, UKG, and Microsoft Teams; explore alternatives to these technologies (e.g., allowing workers to have phones again) or consider offering more training to staff.	Advocate (Oversight for AiM)
Review project management protocols to prioritize completing ongoing projects before starting new projects.	Analyze relationship between CPFM capacity and University demands to assert the importance of wrapping up lingering tasks prior to beginning new projects; such an approach would significantly reduce stress among CPFM staff.	Advocate/ Oversight
Assess current approach to problem-solving to emphasize long-term solutions over short-term fixes.	Review internal procedures for addressing administrative problems and assess budgets to reduce the volume of temporary "band-aid" fixes and increase the amount of permanent long-term solutions being implemented.	Oversight (Advocate for budget-constrained issues)

Onboarding & Professional Advancement

Recommendation	Description	Jurisdiction
Quick Wins		
Continue and expand professional development opportunities.	Maintain and add to the overwhelmingly popular "Developmental Opportunity" program (more commonly known to staff as "Work Out of Class" program)[1] and other opportunities to grow CPFM employees' skills and lead to job advancement within the division.	Oversight
Maintain and add to opportunities for job shadowing and cross-training.	Continue and add options for job shadowing across units and cross-training within units, both for increased efficiency in multi-unit projects and an increase in job advancement opportunities.	Oversight
Long-Term Strategies		
Develop a directory of CPFM experts and skills.	Work with interested staff from across all units to compile an internal list of key personnel within the division with relevant, unique, and broadly applicable expertise.	Oversight
Streamline onboarding and mentorship procedures.	Review and rewrite onboarding procedures across all units to support both new and ongoing staff in understanding administrative requirements of their jobs; expand mentorship opportunities to connect new employees with experienced colleagues.	Oversight
Standardize succession planning protocols.	Evaluate and formalize succession planning protocols to reduce loss of institutional knowledge from retirements or key personnel leaving CPFM/the University.	Oversight

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[1] The official name of the program described during focus groups is "Development Opportunity," but employees almost exclusively referred to this program as "Work Out of Class" program. CPFM Leadership should be aware that the official terms do not match the terms used by employees; there may be an opportunity for renaming/rebranding to avoid confusion.

Space & Parking

Recommendation	Description	Jurisdiction
<td colspan="3" align="center">**Quick Wins**</td>		
Invite University representatives to speak to each unit.	Hold presentations on parking with each unit to share the justification for pricing and services available to make managing parking easier (e.g., auto billing to avoid having to renew quarterly).	Oversight
<td colspan="3" align="center">**Long-Term Strategies**</td>		
Streamline the parking permit renewal system.	Work with the University to streamline the process for securing a parking permit, including implementing the ability to reserve a spot for an entire year instead of on a per-term basis.	Advocate
Review budgets to determine viability of covering parking costs for employees or developing a fee waiver for low-income staff.	Analyze planned CPFM and University budgets for future years to evaluate the feasibility of covering some or all the cost of parking on campus for some or all CPFM employees; consider creating a waiver process for low-income workers.	Advocate
Coordinate with the University to designate a permanent surge space for campus.	Review campus spaces alongside other University stakeholders to determine viability of constructing a new building or setting aside certain floors in a current building to use as a permanent surge space.	Advocate
Request a larger investment from the University in CPFM's space/equipment on campus and in their own buildings.	Urge the University to provide CPFM with more funding as befits a division of their importance to invest in updated CPFM buildings (e.g., new offices and a break room) and to set aside more space on campus and in new construction (e.g., the Knight campus) for storage space.	Advocate

Chapter 4: Conclusion

Future QFTB Processes

IPRE received many comments from focus group participants regarding the QFTB process. The majority of attendees greatly appreciated the opportunity to share their experiences and perspectives with a third-party facilitator. Many employees want CPFM to provide more frequent updates regarding the status of progress towards the goals set out because of QFTB. Completed action items should be widely shared with CPFM staff well in advance of any focus groups and communicated more clearly at the start of each session. In addition to these comments, IPRE has several suggestions for future QFTB processes:

- Focus group sessions should have more time options beyond just two. For this round, we offered one in the early morning and one in the early afternoon, but employees expressed the desire for additional timeslots.
- CPFM should provide incentives/accountability for employees to attend and participate fully; this could include better clarity prior to sessions so employees know what to expect and to avoid the perception that speaking up is akin to "talking behind people's backs."
- More space should be provided to ensure two groups do not have to share one room.
- Supervisors above a certain level should be placed in separate groups; even when workers were separated from their own supervisor, having high-ranking employees in a group often changed the dynamic and reduced the openness of participants.

Some participants expressed a desire for more frequent QFTB sessions, noting that once every four years is too much time between sessions. To address this, IPRE proposes that CPFM conduct a series of opt-in focus groups in two years (during 2025) for discussion on progress towards QFTB recommendations. These could be led internally by CPFM staff rather than through a formal contract with IPRE or another third-party facilitator to save time and resources.

Next Steps for CPFM

The first step in the 2023 QFTB process is this report, which IPRE delivered to CPFM leadership in Fall 2023. After dissemination of the report throughout CPFM, Mike Harwood – the Associate Vice President of CPFM – will form QFTB Task Forces comprised of interested individuals from all units. These Task Forces will then turn the recommendations contained within this report into a longer list of action items for the division to begin acting upon by Spring 2024.

CPFM intends to continue soliciting feedback from employees in a myriad of ways. This will include maintaining the opportunities for units to meet and share feedback with Mike Harwood on a semiannual basis. CPFM will also conduct a third QFTB process in four years (during 2027) and, depending on interest and availability of funding, an optional feedback process like QFTB in two years (during 2025).

Appendix A: Top Themes & Dot Voting Results

Between July 19 and August 4, 2023, staff from the Institute for Policy Research and Engagement (IPRE) conducted nine QFTB focus groups with a total of 174 Campus Planning & Facilities Management (CPFM) staff members. CPFM and IPRE leadership began each session by sharing project objectives, agenda, and ground rules. Participants were then divided into three small groups representing a mix of departments. Within each group, IPRE team members (comprised of one facilitator and one notetaker per group) moderated a discussion to respond to the following three questions:

- What should CPFM <u>continue</u> doing?

- What should CPFM <u>stop</u> doing?

- What should CPFM <u>start</u> doing?

