August 7, 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 FOUR summary: July 21, 2:00 – 3:30 PM** |
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On July 21, 2023, from 2:00 – 3:30 PM, Institute for Policy Research and Engagement (IPRE) team members conducted the fourth of nine focus groups with 21 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 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.

# Appendix I. 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 |

# 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?

* **Social Activities** – After-work social activities. But, not forcing staff to attend and not making it just physical. e.g. Kickball wasn’t popular.
* **Out-of-class training –** It provides opportunities for class advancement.
* **Communication** – Newsletters. 10-second messages. It is good to know what other folks are doing.

### What should CPFM stop doing?

* **AIM software application** – The purpose is good, but the system design is bad. It wastes my work time as it is not easy to use; get error messages, then have to start all over again. Better off using Excel.
* **HR issues** – understaffed. Too much workload for one individual. Slow HR process.
* **Complicated Parking process** – Zoned solved some issues, but created others. I had to park on the other side of campus. No reminder of parking pass expiration.

### What should CPFM start doing?

* **Keep improving the onboarding process –** 2 weeks are not enough🡪stretch it out beyond 2 weeks. More comprehensive training.
* **HR** – Pay equity review. Competitive pay e.g. Outside of UO, City of Eugene pays better.
* **Comprehensive CPFM directory** – People with pictures and their skills so that we can reach out for professional help.
* **Uniforms** –Start giving out uniforms.

### Discussion Notes

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

* Out-of-class opportunities.
* Newsletter.
* Emergency sick leave.
* Workcontrol at the admin front desk.
* Onboarding training – some are going well, others are not so well. ( See more in the Start section.)
* Bowling
* Social activities – Less physical and not to be forced to participate.
* Newsletters – It’s good to know what other folks are doing. Email format is better than PDF attachment.
* Birthday celebrations.
* More communication, more collaboration, and more collegial experience.
* More and better understanding.
* Supervision.

### Continue – What should CPFM keep doing?

* **Out-of-class opportunities** –FS is implementing. Hope for further progress.
* **Onboard training** – Some are going well; others are not so well; two weeks period is not long enough. Clearer methods are needed.
  + Custodians’ case; You are trained to clean Building A, then are assigned to do Building B, which you don’t know about.
* **After work social activities**
  + -Bowling
  + -Less physical – Kickball wasn’t so popular and less now.
  + -Not to be forced to attend
  + Birthday celebrations.
* **Communication**
  + **-**Newsletter – It is good to know what other folks are doing. Email format is better. I don’t open a pdf attachment (for my time’s sake.)
  + **-**10 second message is good.
  + **-**Receiving feedback.
* **Collaboration**
  + **-**More communication, and more cross-unit collaboration across CPFM.
  + **-**Collegial experience.
* **Capital Design**
  + **-**Facilities’ capital design process has got better. Custodians can know buildings better and don’t miss rooms.

### Stop – What should CPFM stop doing?

* **AiM software application** 
  + **-**Software is bad.
  + **-**Purpose is good but design form is bad.
  + **-**Wasting time. Errors🡪 Have to cancel what I have done🡪Start all over again.
  + **-**Better off with Excel, MS Projects, or Oracle.
  + **-**Terrible but using.
* **Understaffing** 
  + **-**Too much workload 🡨Expectation of no reduction of workload, expected to do as much as you can.
  + **-**Slow HR process, but out of Mike’s control, though.
* **Parking situation**
  + -Zone solved some issues, but created others.
  + -Every 3 months, I have to find where to park.
  + I had to park on the other side of the campus.
  + -Inconvenient of where to park.
  + -Renewals are difficult – No renewal notice 🡪 communication issue.

