August 11, 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 NINE summary: August 4, 7:00 – 8:30 AM** |
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On August 4, 2023, from 7:00 – 8:30 AM, Institute for Policy Research and Engagement (IPRE) team members conducted the last of nine focus groups with 15 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 had a somewhat negative perspective on CPFM’s operations. The sections below summarize their input, including support for current cross-training opportunities, distaste for the requirement to use Microsoft Teams and the division’s hiring practices, and a strong desire for investments to improve CPFM’s space, pay, and succession planning. These themes received the most votes in the dot voting section of the session; the remaining themes are listed afterward.

## What should CPFM continue doing?

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

## What should CPFM stop doing?

* **Using Microsoft Teams and the new phone system:** Many participants were very dissatisfied with the switch from phones to Microsoft Teams, noting that Teams does not work on every computer and that some staff felt pressured to give out their personal cell phone number (while not being reimbursed for those costs by CPFM).
* **Hiring people without the appropriate background:** Some attendees, especially those in the trades, noted that CPFM has consistently brought in new hires who lack key foundational skills for their roles and want the division to better vet potential hires.

## What should CPFM start doing?

* **Investing in a permanent surge space:** A significant number of attendees weighed in to support the creation of a permanent surge building on campus for use during construction rather than the array of temporary options (e.g., McArthur Court).
* **Implementing incentives:** Several participants advocated for the implementation of new bonuses such as milestone bonuses to encourage retention and reduce turnover.
* **Closing the wage gap with the private sector:** Many employees expressed frustration with the low wages offered by CPFM and urged the division to raise pay to keep up with both inflation and the private sector, especially for positions in the trades.
* **Developing succession planning and a mentorship program:** Attendees from all units requested more investment in internal procedures to both limit the loss of institutional knowledge from retirement/layoffs and support new hires after onboarding.
* **Improving onboarding procedures and offering ongoing refreshers:** While some participants were satisfied with current onboarding protocols, several employees sought more clarity regarding their first day (e.g., making sure they know how to get paid) and ongoing refreshers for staff regarding any administrative changes made by CPFM.

## Additional Comments

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

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

# Appendix I. Dot Voting Results

## Continue

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

## Stop

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

## Start

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

# Appendix 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?

* **Monthly newsletter:** CPFM’s monthly emails include project updates, new hires, and retirements; employees appreciate frequent and transparent communication.
* **Inter-departmental social activities:** Employees enjoyed the opportunities to spend time with our units via picnics, BBQs, bowling, and other parties.
* **Cross-training:** Employees liked having the opportunity to train in other roles and eventually have this training lead to job advancement, especially within custodial.

### What should CPFM stop doing?

* **Wasting time and money:** Every unit experienced frequent unnecessary overlap of work crews and project delays that drain the budget; employees would like more frugality.
* **Requiring Microsoft Teams:** Employees miss having their phones and had issues with using Teams, which frequently crashes and doesn’t work on every device. Some attendees wished there was an option to use personal cellphones and receive a stipend.
* **Changing protocols without communication:** All units had experienced a manager or supervisor (either within their unit or elsewhere in CPFM) make a major change without consulting the employees who would be most affected by the shift.

### What should CPFM start doing?

* **Streamlining the onboarding/update process:** All units wanted improved initial onboarding (like not knowing how to sign up for insurance) as well as ongoing refreshers when administrative/logistical items change (such as switching from FAMIS to AIM).
* **Investing in space for CPFM (internally and on campus):** Employees wanted CPFM to both invest in better space within the CPFM compound and prioritize storage space for operations throughout campus (like storage closets for custodians).
* **Building a permanent campus surge space:** Several employees noted that CPFM does not have a permanent building to move employees into during a major construction process and noted that this would be a major time-saver despite the high cost.

### Additional Comments

* Several employees doing trades work requested the opportunity to have pre-construction walkthroughs to clarify issues in-person prior to beginning a project.
* Attendees who work in outward-facing roles wanted to have meet-and-greets with academic points of contact to connect with the people they serve and discuss priorities.