Each small group identified top themes from each of the three questions to report out to the larger group. Participants then voted on their top "theme" from each question using dots. Finally, IPRE staff compiled a summary memo for each QFTB focus group containing the top themes discussed during that session, the results of the dot voting process, and the raw notes from each of the small group discussions.

This appendix displays the top themes and dot voting results – omitting the raw notes – from each of the nine focus group sessions. These themes are discussed in greater detail in the previous sections of the report but are listed in full in this chapter to allow for a more in-depth review of the focus group conversations. Full notes for each session can be found in each summary memo posted separately on CPFM's website.

The summary for Session One begins on the next page, with each session having its own list of top themes and dot voting results.

Session One Summary

On **July 19, 2023, from 7:00 – 8:30 AM**, IPRE team members conducted the first of nine focus groups with 23 CPFM staff members.

Attendees of this focus group had a lot of feedback for CPFM, both positive and negative. The sections below highlight key aspects of their comments across all three small groups, including satisfaction with social gatherings and professional development, dissatisfaction with pay and parking, and a desire for more transparency in decision making. These themes received the most votes in the dot voting section of the session; the remaining themes are listed afterward.

What should CPFM continue doing?

- **Social gatherings:** Employees overwhelmingly approved of CPFM's current selection of opportunities to gather within and across units, including quarterly fun activities (e.g., bowling), birthday cakes, ice cream socials, and departmental mixers.

- **Professional development:** Employees across units appreciated the opportunities for ongoing professional development, especially the "Work Out of Class" program, and wanted to ensure that CPFM continues to offer these for employees at all levels.

What should CPFM stop doing?

- **Understaffing and low pay:** Many employees felt that their units lacked adequate staff to carry out all their required job functions, with those that remain in those units being underpaid for the amount and quality of work they were expected to carry out.

- **Supporting the parking status quo:** Employees across all units echoed that the status quo for parking at UO is flawed. Attendees expressed a strong desire for CPFM to either allow employees to purchase parking permits annually – rather than quarterly – or to cover the costs of parking entirely.

- **Degrading service and lowering standards:** In several units, employees shared that they felt supervisors had encouraged a lower standard of service as a response to issues with understaffing. They remarked that this degradation had impacted their self-respect and dignity as CPFM employees.

What should CPFM start doing?

- **Increase pay & benefits for recruitment & retention:** Nearly every attendee remarked that the below-market pay was leading to issues with both reducing turnover and recruiting new people for understaffed units. Employees noted that without the ability to offer higher pay and/or better benefits, current and potential staff were consistently being poached by other employers throughout Lane County.

- **Seek input from employees on decisions that affect them:** Many attendees noted that their supervisors would often make decisions on how to approach key tasks or projects without consulting the employees who conduct those items. For decisions with a significant impact, employees would like to have their input sought by management.

Additional Comments

The small groups identified several other top themes from their discussions, including the items listed below, which did not receive a significant number of votes in the dot voting. A full list of all comments and the corresponding votes regarding these themes can be found in Appendix I.

- Continue:
  - Maintaining transparency in management's decisions.
  - Encouraging supervisors to try new approaches to leadership.
- Stop:
  - Having a lack of focus on internal maintenance (i.e., maintaining employees' tools and technology) within CPFM.
  - Assuming staff has adequate training with all technologies – e.g., Teams.
  - Changing internal structures/protocols without communication.
- Start:
  - Increasing employee evaluation of supervisors.

Session One Dot Voting Results

Continue

Theme	Votes
Social gatherings.	7
"Work out of class" and professional development opportunities.	6
Transparency in management.	2
Mandatory supervisor training.	1
Inter-department mixers and birthday cakes.	1
Fun inter-departmental activities (e.g., bowling and ice cream).	1
Frequent inter-departmental meetings and opportunities for feedback.	0
Managers trying new things.	0

Stop

Theme	Votes
Understaffing with a low pay scale.	9
Requiring employees to pay for parking.	7
Requiring employees to buy a parking permit quarterly instead of annually.	5
Hiring managers instead of addressing ground-level understaffing.	3
Degrading service and lowering standards (e.g., through shifting to APPA standards that overcomplicate tasks).	3
Having a lack of focus on internal maintenance.	3
Assuming staff has adequate training with all technologies (e.g., Teams).	3
Changing structures/protocols without communication.	1

Start

Theme	Votes
Increasing pay and benefits for both recruitment and retention.	8
Seeking input on decisions on tasks from the employees who perform them.	7
Having evaluation of supervisors by their employees.	2
Developing more streamlined onboarding procedures.	0
Streamlining communication – both inter-department via decreasing shut-down emails and with the broader campus community.	0
Addressing uniform scarcity among facilities staff.	0
Holding more ongoing cross-training for technology (e.g., Teams).	0

Session Two Summary

On **July 20, 2023, from 7:00 – 8:30 AM**, IPRE team members conducted the second of nine focus groups with 19 CPFM staff members.

Attendees of this group focused heavily on several perceived shortcomings of CPFM leadership. The sections below highlight major focuses of their comments across all three groups, including appreciation for professional development and team building opportunities, a strong desire for addressing understaffing, and requests for quality-of-life improvements internally within CPFM. These themes received the most votes in the dot voting section of the session; the remaining themes are listed afterward.

Some groups disagreed on whether certain tasks were being completed at a sufficient level (continue) or whether they should be expanded (start) – e.g., professional development opportunities, onboarding and training, and tours of buildings.

What should CPFM continue doing?

- **Professional development:** Employees across units appreciated the opportunities for ongoing professional development, especially the "Work Out of Class" program, and wanted to ensure that CPFM continues to offer these for employees at all levels.

- **Team building:** Employees appreciated CPFM's current options for team building within and across units, including quarterly fun activities (e.g., picnics), building tours, enforcing the dress code, and frequent email newsletters.

What should CPFM stop doing?

- **Failing to address understaffing:** Attendees overwhelmingly agreed that CPFM has a problem with chronic understaffing across departments that is affecting their ability to carry out their work and that this should be a priority for the division to address.

- **Encouraging the degradation of service:** Employees from a wide array of units shared that their supervisors had encouraged a lower standard for work that was not only impacting the campus community via worse service but also lowering their self-respect.

- **Discouraging inter-department collaboration:** Several attendees shared that they had been both formally and informally disciplined for attempting to work with staff from other units within CPFM, an approach that harms morale and increases redundancy.

