July 28, 2023

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| **To** | Michael Harwood, Campus Planning and Facilities Management |
| **From** | Brendan Adamczyk, Institute for Policy Research and Engagement |
| **SUBJECT** | **quest for the best session One summary: July 19, 7:00 – 8:30 AM** |
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On July 19, 2023, from 7:00 – 8:30 AM, Institute for Policy Research and Engagement (IPRE) team members conducted the first of nine focus groups with 23 CPFM staff members. CPFM and IPRE leadership began the 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 moderated a discussion to respond to three questions:

* What should CPFM continue doing?
* What should CPFM stop doing?
* What should CPFM start doing?

Each small group identified top themes from each of the three questions to report out to the larger group. Finally, participants voted on their top “theme” from each question. This memo summarizes the top themes from the focus group. Appendix I presents the results of the dot voting process; Appendix II includes the small group discussion notes and themes.

# Key Themes

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.

# Appendix I. 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 |

# Appendix 1I. Small Group Discussion Notes and Themes

## Small Group Notes: A

**The following section contains notes from one of the three small groups within this session.**

### What should CPFM keep doing?

* Continue offering developmental opportunities that allow for upward mobility. Specifically mentioned was a program that allows staff to “work out of class” for six months, especially working in another area for six months to gain skills and at the end of the six months, they are a qualified applicant for the corresponding job opportunity. This was liked due to the ability to progress upwards within CPFM as well as hire from within and have someone that already knows how things operate.
* Continue offering CPFM gatherings and mixers. These events, such as bowling or monthly birthday celebrations, were noted to be a great way to meet and see other people they may not interact day to day very often. Good opportunity for socialization and connections during covid (continued gatherings outdoors).
* Upper management people seem a little more engaged. At least seem to be trying some new things which demonstrate effort but with all new things implemented, some work and others don’t. More responsive to issues as well.

### What should CPFM stop doing?

* Outsourcing work to projects that make more money (additional projects) rather than spending time on maintenance and preventive work. This is especially hard to keep up with and keep regular/internal maintenance up to date with limited staff. Feels as if prioritizing making money by doing (or often outsourcing if not enough staff) contracted projects for departments when there is barely enough staff for regular projects. Connects to lack of competitive pay and understaffing.
* Stop micromanagement from above.
* Stop making employees register and purchase a parking permit each term. Instead, find a way to buy an annual pass and have it deducted each quarter. It is not an uncommon staff issue to miss the purchasing window and have to park across campus for a term.

### What should CPFM start doing?

* Supervisor evaluations and opportunities for communication. Annual one-on-ones, restructured supervisor evaluations, and more open and direct communication would help supervisors and staff get to know each other more and help alleviate concerns.
* Start more streamlined and accessible onboarding. Especially related to technology aspects, making sure that everyone can access their email, AIM, etc, before their first day of work so they can hit the ground running. An emphasis was made for trainings to be held more in person than all online.

### Additional Comments

* For the “continue” discussion, employees mentioned that it would’ve been helpful to **have a printed out copy of the changes made since the last Quest for the Best**
* Lots of variation between departments
* The stresses and effects of understaffing were discussed in many conversations, making it increasingly difficult for some to do their jobs
* **Comments about how 4 years between these “check ins” was too long, they should be done more frequently**

### Discussion Notes

### What improvements have you noticed since 2019/since you started at CPFM?

* Management is a little more engaged with things
* CPFM consolidation into bldg. 130
* Communication has gotten better
* Issues seem to be taken more seriously
* More team building

### Continue – What should CPFM keep doing?

* **Been offering more developmental opportunities (“work out of class” for 6 months,), provides upward mobility, provides an opportunity to hire candidates from within**
* **Mixers/gatherings (bowling, park), see the faces of everyone**
  + Every few months, once a month birthday events with cake
  + Isolation between departments just by design, gathering allow them to see and talk to others
* **Upper management people are a little more engaged**
  + Shown by new implementations, trying new things
  + Others agree
  + Positives and negatives
* Table agreed that it would’ve been helpful to know the small and medium things that they have implemented to have comments to make off of (maybe next time bring to discussion to read through)