### Start – What should CPFM start doing?

* **Onboard training** – More comprehensive onboard training.
  + ***-***Stretch it out past two weeks.
  + -Having a clear point of contact person to ask questions.
  + -More time to show the job—This has been difficult because of understaffing.
  + -Different way of training – Just watching the trainer does, then next, you are on your own is difficult.
* **Exercise and stretching before a shift starts**
  + **-**Moving muscles is good.
  + **-**Attention to health and employees’ well-being.
  + **-**Workout time**;** Allow time(1.5 hours) to go to gym.
* **HR**
  + **-**Pay equity review.
  + **-**Comparisons to broader outside UO, e.g. City of Eugene. City pays better.
  + **-**Benefits are better (at UO.)
* **Uniforms**
  + -Not enough uniforms are given out.
* **Connections with campus**
  + **-**More frequent and regular new building tours reaching out to a broader audience.
* **Group Professional Development**
  + **-**CPFM-wide regular workshops with topics; e.g. talk about sustainability.
  + **-**Quarterly or twice a year.
* **Job shadowing program**
  + **-**It is a better way of sharing skills and knowledge.
* **Comprehensive directory with pictures and skills**
  + **-**A database of everyone’s skills
  + -I don’t know who does what.
  + -I don’t know who has what skills.
  + -(From the directory,) I will know the right persons to ask for help. This makes my work easier.
* **Training**
  + -Make Training for other jobs possible.

## Small Group Notes: B

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

### What should CPFM keep doing?

* **Continue development and advancement opportunities** – This group likes having the chance to receive extra training and opportunities for internal advancement within CPFM. One specifically mentioned how they were able to move up significantly from their original job, which has been good for morale and employee retention.
* **Continue small-group team building events—**They like having the opportunity to connect with their coworkers in a social setting through events like the Riverfront Park gathering and small-group ice cream socials. Teambuilding events that focus on one or two departments is preferred because they are intimate enough to get to talk with everyone and really build friendships that make the job more enjoyable.
* **Continue consolidated facility use—**This group specifically mentioned how they like the change towards consolidated facility use and more utilization of amenities like Hayward, Autzen, and Matthew Knight for larger campus-wide events. They specifically mentioned how using less outdoor spaces has made set-up and clean-up easier for them and has reduced how overwhelming and exhausting graduation weekend typically is.

### What should CPFM stop doing?

* **Stop uniform and name badge requirements—**This group does not like the inconsistency across CPFM around uniform requirements. They think it’s unfair that some have to wear specific shirts while others do not and they find the specific requirements confusing. They also do not like the lanyard name badge because it feels unnecessary and hazardous for those working physical trade jobs on campus.
* **Stop putting band aids on problems—**This group does not like how maintenance decisions are based on short-term solutions rather than long-term, sustainable fixes. They are frustrated when they have to keep repairing the same thing and feel that when they ask to replace fixtures it ends up being ignored by upper management.
* **Stop inadequate contingency funding—**They discussed how there is a lack of resolution on budgeting and how they would like more specificity on how much is being spent. They believe holding a monthly budget review to determine how much is needed for specific repairs and projects is necessary so money can be properly saved for unforeseen expenses.

### What should CPFM start doing?

* **Start consistent onboarding procedures—**This group discussed how the onboarding process varies across the CPFM departments. They do not like how the quality of training is dependent on the preparedness of the supervisor and how there is a lack of standardized onboarding materials for all new hires. They recommend creating a checklist for tasks that need to be completed by the new employees and creating a mentorship program to provide them with additional support.
* **Start cross-training with other departments—**They would like the opportunity to cross-train with other departments to continue growing in their own professional skillsets. They also see cross-training with other CPFM departments as a way to collaborate and identify best practices that should be implemented throughout the entire unit.
* **Start shortening the hiring to working timeline—**This group is frustrated by the three-month average wait time they have noticed from the hiring process, so they would like to implement more efficient procedures. They believe that standardizing the onboarding process and improving continuity in the Human Resources department will help solve this issue.

### Additional Comments

Overall, this group focused more on specific department and experience-related concerns and comments that rooted back to bigger picture themes such as lack of consistency and frustration with a top-down management style. In the larger group discussion, most comments also focused on these themes, showing a pattern amongst the group.