What should CPFM start doing?

- **Creating opportunities for CPFM staff to learn about ongoing work:** Employees from all three groups requested that CPFM expand options for learning about the division's work, including implementing a job shadow program for both new and long-time hires and holding internal CPFM staff tours of new projects and buildings.

- **Creating standardized onboarding and ongoing training:** Many employees felt that while some departments have onboarding and training opportunities, CPFM should expand and standardize these procedures for both new and long-time employees.

- **Raising stipends and pay:** Attendees strongly affirmed that CPFM should raise equipment stipends and pay to reflect the rising costs driven by inflation.

Additional Comments

The small groups identified several other top themes from their discussions, including the items listed below, which did not receive a significant number of votes in the dot voting. A full list of all comments and the corresponding votes regarding these themes can be found in Appendix I.

- Continue:
    - Collaborating and communicating between departments within CPFM.
    - Opportunities for training and cross-training.
- Stop:
    - "Kicking the can down the road" by procrastinating on hiring and onboarding.
    - Blocking the road to the CPFM parking lot, which creates a safety risk.
- Start:
    - Working with employees to streamline job descriptions and speed up hiring.
    - Increasing wages to match the market value.
    - Expanding professional development opportunities and acknowledgement of notable employees (e.g., by streamlining the Gold Duck incentive program).
    - Conducting more work in-house instead of contracting out.

Session Two Dot Voting Results

Continue

Theme	Votes
Professional development opportunities (e.g., "Work out of class")	2
Spanish interpretation for employees.	2
Team building opportunities (e.g., quarterly fun activities, building tours, a dress code, and frequent newsletters).	2
Clear onboarding and training procedures.	2
Collaborating and communication between departments.	1
Opportunities for training and cross-training.	1
Healthy work-life balance with good benefits and flexibility.	0

Stop

Theme	Votes
Failing to address understaffing.	9
Encouraging degradation of service and lower standards.	4
Siloing departments and discouraging inter-department collaboration.	3
"Kicking the can down the road" by procrastinating on hiring and onboarding.	1
Blocking the road to the CPFM parking lot.	1
Separating departments.	0
Ineffective meetings that lack meaningful listening and follow-through.	0

Start

Theme	Votes
Creating standardized onboarding and ongoing training.	5
Implementing a job shadowing program.	4
Holding internal CPFM staff tours of new projects and buildings.	3
Raising stipends and pay to reflect rising costs due to inflation.	3
Working with employees to streamline job descriptions and speed up hiring.	2
Increasing wages to match the market value.	2
Expanding professional development opportunities and acknowledgement of notable employees (e.g., by streamlining the Gold Duck incentive program).	2
Conducting more work in-house instead of contracting out.	1
Encouraging inter-department cooperation and communication.	1

Session Three Summary

On **July 20, 2023, from 2:00 – 3:30 PM**, IPRE team members conducted the third of nine focus groups with 23 CPFM staff members.

Participants in this focus group had a mixed but forward-thinking perspective on working for CPFM. The sections below note the key aspects of their feedback across all three groups, including major focuses of their comments across all three groups, including approval of communication and professional development and a strong desire for investing in CPFM and more user-friendly technology and addressing understaffing and morale via incentives/bonuses. These themes received the most votes in the dot voting section of the session; the remaining themes are listed afterward.

What should CPFM continue doing?

- **Communication across siloes:** Many attendees observed that since the last Quest for the Best process, communication between units and throughout the division has improved significantly. Employees from all units would like this to keep improving.

- **Professional development and job advancement:** Employees from all units appreciated the ongoing opportunities for growth in their roles and through CPFM, especially via the "Work out of Class" program.

- **Stipends for equipment:** Attendees noted that the equipment stipends are greatly appreciated in all roles and should remain a priority with CPFM's budgets.

What should CPFM stop doing?

- **Marginalizing and underfunding CPFM:** This concern was shared by nearly every attendee of the session and centered on the lack of investment into CPFM's section of campus (especially the physical workspaces), equipment, and storage space for throughout campus. Employees strongly urged CPFM to demand greater funding from the university and funnel funds into improving the division's internal spaces.

- **Using inefficient, user-unfriendly technology:** Employees from all units raised significant concerns about using AiM and UKG, referencing difficulties experienced as both lower-level and senior employees. Participants want CPFM to either offer more training for staff to utilize these technologies or explore more user-friendly alternatives.

What should CPFM start doing?

- **Implementing an incentive program with bonuses:** Employees from most units expressed frustration with the complexity of the "Gold Duck" program and urged CPFM to adopt a clearer, more streamlined program that also offered bonuses.

- **More opportunities for training:** Though most attendees were satisfied with the current opportunities for professional development, some wanted these options to expand and include more options that could lead to job advancement.

- **Improving the staff to square footage ratio:** Participants from across units noted that the university falls at the extreme low end of the national acceptable level regarding the staff to square footage ratio. Employees expressed a strong desire for CPFM to address understaffing and expand the division's capacity to match other similar universities.

- **Facilities maintenance and better workspace:** Like the first "stop" item above, employees expressed dissatisfaction with the quality of CPFM's facilities (e.g., the lack of a dedicated break room and outdated building design), especially given that CPFM staff maintain other, nicer buildings throughout at a much higher standard.

Additional Comments

The small groups identified several other top themes from their discussions, including the items listed below, which did not receive a significant number of votes in the dot voting. A full list of all comments and the corresponding votes regarding these themes can be found in Appendix I.

- Stop:
  - Reappropriating and decommissioning equipment and technology.
  - Approving an overwhelming number of construction projects.
- Start:
  - Having more consistency from HR (regarding both administrative procedures and increasing retention/reducing turnover).

Session Three Dot Voting Results

Continue

Theme	Votes
Communication across siloes.	1
Professional development and job advancement opportunities.	1
Stipends for equipment.	1
Supervisor evaluations.	0
Visits from Mike Harwood to individual units.	0
Morale-boosting events (e.g., bowling).	0

Stop

Theme	Votes
Marginalizing and underfunding CPFM.	11
Using inefficient, user-unfriendly technology (e.g., AiM and UKG).	7
Reappropriating and decommissioning equipment and technology.	1
Approving an overwhelming number of construction projects.	1
Having poor follow-up on maintenance requests.	0

Start

Theme	Votes
Implementing an incentive program with bonuses.	5
Improving the staff to square footage ratio.	5
More opportunities for training and professional development.	5
Facilities maintenance and better workspaces.	4
Reimagining and simplifying employee recognition (e.g., retirements and the Gold Duck program).	3
Demanding equitable for CPFM facilities.	3
Having more consistency from HR.	2

Session Four Summary

On **July 21, 2023, from 2:00 – 3:30 PM**, IPRE team members conducted the fourth of nine focus groups with 21 CPFM staff members.

