August 4, 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 THREE summary: July 20, 2:00 – 3:30 PM** |
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On July 20, 2023, from 2:00 – 3:30 PM, Institute for Policy Research and Engagement (IPRE) team members conducted the third 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

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.
* **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.
* **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.
* **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).

# Appendix I. 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 |

# Appendix II. 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?

* **Continuing improving the implementation of onboarding so that the quality is consistent across units**. During the discussion, employees realized disparities in departmental implementation of onboarding, with employees in some departments (like custodial) reporting helpful on-the-job training while other employees (construction and design) reporting no onboarding periods.
* **Continue working on improving training opportunities, such as professional development and ongoing training for supervisors and leadership**. Custodial staff voiced appreciation for the Working Out of Class program. All participants agreed supervisors and leadership would benefit from ongoing training that would support standardization of supervisory practices (such as robust onboarding).
* **Continue department-wide social activities and gatherings.** Employees work or have worked on swing shift noted that the swing shift start time change from 5pm to 2pm changed their ability to participate in these social opportunities and helped them feel more connected in the campus community.

### What should CPFM stop doing?

* **Stop piecemeal communication with campus groups outside of CPFM.** Custodial staff talked about the communication breakdowns that happen between their supervisors and campus housing staff when their services are rented out during the summer, which causes ineffective workflows. Other participants also noted that information about general UO polices, such as those related to HR and finances, are poorly distributed throughout CPFM.
* **Stop the wasteful spending that results from poor long-term planning (or poor alignment between long-term plans and short-term fixes).** Employees discussed that sometimes they see money poured into work that only benefits a small group on campus. One employee reported interacting with staff who were re-carpeting rooms in a building that was going to be torn down in a few months. Other employees voiced frustration about the amount of money potentially going into to fixing up the CPFM admin building, which would only benefit a few people. Employees shared that they feel they lack basic workplace amenities, like coffee machines in their breakrooms and covered picnic tables to eat lunch at. Therefore, they feel frustrated with inefficient and inequitable spending.

### What should CPFM start doing?

* **Start focusing on employee well-being through largescale (not “band-aid fixes”) improvements to employee physical infrastructure.** Employees recognize the work they do in making campus a pleasant environment to be in. They would like CPFM to use their skills and labor to better CPFM staff working environments as well. Custodial staff report feeling under-prioritized because they lack access to an employee space (like a break room) that feels good to be in and has basic amenities (like coffeemakers). Other employees talked having funky office spaces. In addition to custodial breakrooms, employees want to prioritize creation of outdoor, covered places that could serve as employee gathering areas and/or places for staff to eat lunch. Employees recognized that as a public institution, the UO couldn’t pay market-rate wages, but felt that better employee amenities could offset this disparity. This was one of the most enthusiastic parts of the whole discussion.
* **Start facilitating clearer communication between CPFM and the rest of campus.** Employees noted that they struggle with the interpretation/implementation of UO policy in CPFM-contexts and with knowing who to go to get answers to questions. They also expressed wanting better distribution of information about campus resources provided to staff (like access to the Adobe Suite or the Maker’s Lab). They floated the idea of a CPFM role that helps translate UO policies into CPFM language. Someone also suggested a directory that is kept up to date and lists roles and employees in all departments inside CPFM, so that employees can easily figure out how to get in touch with the appropriate departmental contact.
* **Start implementing merit-based incentives and recognition.** Employees want more specific recognition for what they are doing well. Custodial staff most strongly expressed a desire for a system that distinguishes between different qualities of work and supports people who need to “get up to speed” while rewarding people who are preforming well.

### Discussion Notes

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

AIM (look at things to know what’s going on), staff gatherings (more events now than then); but strange transition to now (because covid), work opportunities (work out of class is a lot stronger); more opportunities for advancement.

