What is Quest for the Best?

To enhance the operations of CPFM, leadership launched the “Quest for the Best” (QFTB) in 2019. The QFTB asks employees three simple questions:

<table>
<thead>
<tr>
<th>Continue</th>
<th>Stop</th>
<th>Start</th>
</tr>
</thead>
<tbody>
<tr>
<td>What should CPFM <strong>continue</strong> doing?</td>
<td>What should CPFM <strong>stop</strong> doing?</td>
<td>What should CPFM <strong>start</strong> doing?</td>
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First in 2019 and then again in 2023, CPFM hired a third-party facilitator to host a series of focus groups to ask employees these questions. All CPFM employees were invited and encouraged to attend their focus group, but not all employees could make it.

The information shared by employees during the focus groups will shape changes in CPFM over the next few years.

Themes from 2023 Staff Input

<table>
<thead>
<tr>
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<th>Stop</th>
<th>Start</th>
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</thead>
<tbody>
<tr>
<td>✓ Social gatherings</td>
<td>x Paying below market wages</td>
<td>+ Raising pay to support retention/recruitment</td>
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<tr>
<td>✓ Professional development opportunities</td>
<td>x Requiring CPFM staff to pay for parking/renew quarterly</td>
<td>+ Standardizing onboarding, mentorship, and succession planning</td>
</tr>
<tr>
<td>✓ Internal communication</td>
<td>x Underfunding CPFM (space, equipment, staffing, etc.)</td>
<td>+ Investing in space for CPFM</td>
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<tr>
<td></td>
<td>x Requiring the usage of AiM, UKG, and Teams</td>
<td>+ Advocating for a permanent surge space on campus</td>
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<tr>
<td>Top Themes</td>
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<tr>
<td>✓ Inter-departmental communication &amp; collaboration</td>
<td>✓ Understaffing</td>
<td>+ Providing high-quality and varied uniforms</td>
</tr>
<tr>
<td>✓ Team-building activities</td>
<td>✓ Encouraging the degradation of service</td>
<td>+ Seeking input from workers regarding decisions</td>
</tr>
<tr>
<td>✓ Cross-training opportunities (also in Start)</td>
<td>✓ Bandaging problems with temporary fixes instead of long-term improvements</td>
<td>+ Offering incentives/bonuses</td>
</tr>
<tr>
<td>✓ Requiring uniforms/the dress code (also in Stop)</td>
<td>✓ Starting new projects before finishing old projects</td>
<td>+ Developing a directory of CPFM people and skills</td>
</tr>
<tr>
<td></td>
<td>✓ Requiring uniforms/the dress code (also in Continue)</td>
<td>+ Offering more cross-training and job shadowing (also in Continue)</td>
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</tbody>
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Secondary Themes

- Providing high-quality and varied uniforms
- Seeking input from workers regarding decisions
- Offering incentives/bonuses
- Developing a directory of CPFM people and skills
- Offering more cross-training and job shadowing (also in Continue)
**Recommendations**

**Communication & Team Building**

**Quick Wins**
- Continue monthly newsletters and consider adding new information.
- Maintain and expand social gatherings.

**Long-Term Strategies**
- Review procedures for inter-department decision-making to increase worker input.
- Maintain and grow inter-departmental communication and collaboration.

**Pay & Staffing**

**Quick Wins**
- Review current budgets for opportunities to offer wage/salary increases.
- Streamline “Gold Duck” program nomination process.

**Long-Term Strategies**
- Prioritize wage/salary increases in future CPFM budget requests.
- Consider options for offering financial incentives/bonuses.
- Review service requirements for custodial staff and work to increase APPA cleanliness levels.
- Analyze methods to address understaffing and support retention and recruitment efforts.

**Operational Procedures**

**Quick Wins**
- Continue and broaden enforcement of the uniform requirement/dress code.
- Research options to increase variety and quality of required uniforms.

**Long-Term Strategies**
- Evaluate options for requiring the use of AiM, UKG, and Microsoft Teams.
- Prioritize completing ongoing projects before starting new projects.
- Emphasize long-term solutions over short-term fixes.

**Onboarding & Professional Advancement**

**Quick Wins**
- Continue and expand professional development opportunities.
- Maintain and add to opportunities for job shadowing and cross-training.

**Long-Term Strategies**
- Develop a directory of CPFM experts and skills.
- Streamline onboarding and mentorship procedures.
- Standardize succession planning protocols.

**Space & Parking**

**Quick Wins**
- Invite University representatives to speak to each unit about parking.

**Long-Term Strategies**
- Streamline the parking permit renewal system.
- Determine viability of covering or offering fee waivers for parking costs.
- Coordinate with the University to designate a permanent surge space for campus.
- Request the University invest more in CPFM’s space, equipment, and buildings.