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 FIVE summary: July 24, 7:00 – 8:30 AM** |
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On July 24, 2023, from 7:00 – 8:30 AM, Institute for Policy Research and Engagement (IPRE) team members conducted the fifth 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

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

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

## What should CPFM continue doing?

* **“Work Out of Class” program:** Attendees like CPFM’s opportunities for professional development and job advancement, with a particular interest in and support for the cross-training and other experience provided by the “Work Out of Class” program.
* **Internal communication:** Like other focus groups, employees across all units greatly appreciated the level of internal communication within CPFM regarding hires, retirements, new projects, etc. They also want Mike to continue visiting their units and providing opportunities to share input and feedback regarding CPFM’s operations.

## What should CPFM stop doing?

* **Charging for parking:** Participants voiced strong concerns about the high cost of parking, especially for those employees who work outside of regular public transit hours and at the lowest end of the pay scale and requested that CPFM take action to reduce or eliminate parking costs.
* **Wasting time:** Many attendees shared frustration with the amount of time wasted on various internal procedures, namely the requirement to clock in and out with AIM, which adds unnecessary stress and commute time to already busy days.
* **Centralizing all services:** Some employees expressed disappointment with CPFM’s focus on centralizing all services, noting that this adds to their travel time around campus and increases inefficiency.

## What should CPFM start doing?

* **Providing high-quality and varied uniforms:** Employees within units requiring manual labor requested that CPFM offer a wider range of uniforms better suited to work and different seasons (e.g., jackets in the winter and breathable shirts in the summer).
* **Having UOPD be more visible**: Attendees from some units – especially those who work weekends – requested that UOPD have a more active presence on campus to increase feelings of safety and decrease potentially risky interactions with community members.
* **Expanding CPFM’s employee facilities**: Participants from all units shared strong dissatisfaction with CPFM’s internal space, especially the inadequate break room.
* **Offering bonuses for high-quality work:** Many employees across CPFM wanted more economic incentives for high-quality work, whether through a reworking of the Gold Duck program or the adoption of a new bonus structure entirely.

## Additional Comments

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

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

# Appendix I. Dot Voting Results

## Continue

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

## Stop

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

## Start

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

# 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 continue doing?

* Consistent, good access to supervisors
* Morning staff meetings
* Good collaboration with coworkers
* Holding unit-wide potlucks and other social events
* Help and support for professional development opportunities (e.g., “Work Out of Class” and cross-training)

### What should CPFM stop doing?

* Forcing employees who arrive early in the morning, before public transport is offered, to pay for parking
  + CPFM should offer a low- or no-cost alternative for these employees

### What should CPFM start doing?

* Offering English classes for non-English speaking employees
* Providing economic incentives (i.e., bonuses) for high-quality work
* Providing high-quality uniforms with materials better suited to work and different seasons
  + Jackets in the winter and breathable shirts in the summer
* Offering help with parking costs and/or working with LTD to provide an earlier bus
* Creating employee recognition for long-term staff at 5, 10, 15, etc. years
  + Encourages staying with CPFM and reduces turnover

## Small Group Notes: B

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

### What should CPFM keep doing?

* **Group Offsite Activities held across units** 
  + **-**It is good to get off campus/office.
  + **-**Activities such as Bowling, BBQ, and Picnics.
  + **-**Birthday celebrations.
  + **-**It is good destruction.
* **Working out of class**
  + **-**6-month rotations are good opportunities to expand experience.
  + **-**Can get information on what license you need to be an electrician.
* **Communications about folks coming and going**
  + **-**Good to know who new people are.
  + **-**10 second message
  + **-**Broader efforts to communicate the highlight of each unit.

### What should CPFM stop doing?

* **Minimum job requirements and Hiring outside people**
  + **-**Reduce or better minimum requirements for position descriptions.
  + -Focus on experience over qualifications; e.g., education/degree.
  + **-**Supervisor should know our work. And the supervisor who is hired/promoted
  + understands us.
* **Hauling to clock in and out – lots of wasted times**
  + -Demoralizing for folks – Not equitable as pits groups against each other (Class)
  + Office staff clock in and out just one time.
  + -Report time allocation by building staff worked (how many hours you worked at what buildings) depends on the situation of the buildings - when it’s messy, staff spends longer to clean up.
  + **-**Leadership doesn’t know what the staff under them doing.
* **AiM wastes time and Not user friendly** 
  + **-**Spend lots of time reporting and calculating time.
  + **-**Put in under one budget?
  + **-**Can CPFM leadership push back AiM?
  + **-**Is there a way to standardize this?
* **Uniforms** 
  + **-**Even though wearing uniforms is required, uniforms are not given out enough.
  + **-**Not season oriented; too hot.
  + **-**The size doesn’t fit.
  + **-**The jacket is not suitable to do my physical work specific uniforms for job types.
  + **-**Long wait time to get uniforms
  + **-**Not everyone has to wear uniforms.