### Stop – What should CPFM stop doing?

* Stop taking responsibilities away from lead workers, doesn’t let lead workers assign work orders (plumbing) doesn’t have control over it, random assignments of work through AIM, no way to check-in and see if they did the work, others use it just for highest priority things
  + May be an isolated case
  + **Micromanagement from above**
* **Focus on maintenance and not making money**
  + A lot of the focus in construction shop is getting money from different departments rather than maintenance
  + Maintenance falling behind because of prioritizing “pleasing the customer”
  + Decline in taking care of own facilities (preventive maintenance)
  + Outsourcing work to projects that make more money rather than spending time on maintenance and preventive work; especially hard with limited staff
  + Adding square footage to campus but has no intention of increasing staff (if can’t keep up with it, call and outside contractor)
* **Hard to bring in more people, can't keep up in hiring process with private companies (need more competitive pay scale), being used as contractors but not getting paid as such**
  + Being understaffed, contracting out a lot more work that could be done in house (if had the staff), lacking as competitive pay
* **Stop making them buy their parking permit every term, may miss the opportunity** 
  + Make annual instead, but would be deducted each term but buy an annual pass
  + Big one, affects everyone and feels achievable

### Start – What should CPFM start doing?

* Annual check-ins with everyone, once a year one on-one with supervisor and workers
  1. Can be very casual, just a check-in and know you as a person; tie to below
* **Supervisor evaluations, a chance to give some feedback and have a discussion**
  1. An opportunity for it to happen more frequently and offered to everyone
  2. Not able to pick who is going to give them feedback
  3. Across the board with peer reviews, everyone should have reviews and feedback
  4. Direct communication
* **Onboarding is lacking or nonexistent, difficult to do job with no new information, getting in the system (the technology side of things, email, AIM, navigating campus)**
  1. **Streamline onboarding and make more accessible**
  2. Would rather like to hit the ground running
  3. Teaming up with another person to get them oriented (won’t work for all shops)
* Used to have training at EHS (?) would like to have face-to-face trainings, since covid, everything is online
  1. Not all departments are aware that this is still happening (utilities and energy)
* Loss of knowledge from those that retire

## Small Group Notes: B

**The following section contains notes from one of the three small groups within this session.**

### What should CPFM keep doing?

* **Social Gatherings** – Meeting up with coworkers, especially events that combine a few units that have overlap.
* **Feedback Processes** – Bi-annual meetings, weekly manager meetings & 3-month check ins with new hires were popular among participants. It was particularly valuable to participants to feel like they could talk to their manager at any time.
* **Parking –** Having access to parking makes it possible for staff to leave campus when they need to without the stress of losing their spot.

### What should CPFM stop doing?

* **Microsoft Teams Implementation** – Participants expressed frustration with the way that Teams functions and its lack of reliability for calling.
* **AIM Workflow Management -** Changes to AIM functionality are not communicated and this is confusing for users.
* **Uniform Requirements –** Uniforms often don’t align with the type of work being done and being required to wear them makes it harder to do some jobs.

### What should CPFM start doing?

* **Create better training, support, and check-ins for new hires. –** Many new hires are not knowledgeable of how to submit their timesheets or use many of the technologies required for daily work.
* **Create opportunities to job shadow/ train for other positions & learn new skills on the job. –** Participants noted that long-term developmental goals are limited and don’t allow much to aspire (e.g., janitorial: “make the building cleaner than ever”).
* **Designate an IT person or team to work exclusively with CPFM and be available to help with AIM. –** The majority of participants expressed that they do not have as much knowledge of the AIM system as they would like to. They expressed a need for more expertise that is readily available, and they suggested U of O train a current IT staffer to serve this role.

### Discussion Notes

### What improvements have you noticed since 2019/since you started at CPFM?

“Annual meetings with directors & managers”

Weekly meetings with managers- important change

“Bowling!”

“CPFM office renovation”

“More options to work from home.”

“More options for social gatherings”

“Supply chain is smoother”

“My mop bucket does not have any holes”

“parking”

“Increased social gatherings”

“Equipment upgrade”

### Continue – What should CPFM keep doing?

**Social Gatherings**

* Monthly birthday celebration (keep doing)
* Bowling "everybody loves bowling."