Would have been helpful to have a review of what came out of last time (what was discussed last year)

### Continue – What should CPFM keep doing?

Onboarding and training involved shadowing (ride alongs) was really helpful (getting to see the job was expected to do, how to do correctly) (custodial and maintenance support) but onboarding is hit or miss across departments (like in construction and design); work out of class (well liked by custodial staff); opps for advancements. Communication cross department has improved (emphasized); leadership and supervisor training has started and should continue (could help bridge some of disparities between departments on things like onboarding); involving non-day shifts in social activities; bringing in swing shift early (2pm instead of 5pm) makes swing shift feel more like you are part of the university; benefits package (esp. healthcare)

### Stop – What should CPFM stop doing?

During summer, custodial staff helps on dorms w/housing (creates revenue for the department over the summer). Good collab between parts of university. But frustration of communication- coming into work not knowing if working with housing or something else (changes everyday). Big feeling of **uncertainty**. Stop renting out custodial until have figured out custodial. Custodians report showing up w/ all equipment (then being told to go elsewhere- very hot in the heat). This year they took smaller subsection of the staff at a time, which was good. Convos about pouring money into CPFM admin building, but no reason to keep it up. Better to tear it down and put that money into making more offices in this building and more equitably for all staff. Baby steps across campus would make more of an impact; rise all tides more equally in terms of staff space; stop putting band aids on things (like this building we are in needs support for earthquakes);

* Asking for level of cleaning without giving enough time.
* Assessments/inspections/learning opportunities.
* Incentives not accessible to CPFM employees-
  + Like classes- but if you work 8-5 or in the night, you can’t take the class.
* Complex reimbursement system.
* Making employees buy workplace amenities like coffee and freebeeze.
* Make it so complicated to pay for parking at the airport. Weird rules about what you can get reimbursed. Rules aren’t documented clearly or communicated well. People end up making mistakes because they don’t understand them.
* “If I don’t know who to ask about something, I just talked to x. But when I talked to x they say, no, talk to y. No one know who the right person is and there isn’t documentation. This even happens with staff- communicate staff changes. “
* Inconsistent success/failure with onboarding.

### Start – What should CPFM start doing?

1. More apprenticeship opps for the trade jobs
2. Need liason person for summer housing program for custodial staff
3. Custodial staff- no coffee maker, no break room.
4. More consistent office space (for all employees, disparity with maintenance/creation of space). Custodial feel looked over for creating office space that feel good.
5. Outside space that doesn’t look like prison yard (with cover) to eat outside. **Esp. because there are no breakrooms**. Picnic table. Park style shelters. Surprisingly few on campus (surprisingly few covered benches). Some are there but not very nice. A little money could go a long ways.
6. More money and higher pay (living wage if you are a custodian)
7. Incentives (really super clean buildings = bonus).
   1. Better gifts at Christmas party (more/better recognition for good work).
   2. More not-incentives for people doing their job.
      1. More training for people who are not up to speed.
8. Why is there a great team that does that for campus, why can’t do that for staff in CPFM? Have all professionals needed to create a nice space, and not doing that is odd.
9. Need- CPFM-specific incentives (more accessible).
10. Better communication on what university incentives are for staff.
    1. What is available to staff (like adobe suite)
    2. Include this in onboarding process
    3. Better connection to campus resources (maybe thorugh newsletter)
       1. And reminders too!
11. Iphone users get “tips”- integrate into newsletter reminders about benefits/resources on campus.
12. Incentives based on job performance.
13. Do a market-study/market rate wages (way behind on trade pay).
    1. `used to be that the UO had so many benefits people were okay with less money. But now wages is not as good.
14. Make more clear guidance for reimbursement.
15. If there are rules you are expected to follow, make them more clear before you mess them
    1. Someone at CPFM to be translator for UO policies (like financial) to bring them into the department.
    2. Streamlined person to help bring UO policy information into CPFM department (travel, reimbursements, HR, onboarding, and hiring rules).
16. Things outside of CPFM like HR- but need someone who is middle ground and speaks UO language and CPRM language to provide help.
17. Knowing who your resources are when you need help
    1. Part of lack of onboarding
    2. There are people to ask, but you don’t always know who to ask.
18. Create a directory.
    1. Could be helped by more consistent onboarding process- could help you get to know all the owner reps, for example, connect you to all the people you need to know to do your job.
    2. Everybody in each department that stays updated with staffing changes.
       1. Could help in establishing who to go to with questions, who is in different positions.
19. UO has “one stop page” that lists all things that are relevant. We need a CPFM one stop that directs you where to go to when you have a question (departmental contacts).