Participants in this session identified very similar themes across all three groups. The following items detailed their comments, including appreciation of CPFM's professional development and team building opportunities, dislike of certain technology and internal processes, and a request for both more training and a review of pay structures. These themes received the most votes in the dot voting section of the session; the remaining themes are listed afterward.

What should CPFM continue doing?

- **Development and advancement opportunities:** Attendees appreciated the "Work Out of Class" program and other programs for professional development and job growth.

- **Internal communication:** Employees across all units felt positively about the level of internal communication within CPFM regarding hires, retirements, new projects, etc.

- **Social activities and team building events:** Attendees enjoyed the range of opportunities for social gatherings and small group team building events and thought this was a good way to get to know people both within their unit and throughout CPFM.

What should CPFM stop doing?

- **Failing to address ongoing issues with HR:** Many employees were frustrated with the amount of turnover and understaffing at HR – and the negative impact this had on new hires – and wanted CPFM to advocate more strongly for stability.

- **Using the current parking permit process:** Nearly all participants expressed dissatisfaction with the parking permit process and wished CPFM would either cover their parking costs or allow them to purchase the same spot once per year.

- **Using AiM:** Some employees disliked the switch to AiM and preferred using Excel or another simpler software for recording hours and submitting timesheets.

- **Bandaging problems with temporary fixes instead of long-term improvements:** Attendees across all units felt that CPFM leadership often advocated for short-term solutions for internal problems instead of investing in genuinely addressing issues.

What should CPFM start doing?

- **Reviewing pay structures with HR:** Many employees felt that their pay was inadequate and below market rate and urged CPFM to review pay structures with HR.

- **Investing in cross-training:** While there are some opportunities for this in certain units, attendees wanted greater opportunities for cross-training throughout CPFM.

- **Improving onboarding:** Some participants felt that the current onboarding process was underdeveloped and requested that CPFM review and streamline these procedures.

- **Developing a directory of CPFM people and skills:** Several attendees suggested that CPFM develop an internal directly of key staff with important skills to increase efficiency in contacting the appropriate expert and reduce the risk of institutional knowledge loss.

Additional Comments

The small groups identified several other top themes from their discussions, including the items listed below, which did not receive a significant number of votes in the dot voting. A full list of all comments and the corresponding votes regarding these themes can be found in Appendix I.

- Stop:
  - Improperly focusing custodians on best service vs. immediate needs and failing to hire staff to address custodial understaffing.
  - Requiring mandatory uniforms and name badges (which are applied inconsistently across CPFM units).
  - Using UKG.
- Start:
  - Valuing seniority and honoring the union contract.
  - Shortening the time between hiring and start dates.

Session Four Dot Voting Results

Continue

Theme	Votes
Development and advancement opportunities.	4
Internal communication.	3
Small group team building events.	2
Social activities.	2
"Work Out of Class" training.	1
Consolidated graduation/facility use.	0
Top-down communication.	0
Opportunities to provide feedback (e.g., Quest for the Best).	0

Stop

Theme	Votes
Failing to address ongoing issues with HR (e.g., understaffing and overcapacity).	5
Using the current parking permit process.	3
Using AiM.	3
Bandaging problems with temporary fixes instead of funding long-term improvements.	3
Improperly focusing custodians on best service vs. immediate needs and failing to hire staff to address custodial understaffing.	3
Requiring mandatory uniforms and name badges (which are applied inconsistently across CPFM units)	1
Using UKG.	1
Inadequately funding for contingencies.	0
Increasing costs and decreasing availability of parking.	0

Start

Theme	Votes
Reviewing pay structures with HR.	8
Investing in cross-training.	5
Improving onboarding.	4
Developing a directory of CPFM people and skills.	3
Valuing seniority and honoring the union contract.	2
Shortening the time between hiring and start dates.	1
Having more consistent onboarding.	0

Session Five Summary

On **July 24, 2023, from 7:00 – 8:30 AM**, IPRE team members conducted the fifth of nine focus groups with 21 CPFM staff members.

This session's attendees shared many comments heard in previous focus groups. An overview of their feedback is listed in the following sections. Overall, attendees supported CPFM's professional development opportunities, disliked the parking status quo and inefficiencies in CPFM's work, and sought better uniforms and a more visible UOPD. These themes received the most votes in the dot voting section of the session; the remaining themes are listed afterward.

Note: this session contained a group conducted in Spanish. Their top themes have been incorporated into the dot voting and the highlights below. Future input sessions should incorporate more robust interpretation to reach non-English speakers.

What should CPFM continue doing?

- **"Work Out of Class" program:** Attendees like CPFM's opportunities for professional development and job advancement, with a particular interest in and support for the cross-training and other experience provided by the "Work Out of Class" program.

- **Internal communication:** Like other focus groups, employees across all units greatly appreciated the level of internal communication within CPFM regarding hires, retirements, new projects, etc. They also want Mike to continue visiting their units and providing opportunities to share input and feedback regarding CPFM's operations.

What should CPFM stop doing?

- **Charging for parking:** Participants voiced strong concerns about the high cost of parking, especially for those employees who work outside of regular public transit hours and at the lowest end of the pay scale and requested that CPFM take action to reduce or eliminate parking costs.

- **Wasting time:** Many attendees shared frustration with the amount of time wasted on various internal procedures, namely the requirement to clock in and out with AiM, which adds unnecessary stress and commute time to already busy days.

- **Centralizing all services:** Some employees expressed disappointment with CPFM's focus on centralizing all services, noting that this adds to their travel time around campus and increases inefficiency.

What should CPFM start doing?

- **Providing high-quality and varied uniforms:** Employees within units requiring manual labor requested that CPFM offer a wider range of uniforms better suited to work and different seasons (e.g., jackets in the winter and breathable shirts in the summer).