### Discussion Notes

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

* More collaboration between campus groups (picnics/social gatherings)
* More work to do and more of a consistent flow for trades work (paint, carpentry, electricians, etc.)
* Broadening of different types of work and more variety for trades work
* Switch from FAMIS to AIM for internal management software 🡪 increased ease of use, opportunities to submit and share more information
* New vehicles for trades work
* Cross-training for lower-level employees 🡪 job advancement

### Continue – What should CPFM keep doing?

* Monthly email newsletters with info about who’s retiring, who has been hired, etc.
* Combined inter-departmental activities (feedback sessions like Quest for the Best, picnics/bowling/BBQ/social gatherings, etc.)
* Cross-training for lower-level employees 🡪 job advancement, more opportunities to meet more people, etc.
* Opportunities to give feedback to Mike Harwood via Quest for the Best

### Stop – What should CPFM stop doing?

* Having redundancy, overlap, and overcomplication of work between different work crews and different units
  + Very cost- and time-ineffective
* Requiring usage of Microsoft Teams
  + UO took phones away from employees and mandated usage of Teams
  + Teams frequently crashes and causes issues when employees receive a phone call while also on a Teams call
  + When the power goes out, CPFM employees has not service 🡪 which is problematic because CPFM is the one who addresses power outages!
  + Leads to more usage of personal cellphones for work
* Spending budgets improperly/illogically
  + Losing money and time on bureaucracy and inefficient work flow
  + Lack of direct communication between trades and project managers/clients leads to wasteful spending practices
* Phasing out work crews and moving them onto other projects before the first project is fully completed
  + Failing to communicate changes in work crews
* Changing protocols, procedures, and other priorities without communicating this to affected employees
  + Often affects items that have been in place for years and are suddenly different

### Start – What should CPFM start doing?

* Improving/streamlining/better communicating the onboarding system and procedure
  + Job shadowing
  + Clear orientation for admin/logistical aspects
  + Ongoing refreshers for when different units change their protocols
* **Better communicating fee increases and changes in parking spot closures for parking/transportation**
* Having project walkthroughs prior to the start of projects (pre-construction) to clarify requirements, answer questions, and establish face-to-face rapport instead of simply sending instructions via a paper/email
* Cleaning out old, unused equipment from storage space throughout campus (stashing paint cans in storage closets across campus)
* Investing in more storage space for CPFM operations throughout campus
* Build a permanent surge space/building to use when a building needs to be shut down and the people within those buildings need somewhere to go 🡪 better than using random buildings where people then move in and don’t leave (McArthur Court)
* Investing in CPFM’s “campus”/compound fully rather than having small renovations
* Holding more frequent meet-and-greets with academic points of contact to connect CPFM employees with the people they serve and learning about their priorities (and communicating CPFM’s needs as well)
* Providing updates on delayed/postponed projects to the rest of the campus community
  + Helpful for both providing status of projects and increasing understanding of CPFM’s operations and priorities
* **Create succession plans and ideally overlap with a replacement before a major retirement to ensure that institutional knowledge is not lost**
* Providing equipment stipends to all employees (like covering personal cellphone usage)

### Top 3 Identification

* **Continue**
  + Monthly newsletter with updates, new hires/retirements, etc.
  + Combined/inter-departmental social activities
  + Cross-training 🡪 job advancement
* **Stop**
  + Wasting time and money
  + Requiring Microsoft Teams/taking away phones
  + Changing protocols/procedures without prior communication
* **Start**
  + Streamlining and improving the onboarding/update process
  + Investing in space for CPFM internally and throughout campus
  + Building a permanent campus surge space for construction

## 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 direct appointments: Temp to Hire.** - After 3 months of work, temporary staff have been given opportunities to apply to be full-time employees. This saves time to go through the recruiting process.
* **Social Events** – Want more social activities such as BBQ and Bowling with Food. Also, sports competition such as ping pong and basketball was mentioned. In order to improve teamwork.
* **Group meetings/Quest for the best** - Group meetings beginning of the shift are an opportunity to ask questions however, 10 min meeting is not enough to know your colleagues.

### What should CPFM stop doing?

* **Covering extra work because of low staffing** – Staff (custodial) have been asked to do more work without extra pay.
* **Vacation cap at 250 hours** - There should be no cap so that staff can plan a long vacation saving up vacation hours.

### What should CPFM start doing?

* **Succession Planning and Mentorship program** - Staff expressed confusion and work inefficiency because no knowledge transfer was/is done when staff members retire or leave. e.g., Nobody knew, after a key operator left, how a computerized irrigation system works and hours and hours were spent to figure out operational procedures.

-People know the staff is retiring. Knowledge transfer from them to existing staff has to be done in time. If new personnel are hired to take over retiring positions, CPFM should hire them with enough lead time to train them.

**Mentorship program** – For staff, great to have mentors who show University work structure, tell who to talk for what, take through all job responsibilities, and give tours of all parts of CPFM.

* **Close wage gap with private sector** – CPFM is having a hard time hiring people with talents and skills because wages are not competitive, and the hiring process takes too long.
* **Flexibility in work scheduling** - Flexible work hours choice e.g. 4 x 10 hours shifts for custodial.
* **More incentives such as Milestone bonuses and Pay increases** – Monetary awards to 5, 10, 20 years milestone anniversaries. Not just giving words of congratulation.