### What should CPFM start doing?

* **Employee recognition - publicly and visibly** 
  + **-**Gold Duck Award should be recognized at assembly/gatheringon the stage not just by giving a gift card. Gold duck award nomination process and nomination standard should be disclosed and transparent. Who can nominate candidates? Supervisor? Everybody?
  + **-**Kudos should go **UPPER part** in the newsletter. They are way down, and some people even don’t bother to scroll down to see them.
* **Employee facilities for well-being and equity– decent and spacious breakroom**
  + **-**Outdoor space for break time.
  + **-**Current breakroom is a depressing and horrible space.
  + **-**15 people take 10 minutes break at the same time – Need bigger room.
  + **-**Decent place to have lunch. Once I had to have lunch in an equipment room.
  + **-**Especially for facility crews break space is needed. Shifts folks need break space.
* **Communication Diversity**
  + -Different communications for different work groups, e.g., not everyone gets through.
  + -More communications through supervisors.
  + -Access to a computer is difficult for some folks such as having no place or time to check emails.

### Discussion Notes

### Continue – What should CPFM keep doing?

* Cross CPFM engagement
* Social activities – Good to get off campus/the office and good destruction.
  + BBQ and bowling
* Broder efforts of communication.
* Newsletter; New people, a highlight of each unit.
* 10-second message.
* Birthday Celebrations: a cake is okay. It would be nice to change up and have more options such as fruit.
* Working out-of-class opportunities.
* Information on electrician license (to be an electrician) was helpful.

### Stop – What should CPFM stop doing?

* Hiring people from outside because they don’t know us and our work.
  + -Hire internally. The supervisor who was recently hired/promoted internally understands us.
* Minimum requirements for position description, reduce or change them. Value experience over qualifications such as education.
* Hauling to clock in and out Lots of wasted time.
  + -Demoralizing for folks.
  + -Not equitable (class)
  + -Pits groups against each other. Especially with other units.
* Not considering each unit’s difference.
  + Stop telling us you have to do this and that as CPFM dept, because units are different. It is hard to do the same thing across CPFM.
* Wasted time on AiM- Not user friendly.
  + -Spend lots of time reporting and calculating work hours.
  + -Is there a way to standardize this?
* Uniforms
  + -Not being provided enough
  + -Wrong size
  + -Not season appropriate – too hot
  + -The jacket is not suitable for my physical work-specific uniforms for specific work.
  + -Long wait time for clothes.
  + -Not everyone has to wear uniforms.

### Start – What should CPFM start doing?

* Meeting opportunities to meet other units.
* Standardized supervisor training (custodian)
* Different types of training and information on training
* Easier process for temporary staff to become full-time employees.
* Improve email communication as not everyone gets through.
  + Different communications for different work groups.
  + More communications through supervisors and access to computers—some staff have difficulty accessing computers at work because there is no place/room to access computers.
* Employee recognition-Gold duck should be recognized in the assembly/event on the stage not just by giving a gift card. They should be publicly recognized.
  + Gold duck nomination; who does? Supervisor or everyone?
  + Gold duck nomination standard is not clear.
  + More recognition. Why do some folks get them (Awards) and others don’t?
  + Kudos in the newsletter should be the upper/first part of the newsletter.
* Decent bigger Break room as a resource for employees’ well-being and equity so that they can take actual breaks especially for shift work folks.
  + Outdoor space for taking a break.
  + The current break room sucks and is a depressing and horrible space.
  + 15 people take 10 min break at the same time –no space to accommodate.
  + Decent place to have lunch – I had my lunch in an equipment room.
* More broadcasting job positions and opportunities.
* More promotion internally especially supervisors’ positions.