**Enrichment:** Workout classes and resume counseling

**Parking**

* Parking has changed for the better, now there are spots available for CPFM staff.
* Communication with parking director was helpful.

**New Equipment:** Backpack vacuums, stepladders for janitorial

**Feedback Process**

* Bi-annual meetings with the various directors (particularly with mike)
* New director at powerplant lots of feedback throughout the process of the transition
* Open door policy – option to speak to management whenever.
* Doing a review for someone in another department is a good way to show a perspective on a person who might not get that feedback otherwise.

**Communication**

* 3-month check in with new employees
* Newsletter - Mike's corner (ask Mike)
* Celebrating accomplishments
* On the moves (who's coming on board/legacy of people leaving) it’s important to see how much impact other people in the department have.

### Stop – What should CPFM stop doing?

**AIM workflow management**

* Not enough training in how to use the software.
* Multiple modules cannot be viewed at the same time.
* Make it so everyone can view everyone else’s schedules.

**Time cards**: not teaching new employees how to enter their timecards (after initial onboarding there is not enough follow-up with new employees).

**Microsoft Teams implementation**

* Teams calls are not working very well (headphones not working, lots of technical issues).
* Facilities services vehicle shop phone not working so no one can call in.
* Staff being bothered by teams calls at home when they’re off the clock.
* Certain units need a more reliable way to be contacted in an emergency.
* Teams may not be going away but there needs to be way more training and troubleshooting.
* People have different preferences to communicate & forcing people to use teams isn't working.

**Uniforms**

* Name badge requirements in your workplace VS going out onto campus
* Stop requiring people to wear nametags all the time, it’s kind of annoying.
* Uniforms that are too hot (steam tunnel work)
* People don't like the uniform - auto shop uniform/grounds crew uniforms are not suited for the weather/durability needs of those jobs.
* Rules on branding related to uniforms & the dress code (yearly changes are not consistent)

### Start – What should CPFM start doing?

**360 interviews**

* The most important tool that needs to be used throughout CPFM (not just some units).
* There are not opportunities to review people above the supervisor (often people have feedback for higher management that they have no means of communicating).
* Would like the opportunities to give feedback (managers may be cherry picking the person who does their 360 interview).

**Workplace Mobility/Growth**

* More opportunities for people to train on-the-job in other roles.
* Leads should be rotated (by contract this could happen 6 months)
* No one should be a lead for three years.

**Benefits**

* Give benefits that housing/athletics positions get (meal discounts & merch discounts)
* ESL / Spanish as a second language classes offered during work hours.
* Tired of track town at events
* Increased phone stipend to keep up with inflation (stipend does not cover a data plan)

**AIM workflow management:**

* Multiple modules cannot be viewed at the same time)
* Make it so everyone can view everyone else’s schedules.
* Start training people on how to use more of the features in AIM
* The university should hire or train a person to teach everyone how to use AIM.
* The person who is classified as the AIM expert in a unit often does not know how to do many things that others would need help with.
* Changes to procedures in aim (VIA AIM change committee) need to be communicated better to the units that they impact.

**CPFM needs their own independent IT person/unit.**

* The needs of CPFM differ greatly from the academic side of the university.
* U of O moved to a centralized IT dept and they often lack the specialized expertise to help CPFM staff with tech issues that are often very different from issues academic workers might have.

**Onboarding/Training/Payroll**

* Onboarding needs to be more comprehensive**,** new employees need the necessary technology & training to submit timesheets & perform other basic tasks without the help of a co-worker.
* Recurring trainings on how to do UKG payroll submission.
* UKG doesn’t talk to AIM (if there is stuff missed in UKG)
* Payroll needs to send consistent emails about whether you need to submit or not.
* If you're on vacation, there should be a way that payroll gets submitted automatically.

**Goal Setting**

* Better long-term goal settings
* Goals that are based towards advancing in job position.
* Better awards than golden duck ("above and beyond" is a little bit un-specific). Use a monthly theme for awards (e.g., safety)

## Small Group Notes C

**The following section contains notes from one of the three small groups within this session.**

### What should CPFM keep doing?

* **Professional Development:** Mandatory Supervisor trainingis effectively working.
* **Social Activities:** Fun Activities across departments from VPFA (ice cream!). To mingle with and get to know people in other departments and other CPFM units.
* **Frequent inter-department meetings/feedback:** To maintain or improve further increased trust in CPFM leadership. Information sharing, e.g. human resources change: new hire, transfer, and leave. To empower and increase staff morale.