### Additional Comments

All staff members in Group 3 participated in 2019’s QFTB. Among them, there were three graveyard shift custodians, who have worked for UO for 10 years, 8 years, and 20 years.

**MAKE US HAPPY** was the main message of this group.

### Discussion Notes

### Continue – What should CPFM keep doing?

* Direct Appointments help fill positions with temporary staff who like the job.
* Temporary staff have a time limit to be hired.
  + After 3 months temps have the opportunity to apply for FTE status.
  + Some temps might not have the above information.
  + Direct appointments work--I got hired by D/A.
  + The period of temp to hire has got shortened (Years to months) —a good thing.
  + Help fill positions faster instead of accepting applications.
* Communication – Group meetings at the beginning of a shift. Chance to ask questions. 10 min meeting is not enough to know your colleagues. (Custodial)
* “Senior buddy” system in D&C.
* Benefits and PERS
* Quest for the best- good to know what people think and how people feel.
* Social events e.g. Bowling, Quarterly events. Bring people together going out.
* Benefit awareness.

### Stop – What should CPFM stop doing?

* Covering extra work because of a staffing shortage. Stop making us cover extra work without extra pay. This is caused by a staffing shortage. (Frontline staff-custodian)
* No incentives to stay in positions— Young people start working and then quit because no incentive to keep working –the job is hard, and the pay is not satisfactory.
* Limits on vacation hours; caps at 250 hours🡪There should be no cap.
  + I accumulated for a long vacation and over 250 hours, they are not accrued any hours after reaching 250 hrs. No more addition. Use or lose them.

### Start – What should CPFM start doing?

* Train staff 6 months before their predecessor leaves.
  + “Succession Planning,” especially for software systems. -- Ground crews have big shoes to fill. Remained and newly hired staff do not have a clue how the system works and how they properly operate the system after the staff with knowledge leave.
* Ground crews have big shoes to fill. --> Nobody knew how to operate the computerized irrigation system after the personnel left
* Mentorship program
  + Learning University work structure
  + Who to talk to for what.
  + Having someone to talk you through all job responsibilities.
  + Showing temps how to do the job. Don’t just put them in a building with limited training.
  + Tour of all parts of CPFM.
  + When I joined, I had project management skills to do the job however, I didn’t know anything about the University system; Who to contact, the layout.
* The knowledge can be learned from mentorship.
  + Special training for software; Sentinel etc.
  + Make movement towards matching private sector wages/pay.
  + Retention—Milestone bonuses on work anniversaries.
  + Make job descriptions more specific.
  + More cross-training.
  + More money to compensate for covering other staff’s work.
  + Slowdown training.
  + Uniforms – Rain jackets for custodial. Delivery time is too long.
  + Team building activities.
  + Milestone bonuses on work anniversaries.
    - At Xmas party, “Thank you for your service for 20 years” That’s it. I want recognition by monetary award – not just a word of congratulation.
  + New staff training – Hands-on, longer training period. get to know each building on campus.
* After a week of training and I learned about the building, then I was assigned a different place, which I don’t know anything about.
  + Flexible work hours
  + Shift options—flexibility in shift choices.
  + 4 x 10 hours ---I will get enough time to do things at home
  + 5 x 8 hours ---No, I am okay with 5 x 8 not 4 x 10.
* Competitive recruitment by competitive pay.
* More out-of-class opportunities.
  + More social group activities e.g. sports competitions ---Ping pong, basketball. They improve teamwork by working together. Team building activities.

## 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” Theme Statement #1:** The group members all appreciate the social events that CPFM hosts. These include quarterly events and monthly birthday celebrations.
* **“Continue” Theme Statement #2:** The group appreciates that there is more communication during the onboarding process. One of the group members from Custodial said the onboarding process now includes someone from Work Control walking new employees over to pick up their Duck IDs and introducing them to the different shops and departments. This is a great improvement to the onboarding process. Another group member pointed out that this process is not standardized for all new employees, but should be.
* **“Continue” Theme Statement #3:** The group appreciated the opportunities for job advancement and working out-of-class in some of the shops. They did want to note that there is room for improvement because some shops haven’t received any interest when they’ve opened up out-of-class opportunities.
* **“Continue” Theme Statement #4:** All group members appreciate the upper management check-ins with Mike and Jeff. They used to be less frequent before covid and the increased frequency is appreciated.

### What should CPFM stop doing?

* **“Stop” Theme Statement #1:** One participant felt strongly that CPFM should stop hiring people that lack an appropriate background. If hiring someone for the trades they need to have experience in the trade. This can lead to a lack of understanding and force the other employees in the shop to train the new hire on processes they already should have knowledge of.
* **“Stop” Theme Statement #2:** The participants felt micromanaging and micromanaging software (specifically AiM) are the largest issues. It is impossible for a person to track every minute and estimate how much time is spent on each task during the day. It is far too time intensive and is a menial task. It comes across as management not trusting employees. Participants said there are other programs out there that work far better than AiM and don’t have so many extra steps involved in each process.
* **“Stop” Theme Statement #3:** Group participants want to see CPFM stop blanket managing. Management is afraid to address individual problems, so if someone does something wrong, everyone is punished instead of the individual.