- **Having UOPD be more visible**: Attendees from some units – especially those who work weekends – requested that UOPD have a more active presence on campus to increase feelings of safety and decrease potentially risky interactions with community members.

- **Expanding CPFM's employee facilities**: Participants from all units shared strong dissatisfaction with CPFM's internal space, especially the inadequate break room.

- **Offering bonuses for high-quality work:** Many employees across CPFM wanted more economic incentives for high-quality work, whether through a reworking of the Gold Duck program or the adoption of a new bonus structure entirely.

Additional Comments

The small groups identified several other top themes from their discussions, including the items listed below, which did not receive a significant number of votes in the dot voting. A full list of all comments and the corresponding votes regarding these themes can be found in Appendix I.

- Continue:
    o Off-site group activities and social events (e.g., the BBQs).
- Stop:
    o Having minimum job requirements (especially those that lead to outside hires).
    o Requiring uniforms.
- Start:
    o Investing in a pedestrian bridge.
    o Having more employee recognition.

Session Five Dot Voting Results

Continue

Theme	Votes
"Work Out of Class" program.	5
Communication within CPFM.	4
Internal communications about new hires and retiring staff.	2
Off-site group activities (e.g., the BBQs).	2
Social events.	1

Stop

Theme	Votes
Charging for parking.	7
Wasting time (primarily by requiring clocking in and out with AiM).	6
Centralizing all services.	3
Making employees who arrive early in the morning (before public transport starts) pay full price for parking.	3
Having minimum job requirements (especially those that lead to outside hires).	1
Requiring uniforms.	1

Start

Theme	Votes
Providing high-quality uniforms with materials better suited to work and different seasons (e.g., jackets in the winter and breathable shirts in the summer).	11
Having UOPD be more visible and active (especially on weekends).	5
Expanding CPFM's employee facilities (e.g., a break room/restoration space).	5
Offering economic incentives (i.e., bonuses) for high-quality work.	4
Investing in a pedestrian bridge.	3
Having more employee recognition.	2
Providing English classes for non-English speaking employees.	0
Diversifying communications (e.g., for those without computer access).	0
Having more flexibility for work from home/hybrid positions.	0
Investing in CPFM space, personnel, and materials.	0

Session Six Summary

On **July 25, 2023, from 7:00 – 8:30 AM**, IPRE team members conducted the sixth of nine focus groups with 17 CPFM staff members.

Participants in this session identified very similar themes across all three groups. The following items detailed their comments, including appreciation of CPFM's professional development and team building opportunities, dislike of certain technology and internal processes, and a request for both more training and a review of pay structures. These themes received the most votes in the dot voting section of the session; the remaining themes are listed afterward.

What should CPFM continue doing?

- **Team building activities:** Attendees noted that while these events can be awkward, the opportunity to grow closer with colleagues and build camaraderie is important to maintain for nearly every unit.

- **Cross-departmental collaboration, events, and communication:** Employees across all units appreciated the level of social gatherings, work across departments (especially within facilities and custodial), and the consistent internal communication throughout CPFM (e.g., the newsletter on new hires and retirements).

What should CPFM stop doing?

- **Charging for parking:** Nearly every participant echoed a strong desire for a full revamp of the parking system, with a preference for exempting CPFM staff from having to pay.

- **Wasting time and resources:** Many employees felt that CPFM often rushes into new projects without prior planning or finishing up lingering projects, leading to inefficiencies in budgeting and time/resource management (e.g., forcing one work crew to juggle two sites, leading to both sites falling behind schedule).

- **Failing to match private sector pay:** Staff across all units and levels within CPFM noted that the pay is well below equivalent private sector positions; addressing this would not only reduce turnover but would also improve recruitment and understaffing issues.

What should CPFM start doing?

- **Updating job descriptions and increasing pay:** Some employees, especially those in the trades, noted that job descriptions do not always match actual work requirements, asking for either too many or too few qualifications – and the pay is always too low.

- **Having clear onboarding procedures:** Many participants wished that CPFM would standardize onboarding, including establishing mentorships as soon as a new staff member joins a team to decrease the amount of confusion as a new hire.

- **Advocating for auto renewal for parking:** As noted previously, attendees strongly disliked the current parking system and shared that if they do have to pay, they should be allowed to purchase a spot just once per year instead of having to renew each term.

Additional Comments

The small groups identified several other top themes from their discussions, including the items listed below, which did not receive a significant number of votes in the dot voting. A full list of all comments and the corresponding votes regarding these themes can be found in Appendix I.

- Continue:
  o The streamlined hiring process.
- Stop:
  o Allowing lab heads and building liaisons to interfere with work schedules.
  o Having siloed and separated departments.
  o Using Teams.
- Start:
  o Communicating more efficiently with custodial workers.
  o Listening to employees and acting on/respecting the input received.
  o Having more frequent small-scale, inter-department interactions.
  o Holding supervisor check-ins more often.

Session Six Dot Voting Results

Continue

Theme	Votes
Team building activities.	6
Cross-departmental collaboration, events, and communication.	3
The streamlined hiring process.	1
Improved employee well-being.	0
The supportive and helpful atmosphere within CPFM.	0
Annual meetings with Mike.	0
"Work Out of Class" and internal training.	0
Barbecues and social events.	0

Stop

Theme	Votes
Charging for parking.	5
Wasting time and resources with inefficient planning.	5
Failing to match private sector pay.	4
Allowing lab heads and building liaisons to interfere with work schedules.	2
Having siloed and separated departments.	1
Using Teams.	1

Start

Theme	Votes
Updating job descriptions for positions to match work requirements and making the pay scale competitive.	9
Having clear onboarding procedures with organized and streamlined mentorships.	6
Advocating for auto renewal for parking.	4
Communicating more efficiently with custodial workers.	1
Listening to employees and acting on/respecting the input received.	1
Having more frequent small-scale, inter-department interactions.	1
Holding supervisor check-ins more often.	1
Using more process-oriented documentation (e.g., by consistently updating organizational charts).	0
Having consistent hiring requirements and communication.	0
Developing a long-term, internal incentive program.	0

Session Seven Summary

On **August 1, 2023, from 2:00 – 3:30 PM**, IPRE team members conducted the seventh of nine focus groups with 27 CPFM staff members.

Participants in this session had many critiques of CPFM. The following sections summarize their feedback, including support for CPFM's social gatherings and professional development, dissatisfaction with parking and uniforms, and a desire for CPFM to invest in better space and raise pay. These themes received the most votes in the dot voting section of the session; the remaining themes are listed afterward.