### Top 3 Identification

Continue- training and advancement (keep working on this); department-wide social activities and gatherings; onboarding (consistency across units; has improved in places but not in others)

Stop- bad communication with external groups and outside of CPFM (when renting out CPFM employees, policy communication); band-aid spending (little fixes, just do it)- piecemeal vision (like doing work on a building that is going to be torn down recently); stop wasteful spending- wasteful materials and resource use (not planning appropriately so work on a building that is going to be torn down recently)

Start- making largescale improvements to employee infrastructure/ gathering space (greater focus on employee well-being in built-environment), better employee amenities (especially if you can’t pay more- make work day experience more pleasant! Big one!); better (or more clear) communication and access to campus resources (like accessible learning opportunities); resource and staff directory (CPFM directory and CPFM liaison to UO); merit-based incentives/recognition

## Small Group Notes: B

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

### What should CPFM keep doing?

* **Professional Development Opportunities & Job Advancement –** Programs like “work out of class” and other professional development opportunities were very helpful to some members of the group. They feel that these programs are an essential part of making CPFM a good workplace.
* **Stipends for Equipment –** Participants explained that they use these stipends to pay for cell plans, protective equipment/clothing and other essential needs on the job.
* **Supervisor Evaluations –** The 360-evaluation system was favored by almost every member of the group. They felt that this process was a key component to accountability within the department going forward and stated that this program should continue or even be expanded.

### What should CPFM stop doing?

* **Marginalizing CPFM -** Members of the focus group mentioned that they don’t want other departments in the university to treat the work that they do as less important. It is essential to the functioning of all other departments and as such deserves more respect and better working conditions comparable to academic departments in the university.
* **Reappropriating/decommissioning equipment & technology –** Multiple focus group participants expressed their frustration with losing tools that they had been using for years without any warning. They feel that the department does not check with employees about how these decommissions impact their daily work. This sentiment was shared between facilities management and construction & development employees, and they expressed how difficult it is to do their work without the necessary tools & software.
* **Approving an overwhelming number of construction projects –** Members of the focus group explained that the number of active construction sites on campus makes it difficult to move around campus and makes their work environment more dangerous and unpredictable. They expressed a need for more communication with CPFM staff about where and when construction will happen and greater consideration of how it will impact their daily work.

### What should CPFM start doing?

* **Improving staff: square foot ratio –** Members of the group were concerned that at the rate that campus continues to grow and the relatively low pace that the department hires new employees the amount of area that each employee will be responsible for will increase. To solve this they suggested the department offer competitive pay and look at the staff: square footage ratio as a metric for success. According to group members this ratio is too low right now and makes the daily work of employees very stressful.
* **Reimagining & Simplifying employee recognition –** Employees would like a process for recognizing their coworkers and supervises that doesn’t involve a nomination or a committee for selection. They would like to be able to reward good work as something more meaningful than “going above & beyond”. They expressed interest in a staff led recognition system that happens with greater frequency than the “Golden Duck”.
* **Demanding equitable workspace for CPFM facilities –** The department needs better spaces to work in. Many of the buildings where offices are lacking natural light and have serious maintenance issues that need to be addressed.

### Additional Comments

This group included a mixture of administrative staff and facilities management staff. The recommendations from this group tended to span the needs & experiences of a wide variety of work settings and daily tasks.