### What should CPFM stop doing?

* **Parking lot fees requirement (or allow annual renewal)**: Paying for parking is a burden.
* **Hiring managers vs. addressing understaffing:** When we are shorthanded, we cannot provide high-quality services. We need to hire more workers, not managers.
* **Degradation of service/lacking standards:** Investing in APPA is just making out tasks complicated. Stop justifying APPA standard.

### What should CPFM start doing?

* **Increasing pay/benefits:** For recruitment and retention and value employees more.
* **Steam line communications**: Reach out and Connect with inter-department and the campus community to share proper information.
* **Addressing uniform scarcity:** the number of provided uniforms, e.g. T-shirtdoesn’t enough. We are seen on campus, and thus cannot wear a t-shirt with stains.

### Discussion Notes

### What improvements have you noticed since 2019/since you started at CPFM?

**Dress code (Uniforms)**

* Having uniforms as work clothes is a good thing.

**Team building**

* Activities e.g. bowling are a positive impact.

**-**Bowling

-all CPFM 5 units activities that all CPFM 5 units participate in

**Communications**

* Meeting with Mike Harwood. He wants to hear from us.

**Recruitment**

* Before 2019, filling vacancies was challenging. It took a long time to post jobs

and hire people. Now, Positions are filled.

**Trust issues with Leadership team**

* Trust in leadership increased. Knowing Mike’s intention; Mike drop and Newsletters.

We had doubt and there were lots of mistrust before. “Do we trust them?”

### Continue – What should CPFM keep doing?

**New Hire Recruitment**

* Keep hiring to fill vacancies. We don’t have enough people.
* New tactics to attract new hires. CPFM is trying to hire people, but it doesn’t work.

**Social events/gathering**

* Mingling events to get to know VPFM depts and within CPFM with good ice cream. The best experience I had was the Diversity Event by VPFM last summer with good ice cream serving. I want to have events like this more.

**New hire onboard training initiative by FS Crew**

* FS crews initiate new employees' onboarding; new hires trained by current crew

**Professional Development**

* Mandatory supervisor training

**Employee empowerment**

* Work makes me feel my freedom, independence, and accomplishment.

**Communications**

* Meeting with Mike.
* Information flow to staff. “Are we in a loop?”

### Stop – What should CPFM stop doing?

**Understaffed situations**

* Shorthanded work environment in FS and U&E (e.g., the central power station)

**Parking arrangement**

* Stop requiring that employees pay for parking.

**Information relevancy**

* Stop sending “Shut down” emails to everybody, only to those who are affected.

**Pay right/fairness**

* If CPFM wants to retain staff, stop paying new hires higher wages than existing

employees who work here longer.

**Positions to hire**

* Stop hiring managers/directors, hire workers as we are shorthanded.

### Start – What should CPFM start doing?

**Share HR information more quickly**

* Send Information more quickly on new hires, transfers, and leave. We want to have information on who are new hires, who were transferred to new positions, and who left CPFM more quickly. We don’t know who is new or who left CPFM.

**Relationships building with internal and external CPFM**

* Tours to visit another unit to get to know what other departments are doing.

Because of my shift schedule, I don’t get to meet people in other depts/units.

**Proper resource sharing with customers**

* Clear contact information for customers/students and faculty (in classrooms); To whom to call when something goes wrong. e.g., AC is not working.

**Addressing uniform scarcity**

* I work 5 days and have got 4 shirts. I can’t wear a shirt with stains for work. Enough number of uniforms that staff can work comfortably.

**Employees turnover, Service Quality, and Staff wellbeing**

* When turnover is high 🡪 low staffing 🡪 we can’t provide high-quality service.

Low staffing 🡪 low quality of service.

* When CPFM is fully staffed, staff’s stress level goes low and more accomplishment, meaning high-quality services are provided.

**Competitive wages**

* For now, we chose to work here even though high pay jobs are available in other places.

**Making the work environment more comfortable**

* Leave Air conditioners on in buildings after a certain hour.