Additionally, one group shared that there are several senior administrators (outside CPFM) who have abused their power and caused employees to quit but have not been disciplined despite being reported. Unfortunately, attendees anticipated that CPFM would not be able to act and did not name these individuals, but CPFM should conduct a robust review to address this issue.

What should CPFM continue doing?

- **Group activities:** Attendees of this session enjoyed the many opportunities for social gatherings and team building activities both within their units and across the division.

- **Professional development opportunities ("Work Out of Class"):** Many employees appreciate the "Work Out of Class" program and other opportunities for growth and would like these to continue, especially if they eventually lead to job advancement.

What should CPFM stop doing?

- **Protecting abusive people and behavior:** As mentioned above, many attendees noted that there known university staff who abuse their positions of power and have not been removed, despite being reported. CPFM should investigate this issue more thoroughly.

- **Requiring employees to pay for parking:** Many participants shared that the cost of parking is significant, especially for lower-level employees, and CPFM should consider either a partial waiver or covering the cost of parking entirely.

- **Failing to invest in CPFM's space:** Employees from all units shared a strong desire for CPFM to upgrade and renovate CPFM's own space on campus, including providing adequate workspaces equivalent to what other departments have (such as windows in all offices and a better breakroom).

- **Requiring uniforms:** Many attendees were dissatisfied with the dress code, stating that the quality of the uniforms available is poor, the choices are limited, and they felt only certain units were following the uniform rules while others ignored them entirely.

What should CPFM start doing?

- **Implementing salary and wage increases:** Every participant overwhelmingly urged CPFM to review and raise salaries and wages across all units to both keep up with inflation and be more competitive with the private sector and government jobs.

- **Incentivizing training that leads to job advancement:** While some employees were satisfied with current professional development opportunities, many wanted CPFM to provide more incentives (e.g., bonuses for completion) and additional options for cross-training that could lead to job advancement within their unit or the broader division.

Additional Comments

The small groups identified several other top themes from their discussions, including the items listed below, which did not receive a significant number of votes in the dot voting. A full list of all comments and the corresponding votes regarding these themes can be found in Appendix I.

- Continue:
  - Inter-departmental communication.
- Stop:
  - Using FASS.
- Start:
  - Investing in CPFM (better equipment, more staffing, and higher quality space).
  - Creating opportunities for merit-based wage increases and promotions.
  - Improving training and onboarding procedures.
  - Connecting to the Portland campus via a ride share service.

Session Seven Dot Voting Results

Continue

Theme	Votes
Group activities.	7
"Work Out of Class" and other developmental opportunities.	5
Inter-departmental communication.	1
Improved communication with leadership and supervisors.	0
Treating staff members right.	0
CPFM's collaborative spirit.	0
Investing in employees.	0
"Work Out of Class" and temp to hire pipeline.	0
Training for supervisors and for using specialized equipment.	0

Stop

Theme	Votes
Protecting abusive people and behavior.	8
Requiring employees to pay for parking.	6
Failing to invest in CPFM's space and providing inadequate workspaces that are worse than other departments (e.g., no office windows and no breakroom).	5
Requiring uniforms.	4
Using FASS.	1
Using user-unfriendly time sheet systems (AiM and UKG).	0
Shrinking space for CPFM on campus (e.g., storage closets for custodial).	0
Buying cheap clothing with limited options.	0

Start

Theme	Votes
Implementing salary and wage increases to keep up with inflation.	16
Evaluating and improving pay based on inflation to be competitive with the private sector and government jobs.	12
Incentivizing training that leads to job advancement.	5
Investing in CPFM (e.g., better equipment, more staffing, and higher quality space).	3
Creating opportunities for merit-based wage increases and promotions.	3
Improving training and onboarding procedures.	1
Connecting to the Portland campus via a ride share service.	1
Synchronize knowledge management to avoid loss of institutional knowledge.	0
Promoting what CPFM does to the broader campus community.	0
Expanding opportunities for input.	0

Session Eight Summary

On **August 3, 2023, from 2:00 – 3:30 PM**, IPRE team members conducted the eighth of nine focus groups with 8 CPFM staff members.

Participants in this session identified very similar themes across both groups. The sections below provide the highlights of their comments, including support for the uniform requirements, a dislike of the pay structure and parking system, and a request for more training opportunities and retaining of institutional knowledge. These themes received the most votes in the dot voting section of the session; the remaining themes are listed afterward.

Note: This focus group was significantly smaller than the other sessions as most of the invited employees did not attend, so IPRE decided to place attendees in two groups instead of the normal three groups. The feedback for this session is therefore somewhat limited, but still relevant to the overall Quest for the Best process.

What should CPFM continue doing?

- **Requiring uniforms and radios:** Several employees expressed appreciation for the new dress code, noting that it makes CPFM appear more professional and increases visibility to the campus community. Having facilities or custodial staff wear uniforms also makes it easier for staff and faculty to identify CPFM employees versus non-CPFM contractors.

What should CPFM stop doing?

- **Making employees pay for parking:** Attendees overwhelmingly expressed frustration with the current parking system, wishing that CPFM would take steps to reduce or eliminate these costs for staff.

- **Having low pay below the market rate:** Participants shared a strong desire for CPFM to raise pay to keep up with inflation and match the market rate offered by other employers, especially for roles in the trades.

- **Starting new projects before finishing old projects:** Several attendees, especially those in the trades, urged CPFM to prioritizing completing unfinished or lingering projects before starting new, expensive projects that divert staff time, energy, and budget.

What should CPFM start doing?

- **Providing free parking for CPFM employees:** As noted above, attendees would like CPFM to consider providing free or reduced parking to CPFM employees, especially lower-level staff for whom the parking cost is prohibitively expensive.

- **Closing the wage gap between CPFM and other employers:** As noted above, many participants feel that CPFM's below-market pay is limiting recruitment and retention and urge the division to take steps to increase pay.

- **Offering more cross-training and job shadowing:** Nearly every employee expressed support for increasing the amount of training available to staff to both share knowledge and resources and retain institutional knowledge in the event of an unexpected retirement or layoffs.