### Discussion Notes

### Continue – What should CPFM keep doing?

**The department is more coordinated**.

* + A member of the group who works in an administrative role emphasized how much more recognizable the department is due to changes in uniforms and branding.
  + Another group member mentioned that the department has become more identifiable around campus (visibility).
  + Incremental improvements in the coordination

**Facilities professional development opportunities**

* A member of the group who works in custodial mentioned that the “work out of class" program has been quite beneficial to them.
* Opportunities for advancement within your position (some departments are limited with how much people can train up to a new position)
* OA positions and Classified positions need more professional advancement opportunities.
* Stipends for PPE "boots, pants, phones"
* Keep up general communication internal/ external.
  + (Ten second message, Social Media, Newsletter, Construction Impacts Map, Technicians going to using ipads)
* Campus Planning / Sustainability (increase visbility)
* Intra-departmental communication and coordination/colaboration (specific initiatives)
* 360 Evaluations (more involved evaluation system)
* Employees have the opportunity to evaluate their supervisors
* Opportunities for feedback
* Facility Liasons Bi-annual meeting
  + (invitation to present to Facilities about the work of other departments)
* Quarterly Social Activities (CPFM Wide)

### Stop – What should CPFM stop doing?

**Construction**

* “Too many major construction projects at once makes campus an unsafe place to work.”
* “The projects do not benefit the department in any way.”
* “Staffing does not increase as campus and facilities grow.”

**Marginalization**

* Being last on the list for facilities upgrades and other improvements in the workplace.
* “The narrative is that people in the department are selfless.”Participants felt that this narrative is used to excuse their substandard workspaces and lack of say in major changes.
* Members of the focus group mentioned that they don’t want other departments in the university to treat the work that they do as less important because it is essential to the functioning of all other departments.
* “Stop acting like there isn’t any money available for CPFM.” Many expensive new facilities are being built on campus. Where is that same level of improvement and expansion for CPFM. *Feeling de-prioritized and placed below all the academic units*.
* Money to benefit CPFM employees needs to be allocated better at an institution level.

**Taking Equipment & Technology**

* “Taking equipment away unexpectedly, higher ups re-locating tools without giving employees a good alternative.”
* “Computers being take away from facilities services.”
* “Design and Construction has had certain computer critical computer systems and software was taken away.”
* “The university refuses to purchase software that CPFM staff need to do their jobs.” (The impact of the program cost is limited compared to the impact of trying to do the work without having that program.)

### Start – What should CPFM start doing?

**Have a designated IT department within the unit.**

* Technical issues related to AIM require a person who has expertise to address them.
* Employees need the proper equipment/ Tools/ PPE to do their jobs.
* Campus Planning / Sustainability needs more visibility, most people on campus (students & staff don’t know what this department does).
* Make sure open positions are filled and stop postponing new hires.
* Need to increase pay so that the school can compete for new employees.

**Fund Spaces for staff.**

* Improve staff to square footage ratios (currently fewer people managing an increasing amount of space).
* Allocate a certain portion of each new construction project for a janitorial, recycling, or other space that considers the needs of CPFM staff.
* Physical Space Needs Improvement (the places where people are expected to work have poor environmental quality).
* “Start demanding a better space for the employees!”

### Top 3 Themes

* + Adequate work space for admin (that matches quality of other depts)
  + A nice break room for staff
  + High quality spaces allocated for facilities staff incorporated into the design of buildings (and air conditioning in vehicles)
  + **Better recognition of people in the department's accomplishments**
* **Golden duck needs to be re-worked.** (Staff members dislike that it’s quarterly, nomination-based, and supervisor needs to sign off on it)
* There needs to be some kind of retirement recognition.
* CPFM has the most diverse workforce on campus - need to have elevated recognition of the contribution that the department has made. If the university talks about valuing diversity, they should listen to the needs of the people in the department.