### Discussion Notes

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

* Increased developmental opportunities
  + “Has done wonderful things for them”
  + Helped them move up internally
  + More in-house training
* Internal promotions
  + Opportunities for advancement
  + Good for morale and retention
  + “Like seeing coworkers move up the ladder”
* Maintaining employment
* Graduation ceremonies in less outdoor areas
  + Made set-up and tear-down easier
  + Less things going up and less to clean
  + Enjoyed how they used event locations (Hayward, Autzen, Matthew Knight) for more things rather than outdoor lawns
* Landscaping/grounds improvements and upkeep
  + Obvious that they have put more focus on it than before

### Continue – What should CPFM keep doing?

* Gatherings about things they do and how to improve at their jobs
* Onboarding was fine
  + Lots of emails and information
  + Allotted enough time to get settled
  + Group they worked with was helpful
* Team building/social events
  + Opportunity to meet people
  + Enjoyed Riverfront Park event
  + Requested no more Track Town pizza. Try new incentives/rewards instead
* Ice cream social with maintenance department and grounds crew
  + Really fun, nice conversations
  + Smaller/more intimate
  + Helped develop friendships with coworkers and teambuilding
  + Nice to have smaller group gatherings to prevent cliques within larger events

### Stop – What should CPFM stop doing?

* Activities that are not work oriented are less enjoyable
  + “I got other things to do”
* Stop putting band aids on things
  + A lot of times we fix for the time being and then it ends up breaking later
  + Back doing the same repairs repeatedly
  + Need to fix the root problem instead, but it is always that “money/time needs to be spent elsewhere”
  + We need to start replacing rather than repairing
  + Letting problems grow and get worse and more expensive
  + Is a short-term fix better than a long-term solution?
  + Maintenance staff points out these fixes to supervisors and then the conversation stops there
  + We need more budget to fix problems
  + Need channel for crew to advocate for specific repairs to those in charge of the budget
* Need budget for unexpected costs/repairs (contingency funding)
* Lack of resolution on budgeting/accounting processes
  + “Index thing is nuts”
  + Need to review budget monthly
  + Need to be more than just a giant budget
  + More specificity on what money is being spent on to plan
  + More tracking on whose using what money
* Don’t like the name badge requirement
  + “Don’t like it hanging off of me”
  + Hazard for those working in the trade jobs
  + Doesn’t seem necessary to have name tags
* Some departments have uniform requirements and others do not
  + “If I’m in an office, why do I have to wear the logo shirt when other office staff do not have to?”
  + Don’t like the ugly vests
  + Inconsistency on uniform requirements; not everyone in CPFM has to wear it
  + Don’t always have the uniform shirts available for new hires until much later
  + Hiring paperwork is vague on what is acceptable to wear
  + Some people get called out for uniform violations while others do not
  + Not fan of uniform requirements, should be a personal choice
* Holding focus groups and not implementing our suggestions
  + Appears as if management does not really care

### Start – What should CPFM start doing?

* Mentorship with new hires
* Using modern tools
  + Could find other tools that would make our jobs easier
  + Using drones or other high-tech equipment
* Provide basic standardized onboarding materials
  + Checklist of things to do
  + More efficient schedule of meetings and agenda for new hires in the first few days rather than meeting at random times
  + More planning for new hires, as onboarding felt disorganized
* Listen to the employees
  + “We have good ideas, listen to us”
  + Give us reasons why you cannot do something rather than just saying no
* Hiring takes a long time
  + Interviewed months before people begin/get hired
  + Maybe more people are needed in the HR department?
  + Currently a 3-month average which is ridiculous
  + Need continuity within HR
* Consistent mentor for the new hires
  + Not getting thrown around between different people in HR
* Consistency within the entire department
  + Looking at how one department does onboarding and learning from them
  + Onboarding/training with all departments the new hire will be working with
* More communication
  + Lots of confusion about first paycheck and its 6-week turnaround
  + Miscommunication because of lack of coordination
* Cross-training with other departments
  + Share best practices and improve as a whole unit
  + Better understanding of their coworkers' skills

### Top 3 Identification

**Continue-**

1. Development/advancement opportunities
2. Small group team building events/cross-functional team events (different departments coming together)
3. Consolidated graduations/facility use

**Stop**

1. Mandatory uniform/name badge requirements (inconsistent across CPFM, should this even be allowed and explanations on why they are requiring it)
2. Putting band aids on problems rather than properly funding improvements
3. Inadequate contingency funding for unforeseen expenses

**Start**

1. Consistent onboarding practices
2. Cross-training with other departments
3. Shorten the time between interview/hire/start for employees

### Additional Questions or Discussion

* More variety in common themes amongst the three groups, but still share many similarities
* More specific comments/concerns rather than big picture problems
* All root in frustration around lack of consistency among the department and top-down approach to decisions and evolution

## 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