- **Increasing communication regarding the status of CPFM projects:** Several participants wished that CPFM would have clearer and more frequent communication about why certain projects have been delayed while others are moving forward, both for general understanding and safety (e.g., one staff member wanted to know whether the chemical eye wash station in a building had been repaired before returning to work).

Session Eight Dot Voting Results

Continue

Theme	Votes
Requiring uniforms and radios (increases visibility to the campus community).	1
Social events (e.g., BBQ and birthday cakes).	0
Interacting with senior leadership.	0
Opportunities for employees to provide feedback.	0
The diverse range of social activities.	0

Stop

Theme	Votes
Making employees pay for parking.	4
Having low pay below the market rate.	2
Starting new projects before finishing old projects.	1
Maintaining unsafe parking spaces with Kubota machines in the CPFM parking lot.	0
Siloing departments and restricting collaboration.	0
Sending out repetitive surveys.	0

Start

Theme	Votes
Providing free parking for CPFM employees.	6
Closing the wage gap between CPFM and other employers.	5
Offering more cross-training and job shadowing to share knowledge and resources and retain institutional knowledge.	2
Increasing communication regarding the status of CPFM projects.	1
Simplify the Gold Duck nomination process.	0
Developing succession plans to reduce the loss of institutional knowledge.	0
Offering more value for work experience over degree requirements and opportunities for job advancement.	0

Session Nine Summary

On **August 4, 2023, from 7:00 – 8:30 AM**, IPRE team members conducted the last of nine focus groups with 15 CPFM staff members.

Participants in this session had a somewhat negative perspective on CPFM's operations. The sections below summarize their input, including support for current cross-training opportunities, distaste for the requirement to use Microsoft Teams and the division's hiring practices, and a strong desire for investments to improve CPFM's space, pay, and succession planning. These themes received the most votes in the dot voting section of the session; the remaining themes are listed afterward.

What should CPFM continue doing?

- **Cross-training:** Staff were appreciative of CPFM's ongoing opportunities for cross-training both within and between units and the job advancement to which it can lead.

What should CPFM stop doing?

- **Using Microsoft Teams and the new phone system:** Many participants were very dissatisfied with the switch from phones to Microsoft Teams, noting that Teams does not work on every computer and that some staff felt pressured to give out their personal cell phone number (while not being reimbursed for those costs by CPFM).

- **Hiring people without the appropriate background:** Some attendees, especially those in the trades, noted that CPFM has consistently brought in new hires who lack key foundational skills for their roles and want the division to better vet potential hires.

What should CPFM start doing?

- **Investing in a permanent surge space:** A significant number of attendees weighed in to support the creation of a permanent surge building on campus for use during construction rather than the array of temporary options (e.g., McArthur Court).

- **Implementing incentives:** Several participants advocated for the implementation of new bonuses such as milestone bonuses to encourage retention and reduce turnover.

- **Closing the wage gap with the private sector:** Many employees expressed frustration with the low wages offered by CPFM and urged the division to raise pay to keep up with both inflation and the private sector, especially for positions in the trades.

- **Developing succession planning and a mentorship program:** Attendees from all units requested more investment in internal procedures to both limit the loss of institutional knowledge from retirement/layoffs and support new hires after onboarding.

- **Improving onboarding procedures and offering ongoing refreshers:** While some participants were satisfied with current onboarding protocols, several employees sought more clarity regarding their first day (e.g., making sure they know how to get paid) and ongoing refreshers for staff regarding any administrative changes made by CPFM.

Additional Comments

The small groups identified several other top themes from their discussions, including the items listed below, which did not receive a significant number of votes in the dot voting. A full list of all comments and the corresponding votes regarding these themes can be found in Appendix I.

- Continue:
    o Communication throughout the onboarding process.
    o Social events (e.g., food and bowling).
    o Job advancement and the "Work Out of Class" program.
- Stop:
    o Wasting time and money by having too many work crews on one task.
    o Changing procedures without communicating with other departments.
    o Forcing staff to cover extra work because of low staffing.
    o Blanket management (punishing a whole unit because of one person's mistake).
    o Having a vacation cap at 250 hours.
- Start:
    o Holding individual "Quest for the Best" sessions for each unit, run by that unit.
    o Proactively, rather than reactively, budgeting (shop stock budgeting).
    o Having flexibility in scheduling (e.g., 4 10-hour shifts as an option).

Session Nine Dot Voting Results

Continue

Theme	Votes
Cross-training.	2
Communication throughout the onboarding process.	1
Social events (e.g., food and bowling).	1
Job advancement and the "Work Out of Class" program.	1
Having direct appointments (temp to hire).	0
Frequent Quest for the Best/group feedback meetings.	0
Management check-ins.	0
Social events.	0
Distributing the monthly newsletter.	0
Combined social activities.	0

Stop

Theme	Votes
Using Microsoft Teams and the new phone system.	3
Hiring people without the appropriate background.	3
Wasting time and money by having too many work crews on one task.	2
Changing procedures without communicating with other departments.	2
Forcing staff to cover extra work because of low staffing.	2
Blanket management (i.e., punishing a whole unit because of one person's mistake).	1
Having a vacation cap at 250 hours.	1
Micromanaging and wasting time with AiM.	0

Start

Theme	Votes
Investing in a permanent surge space.	6
Implementing incentives and pay increases (e.g., milestone bonuses).	5
Closing the wage gap with the private sector.	4
Developing succession planning and a mentorship program.	3
Improving onboarding procedures and offering ongoing refreshers to current staff.	3
Holding individual "Quest for the Best" sessions for each unit, run by that unit.	2
Proactively, rather than reactively, budgeting (shop stock budgeting).	2
Having flexibility in scheduling (e.g., 4 10-hour shifts as an option).	1
Investing in space for CPFM (e.g., storage on campus and better workspaces)	0
Creating more room for growth and job shadowing.	0