## Small Group Notes: C

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

### What should CPFM keep doing?

* **Continue AVP visits to individual shops and offices (twice a year where he goes to shops/offices and spends times with them) :** Having interactions like these allows time for people to ask questions or give input. People have noticed upper management having more of a presence, as they come in and talk/interact with the staff more. While it used to be a once a year type of activity it is now happening more on a monthly or quarterly basis. Having this type of interaction creates a work environment where it feels more comfortable to be in a place where you can talk to your supervisor.
* **Continue improving communication across departments :** The group has seen communication across departments improve. One person sat on the committee for communications and after the last QFTB people have noticed some of the goals being put in placed and others that have not. People have also noticed that departments within CPFM working to collaborate a little bit more, while intergovernmental communication has improved a lot. However people still see the communication/interaction between departments as needing a lot of improvement.
* **Continue the large morale boosting events :** The employees enjoyed all of the holiday parties/end of the term parties, as they serve as a morale booster. Now that people are back in person for their jobs it’s easier to meet people through these functions, and there’s good turnout for the events. Since covid people were warming up to the events (bowling, kickball…etc) but overtime it got better and people became more comfortable. It’s nice that everyone gets included in the events, they include the daytime and nighttime shift. These events help maintain bonds with people that you used to have the same shift as, it helps boost morale.

### What should CPFM stop doing?

* **Stop the inefficient use of technology:**  The employees were very against the UKG and Aim systems because of how inefficient they are. There’s a lot of inefficiency around technology and the unnecessary hurdles that people have to jump through during their day to day work lives. People have seen discussions about the inefficient technology that is used at CPFM but nothing ever happens to address the complaints. With UKG : people are tired of modifying their shifts and changing the password so frequently. They wish that the computer work could be simplified, for aim and UKG you have to consistently keep logging in and out, people wish there was a system that was more seamless. Some of the work forms were observed to be inefficient : sometimes people don’t put enough information in and the employees wish that it could be more simplified on the users end.
* **Stop the poor follow up related to reasonable requests :** One employee shared an experience of putting in multiple requests and not having it being followed up upon. Specifically in facility services if there is a request put in by an employee, it should be the responsibility of the supervisor to acknowledge it and follow up.

### What should CPFM start doing?

* **Having more collaboration and communication across departments :** The employees wished that there was more collaboration between departments because great ideas come from collaboration. It gives the people an opportunity to work together, not only in a interdepartmental space but within each units. People noted that having a space where you can talk between departments will help make the time to met and collaborate with one another.
* **Having better work spaces for employees :** CPFM needs to start giving people adequate spaces and places to work. People are given dilapidated spaces across, and looking at some of peoples offices are disappointing. Not all of these areas have heating and cooling, and these buildings should be clean and presentable. CPFM should provide offices that are taken care of, is a standard of beauty and aesthetic and it should be applied to employees.
* **More consistency from HR :** People wished that there was more consistency from HR for what they’re telling people. The employees stated that there is always things change and nothing is ever consistent within HR, because they’re not aligned the information they give people is very inconsistent.
* **Having better incentive programs and more opportunities for training/professional development :** The only incentive program right now is the gold duck, where they give someone who is dong good work a certificate or a gift card. People mentioned that last year there was worlds and custodial and facilities were working a lot, and in return there was a bonus that came out. It’s not a lot of the time where people have access to a bonus, but looking at different ways to bolster the incentives program is helpful. There should be more bonuses for people to recognize good work. Regarding professional development there should be better training, mentorship, and cross training. There should be more opportunities to get trainings and to move up and grow within your own departments (this was a point that was highly emphasized).

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

* Improvement in the management in the position that have multiordinal and the supply team, getting people supplies
* Upper management team seem to have improved, supply chain issues have gotten better

### Continue – What should CPFM keep doing?

* Have noticed the upper management have taken more of a presence, coming in and talking to workers more. Once a year kind of thing, now its happening more on a quarterly or monthly basis
  + Feels more comfortable to be in a place where you can talk to your supervisor à its easier to talk to them.
  + When you bring in someone from the outside it may be hard, sometimes its not as comfortable for group à its kind of hard to bring in someone externally à its easier when you move up internally
* Communication has improved à sat on the committee for communications after last time à some of them worked and some have not, provided more ideas to Mike.
* Noticed that departments within CPFM are working to collaborate a little bit more, communication has improved a lot within intergovernmental.
  + Still an issue 🡪 there’s a big opportunity and improvement to work with different departments
* it has to do with group size, in smaller groups its easier while in larger groups its harder to communicate with different departments
* helpful to have meeting notes from the last Quest for the Best for future focus groups
* all the holiday parties/end of the term parties have been a moral booster because everyone was in their own bubble. Now people are back In person where they can meet people à there’s good turnout for those events
* Ever since covid was over : bowling, kickball, people at first were warming up to it but over time it got better à everyone gets included with the daytime and night time shifts
* Being able to maintain bonds where maybe you used to maintain the same shiftà the theme of boosting morale.