### What should CPFM start doing?

* **“Start” Theme Statement #1:** All group members would like to see CPFM change their budgeting process. Shops should have a shop stock in their shops instead of having to go to Stores for every single item. The department could budget for shop stock specifically and charge after its use and not before. Right now, CPFM practices reactive budgeting, and the group would like to change that to a proactive budgeting practice. Budgeting for projects is reactive and anyone that has the work order number can add items to the budget. Group members felt a more proactive budgeting approach would make far more sense. If someone wants to add something to a project budget, they need to request permission from the Project Manager or Owner’s Representative so they can keep track of the budget. Right now, with the reactive budgeting approach, budgets just expand exponentially until the project is complete.
* **“Start” Theme Statement #2:** While some units have job advancement opportunities, others, such as D&C and Campus Planning, have no growth opportunities. Group members would to see room for job growth and shadowing added to all units of CPFM.
* **“Start” Theme Statement #3:** The group suggested a unit-level “Quest for the Best.” What does each shop need to be the best? The information would come from the employees themselves. Each shop/unit would run their own “Quest for the Best.”

### Additional Comments

The group discussed their frustrations with the time tracking system and reactive budgeting the longest. They emphasized that it is impossible for a person to track every minute and estimate how much time is spent on each task during the day. They realize it is all because of budget tracking, but it is far too time intensive and is a menial task. For some people, it comes across as management not trusting employees. The time data is not accurate because if tasks are bundled together it takes less time than if tasks/jobs are broken out. Budgeting for projects is reactive and anyone that has the work order number can add items to the budget. Group members felt a more proactive budgeting approach would be better. And if someone wants to add something to a project budget, they need to request permission from the Project Manager or Owner’s Representative so they can keep track of the budget. Right now, with the reactive budgeting approach, budgets just expand exponentially until the project is complete.

### Discussion Notes

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

Covid happened during this so it sidetracked everything. Onboarding has improved for Custodial with FASS HR sending out emails now. Sandy takes them around for introductions and helps them get their Duck ID. There’s also now an offboarding process. There’s still room for improvement in other shops. A new hire’s first day they should not even go to their shop, except for introductions; they should get introduced to the departments, do their paperwork, get their Duck ID, and learn how to input their time.

### Continue – What should CPFM keep doing?

* Checking in with upper management
* Communication in onboarding process (this is not consistent in all shops)
* Social events, birthday recognition
* Job shadowing, working out-of-class (room for improvement because some shops haven’t received any interest when they’ve opened up out-of-class opportunities)

### Stop – What should CPFM stop doing?

* Management is afraid to address individual problems
* If someone does something wrong, everyone is punished instead of the individual
* Micromanaging
* Time tracking is too picky for projects. All of the time for a job should just be on 1 work order. It is impossible for a person to track every minute and estimate how much time is spent on each task during the day. This is all because of budget tracking but it is far too time intensive and is a menial task. It comes across as management not trusting employees. The data is not accurate because if tasks are bundled together it takes less time than if tasks/jobs are broken out.
* Multiple timesheets instead of just one time tracking method
* Stop wasting time one extra steps: AiM. There are other programs out there that work far better
* Stop hiring people that do not have a background in what they are hired for. If hiring someone for the trades they need to have experience in the trade.
* Time tracking is not accurate because of the level of detail
* Reactive budgeting for projects
* Making shops buy supplies from Stores

**Start – What should CPFM start doing?**

* Room for job growth in D&C and Campus Planning
* Management training (e.g. specific UO training when they start)
  + Managers work on the job with employees
* More job shadowing
* Quest for the Best Shop: what does each shop need to be the best? The info. comes from the employees themselves. Have each shop run their own Quest for the Best
* Proactive budgeting for projects
* Have shops have their own stock of items they use every day.
* Shop stock
  + Charge after it’s used, not before, so it’s accurate
* Vendor Management Inventory for every shop would be easy to implement
* Reconfigure how stock is charged

### Top 3 Identification

## Continue

* Social events
* More communication in onboarding process
* Job advancement & working out of class
* Upper management check-ins

## Stop

* Hiring people that lack an appropriate background
* Micromanaging & micromanaging software (AiM)
* Blanket management

## Start

* Shop stock budgeting & proactive budgeting
* Room for job growth & job shadowing
* Departmental “Quest for the Best” – run by units