## 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 “work out of class” opportunities** – This group likes having the opportunity to participate in “work out of class” professional development workshops, but has noticed less chances to do so since COVID-19. They would like more visibility around when these classes are offered and the chance to be reimbursed if they incur extra costs since they see the experience as valuable to their growth as an employee.
* **Continue communication efforts—**They like the consistent communication they receive from their department and upper-management about changes within CPFM. The semi-annual meetings with Mike and his open email policy about questions and concerns is appreciated.
* **Continue social events—**This group enjoys the monthly birthday recognition and other social events that CPFM hosts. They like the opportunity to get together as a group, especially in smaller settings since it helps them build connections with their coworkers. They would like to see some adjustments within the events themselves such as more options for different diets and changing the activities to keep them interesting and enjoyable for all.

### What should CPFM stop doing?

* **Stop hybrid inconsistencies—**Some members of this group like having the flexibility to work hybrid if they choose, but those who are unable to do so have noticed that the new work-from-home norm has caused some disconnect. They want better planning for when people can work from home to prevent communication breakdowns and abusing privileges and benefits for those on campus like transportation and childcare reimbursements.
* **Stop charging for parking—**They do not like how they must pay for parking on campus since they have to compete with contractors who do not pay for parking. They especially do not like having to pay for parking when they are forced to work on campus when their hybrid coworkers do not incur that extra cost.
* **Stop centralized support services—**The shift to a consolidated IT department for the entire campus has led to slower response times and the inability to solve complicated technical issues. They believe that it is too hard to put all departments under one umbrella when their technical needs are very different, so they request a shift back to department-specific IT staff.

### What should CPFM start doing?

* **Start increasing UOPD presence—**This group noted that they rarely see UOPD patrolling around campus and in spots that they have requested more presence at. They would like a car parked at the Franklin Blvd and Onyx St intersection since this area often has cars running red lights and poses a serious safety threat for pedestrians and employees. The weekend staff also want to see more patrolling around Rennie’s and during the night and weekends.
* **Start increasing space for support staff—**This group is concerned that with the tear-down of Romania and push for more campus-wide development that support staff will lose necessary storage space. This also applies to space for employees to park on campus since they seem to have less spots to park as more land gets developed. They would like to see more effort ensuring that everyone has access to adequate space for their tools and cars so they can do their jobs efficiently.
* **Start** **addressing pedestrian/staff crossing difficulties at Franklin Blvd**—They are concerned with the safety issues surrounding Franklin Blvd since they must cross there frequently. They also mentioned how crossing there is a huge timewaster since traffic lights favor cars rather than pedestrians. They would like to see a pedestrian bridge built there as a solution to address this problem.

### Additional Comments

Overall, this group focused most of the discussion on solutions that they would like to start seeing from CPFM that would lessen or eliminate unnecessary difficulties in their day-to-day jobs. Across the entire session, there was a pattern of comments and concerns that focused on how much they enjoyed social events but disliked the current UKG clocking-in system and parking difficulties.

### Discussion Notes

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

* Noticeable changes within CPFM depends on someone’s job
  + Not apparent for every position
  + Some affecting more than others
  + Not much has changed from some perspectives
* Hybrid options/flexibility
  + Expand to more departments
  + Some people would like to stop doing it because it causes communications breakdown, decreased connectivity, and decreases morale for those who cannot work from home
  + Just need better timing for when people can work from home,
  + Unfair for those who must go on campus because it leads to uneven costs (childcare, transport, etc.).
  + Need way to benefit those who must go in-person; “flatten the playing field” by covering transportation/extra costs
* Effective communication
  + More meetings with us than before
  + Enjoy meeting with Jeff Butler/Mike 2x/year
  + Good time to give feedback, get information, meet with crews, etc.
* Like open email w/ Mike
  + Can always reach out, appreciate that
  + Need more awareness about this across CPFM

### Continue – What should CPFM keep doing?

* “Work out a class” learning program
  + Should be paid for it since it is improving you as a professional
  + Need reimbursement if these courses cost money
  + Specific dollar amount allowance per employee
* Birthday recognition once a month
  + A lot of people attend that
  + Nice to have another option for dessert though for those who do not eat cake
* Bowling and other group activities
  + Need to improve on other company activities like the picnic though
  + Just pizza which is bland
  + Lots of activities that nobody is going to do in the heat
  + Maybe host this earlier in the summer or change its location
* Christmas lunch/dinner at Ford Alumni Center is fine
  + Like trivia
  + Well attended
  + “Only one I go to”
* Uniform standard