### Stop – What should CPFM stop doing?

* Knight Library : its been a great place to work and 90% put their trash in the trash.
  + Stop : when someone goes in the mechanical room and comes out with greasy boots. Maybe there could be a carpet in there so people could wipe their feet.
  + Have tried to communicate that to the larger group but they haven’t seen any change
* Facility services can improve upon : following up à this is a reasonable request. If they can’t do something reasonable, they should acknowledge the request and following up with their employees when they make requests.
* The UKG thing : the password requirements is only checked in for five minutes
  + Once every two years changing your password à not once every six months
  + Instead of modifications I’m gonna stay for 15 minutes longer
  + Some departments don’t use it for a clock in clock out function they use another app
* Simplify some of the computer work :
  + Aim, anvil and ukg and you have to log in and log out and he wishes there were more seamless and less conkly à wish it was a bit easier for everyone can use
  + Understand there has to be ways to track things, but it seems more inefficient to track then actually do the work. It’s the soft costs that are so much higher than it needs to be, seems like an inefficient waste of resources. It may cost $5 for the lightbulb and 20 for the time, but after everyone touches it it may cost $250 because of how inefficient the work process is
* Some of the work order forms are inefficient à sometimes people don’t put enough information in , may not put enough information on the form
  + Wish it was more simplified on the users end.
  + It’s a departmental thing, where you track information for each room
* Aims Userface Is clunky, can be improved, doesn’t now why they cant fix that or change it ot a different platform.
* Technology issues : aim,ukg à a lot of inefficiency around technology and unnecessary hurdles that people have to jump through during their day to day work lives
* There may be discussions about technology à but then it never happens.
* Stop making decisions but not implementing them

### Start – What should CPFM start doing?

* Campus planning met with sustainability to collaborate more à maybe sustainability knows about things à more collaboration between individual pillars
  + Sustainability working with design and construction
  + We should be collaborating with different departments anyways, great ideas come from smaller groups not just bigger groups. Gives us opportunities to work together not only interdepartmental but within the own unit.
  + More communication and collaboration between departments, making the time to meet and collaborate with one each other
* Need to start giving people adequate spaces and places to work. Looking at some of the offices people are in its disappointing.
  + If the county can have better work spaces à better and more adequate spaces and spend those funds
  + Not all of those areas have heating and cooling
  + Should be a clean building à the ethos of beauty and aesthetic and it should be applicable to employees
  + Taking care of our spaces/putting people into decent work spaces would be nice
* Incentive programs:
  + Right now they have the gold duck and they give someone whose doing good work a certificate or a gift card
  + Last year there was worlds and custodial and facilities were working a lot and there was a bonus that came out. And its not a lot of the time where people can have a bonus, but looking at different ways to bolstering the incentive program for the employees
    - Having more bonuses for people to recognize good work
    - Sometimes in the pubic sector it can be easy and you call fall into complacency, that can lead to not the highest level of work
* It would be great if HR was on the right page and consistent with what they tell people
  + There’s always changing, there’s nothing ever consistent in HR à as CPFM as a whole there’s nothing to go back to where they can do something for you
  + HR is not aligned, so the information they give people is very inconsistent
* When you apply to different jobs to get a higher pay it feels as if work experience or genuine experience doesn’t compare to academic (bachelors, masters, phd)
  + It feels that they don’t value you even if you have years of valid work experience
* Professional Development : Better training and mentorship, and cross training
  + There's been really small steps that have been taken
  + More opportunities to get trainings and to move up within your department.
  + Not just tailored to what your position in