Appendix B: Recommendations from the 2019 Quest for the Best Working Groups

COMMUNICATIONS	ACTION TAKEN DATE	ONBOARDING/TRAINING	ACTION TAKEN DATE	TEAM BUILDING	ACTION TAKEN DATE	PARKING/TRANSPORTATION	ACTION TAKEN DATE	CAMPUS CONNECTIONS	ACTION TAKEN DATE	VISION/MISSION/VALUES	ACTION TAKEN DATE
SHORT TERM:		**SHORT TERM:**		**SHORT TERM:**		**SHORT TERM:**		**SHORT TERM:**		**SHORT TERM:**	
Begin a 1/4 page block in newsletter, "Mike's Corner" where the AVP can speak to policy/procedure changes, parking and project updates for CPFM.	6/1/2020	Establish CPFM Onboarding Subcommittee	8/6/2020	Focus on shift overlaps as great opportunity for team building.	Underway as of August 2020	Supervisors to make staff aware of the UO Transportation Guide, providing hard copy for those interested.	8/10/2020	Encourage Building Liaisons to get AiM training	Offered trainig in MyTrack in 9/2020. Will remind FL in January 2021 of this.	Form subcommittee to work on the mission statement and vision for CPFM	2/1/2021
Create an email address questionsformike@uoregon.edu, that the AVP can respond to directly.	6/1/2020	Create implementation plan	8/6/2020	Summer "Kickball" activity: Adjust to CPFM Field Day and shift focus away from kickball. Offer more low-impact games, more comfortable seating and board games.	On hold due to COVID	Provide updates in CPFM newsletter about future parking projects and include transportation information on CPFM website.	6/15/2020	Include a work order survey, as part of the work order process.		Develop questions to ask employees preparing to meet with all groups in respective staff meetings	3/22/21 - 4/5/21
a monthly update in the newsletter with staffing changes for CPFM.	6/1/2020	Endorsement by Leadership of training development.	9/1/2020	Anne could include and highlight "Team Building" activities to the Upcoming Events email (front desk could possibly help research these opportunities).	Ongoing 9/1/20	Encourage alternate modes of transportation.	6/15/2020	Provide ETA for jobs	1/2020 on tasks scheduled through Construction Svcs.	Conduct in-person and online meetings to gather data.	5/5/21 - 6/20/21
"Mike Drop" - a mid-month email to CPFM employees that would provide new and relevant information.	6/1/2020	Standardize onboarding checklists.	8/19/20 Ongoing	Form a CPFM Team Building Focus Group to plan and communicate team building opportunities. Recruit representatives from various departments (similar to our group).		Encourage use of of park & ride or park & walk options.	6/15/2020	Educate Building Liaisons how to use call log	9/2020 training available. WC can offer training via TEAMS now.	Come up with final themes from data gathered and present to leadership	6/1/2021
		Designate orientation partners.	8/19/20 Ongoing	Organize a CPFM presence at the annual Grad parade in June.	On hold due to COVID						
		Require review of professional development evaluations.		Prepare for a virtual celebration	Underway as of August 2020						
MEDIUM TERM:		**MEDIUM TERM:**		**MEDIUM TERM:**		**MEDIUM TERM:**		**MEDIUM TERM:**		**MEDIUM TERM:**	
Ongoing shop visits from the AVP on a rotating basis.	2/1/2020	Implement a 90-day check in for new hires.	9/30/20 Ongoing	Pilot an after-work hours community service event (and evaluate success/failure). Since this would be after hours, swing and graveyard shifts can be included	Have been trying for years and will continue to do so.	Ensure new hires are made aware of Trans Svcs and options during onboarding.	Underway as of August 2020	Participate in campus orientation tour		Once MVV Statements are finished and blessed by Leadership re-present to all CPFM employees.	8/10/2021
		Begin position specific customization to checklists.	9/30/20 Ongoing	Plan and host some CPFM seminars and workshops (ex. Invite White Bird Clinic to teach us mental health de-escalation training).	Working on some virtual opportunities including help from Tiffany Lundy HR Training Rep. 10/15/20	Engage with Trans Svcs on a regular basis to learn of new options or new information.	Underway as of August 2020	Update CPFM website with: personnel updates make more user friendly provide more information make more dynamic promote work control			
		Provide onboarding resources training for supervisors.	10/1/2020	Plan a seminar for supervisors to learn about how to engage in and encourage team building activities within their units. Create an annual AiM work order for team building that folks can bill their time to.	Working with Tiffany Lundy from HR on employee engagement and supervisor trainings 6/2021	Include regular updates to keep CPFM informed of Trans Svcs priorities and information.	6/15/2020				
						Evaluate whether additional parking could be constructed in the back 40 for CPFM employees.	Will be used for FS Parking				

COMMUNICATIONS	ACTION TAKEN DATE	TRAINING/ONBOARDING	ACTION TAKEN DATE	TEAM BUILDING	ACTION TAKEN DATE	PARKING/TRANSPORTATION	ACTION TAKEN DATE	CAMPUS CONNECTIONS	ACTION TAKEN DATE	VISION/MISSION	ACTION TAKEN DATE
LONG TERM:		LONG TERM:		LONG TERM:		LONG TERM:		LONG TERM:		LONG TERM:	
Begin newsletter in MyEMMA format, CPFM on the Move and CPFM 10-Second Message	1/15/2021	Establish CPFM Training Subcommittee.	12/21/2020	In 12-18 months: Re-evaluate CPFM team building activities. Send out another survey to see how folks are responding to the changes and new activities.		Suppport construction of another parking garage, in addition to the current project.		Consistent clothing across shops			
		Separate Training from Onboarding and seek out what training/competencies CPFM employees want/need.	1/26/21- Prepare questions for Qualtrics Survey			Change 901 Franklin lot to be university managed instead of leased.		Easier cost tracking for work orders			
		Create and Send Training Survey	3/26/2021			Consider offering a CPFM shuttle from park & rides.	5/3/2021	Database for campus contacts by building			
		Develop list of required training for all CPFM employees.	3/22/2021			Encourage Trans Svcs to establish more park & ride lots along EmX bus routes.	7/1/2021	Promote & educate about work control and their front line abilities			
		Create generic CPFM training list	3/22/2021					Table at IntroDucktion			
		Identify position specific training and professional development goals.	3/22/2021 - Qualtrics Survey sent out					Participate in Career Fair			
		Supervisors audit short and medium term training goals.						Greater student engagement:			
		Create a 0.5 FTE CPFM Training Manager or Coordinator position to help implement all recommendations.						CPFM Staff and CPFM tours			
		Integrate results of training content development.						CPFM Ambassadors:			
		Finalize position specific customization of checklists.						Meet with campus partners			
								Present at staff meetings			
								Lunch & Learns			
								Annual report for campus			
NOTES		NOTES		NOTES		NOTES		NOTES		NOTES	
		Training will be separate from the onboarding committee and begin after the onboarding process is completed.									