### Stop – What should CPFM stop doing?

* iPad use
  + Useful for some times
  + Having to deal with them is annoying
  + “I’m old school, not used to doing it before”
  + When you are not computer literate its hard
  + Work on improving employee knowledge on this
  + Way to receive feedback about this and opportunity for employees to help them plan how to improve it
* UKG timecard system
  + Clocking in and out is annoying
  + Prefer writing it down on timecard
  + Not user friendly at all
  + Big time waster
  + Logs you out every 15 min and does not allow you to be logged onto multiple devices
  + Often locks you out
* Centralized support services
  + Nobody to talk to when I get logged out of my computer
  + Talking to people not within UO anymore is confusing/frustrating
  + “I’m using technical language they don’t understand”
  + “Every unit has different needs, can’t just put them into one umbrella”
  + Need IT within each department
  + “I end up waiting for them to resolve something for days”
* Stop charging for parking
* Stop giving contractors access to campus parking
  + End up competing with non-UO employees who are not helping the university pay for their parking
  + Prioritize employees rather than contractors
  + “Cost coming out of our pockets to compete”
  + Especially bad during the school year
  + Cannot find a parking spot so they end up going home (leaving for doctor's appointment and not having parking when they come back)
  + Wasting time looking for a spot
* Having an electric key box that has never been used in the Lillis basement
  + Waste of money

### Start – What should CPFM start doing?

* Need to think more about storage (when they tear down Romania)
  + Where are we going to park when they tear this down?
  + Need to think about impacts to support staff when they plan for forward progress
  + No replacement space for people/tools that are displaced
  + More facilities to take care of but not continuing to grow support staff to support them; need more capacity
* Creating a 4 day/10-hour work week during the summer
  + Creating summer schedule flexibility to accommodate for summer availability rather than flexing schedule
  + Not everyone off on Fridays, so still spread us out throughout the week
  + 5pm coverage is difficult when you have kids
  + Improving overall schedule flexibility
  + Need more predictability with on-call staff
* Add more parking
  + Building more buildings but not adding needed parking
* Pedestrian bridge over Franklin Blvd and Onyx St
  + People waste a lot of time waiting to cross
  + Inefficient with your time if you must wait while you are on the clock
  + Huge hazard for pedestrians
  + People getting impatient and creating close calls with cars
  + UO PD needs to start watching for those running red lights
* See UO PD more often during night/weekend shifts
  + Rarely see them
  + Should be on the move all the time
  + Criminals know where they are all the time because they sit in the same spots
  + At night they should be more visible
  + Adding more over by Rennie’s because there is lots of fast traffic
  + Unknown if they are very responsive to requests since we never see them
* More off-site professional development
  + Before COVID-19 they offered off-site professional development (ex: excel workshop)
  + They will do internship/direct training for department jobs, but there is less opportunities to learn something new
  + Opportunities inconsistent across CPFM
  + If they already exist, they just need more visibility, awareness, marketing, etc.
  + Easily accessible links to sign up; job of the supervisor?
* Smaller group employee get-togethers
  + More team building
  + Larger groups create lots of cliques
  + With bowling, the assigned teams that mixed us up was nice to meet new people
  + Often finding themselves not meeting people that they work with daily when there is a lack of social events - very siloed from other departments without them
  + Want more time to get to know others, but hard to know when/how since we have so much to get done
  + Maybe hosting weekly/monthly group meetings with other departments; they already do this within the trades.
* More communication for the people working graveyard/weekend shifts
  + Hard to get ahold of people, not always sure who to call

### Top 3 Identification

**Continue-**

1. “Work out of class” opportunities
2. Increased communication
3. Social events (bowling, BBQ, etc.)

**Stop**

1. Hybrid inconsistencies/need to address hybrid difficulties
2. Charging for parking
3. Centralized support services

**Start**

1. UO PD presence on campus/increasing visibility, especially over the weekend
2. Better space for support staff (storage/parking); not competing with other non-support staff, level of concession for those who cannot be hybrid
3. Pedestrian bridge over Franklin Blvd.

**Additional Questions or Discussion**

* Consistency across all three groups main themes
* Quieter group; they were more focused on things to start versus other categories