

## I. Comparison of 2015/2013 Employee Satisfaction Survey Averages per Question

There was a decrease in survey submissions in 2015 compared to 2013 and 2012. This year 116 surveys were submitted, compared to 183 in 2013 and 172 in 2012. There was a year-and-a-half gap between the 2015 survey and the 2013 survey due to the system-wide survey being conducted in October 2014. Of the 45 survey questions, 20 had an increase in satisfaction, 22 had a decrease in satisfaction, and three had no change from previous years. The average positive increase from 2013 to 2015 was +0.13 while the average negative decrease was -0.09.

Answers were given on the five point scale as follows:

Strongly Agree (5), Agree (4), Neutral (3), Disagree (2), Strongly Disagree (1)

Statement	2015 Average	2013 Average	'15 & '13 Difference	2012 Average
<b><i>I am satisfied with:</i></b>				
my job	4.05	3.95	+0.10	3.93
the training opportunities available to me	3.45	3.56	-0.11	3.42
my overall opportunities for advancement	3.09	3.31	-0.22	3.40
my work environment	3.70	3.82	-0.12	3.90
my work assignments	3.88	3.96	-0.08	4.00
my direct supervisor	4.03	4.11	-0.08	3.92
<b><i>My direct supervisor provides me with:</i></b>				
useful and constructive feedback	3.86	3.96	-0.10	3.74
feedback that helps to improve my job performance	3.78	3.91	-0.13	3.74
opportunities to participate in the goal setting process	3.78	3.74	+0.04	3.57
fair and appropriate performance evaluations	3.70	3.75	-0.05	3.72
the praise and recognition I deserve	3.74	3.77	-0.03	3.62
<b><i>Facilities Services:</i></b>				
holds people accountable for the quality of their work	3.17	3.35	-0.18	3.43
maintains high standards of quality	3.42	3.46	-0.04	3.58
understands customers' needs	3.67	3.70	-0.03	3.67
is focused on its customers' needs	3.75	3.75	+/-0	3.72
is important in getting campus to successfully reach the Top 25	4.05	3.95	+0.10	4.01
has improved overall in the past year	3.40	3.34	+0.06	3.51
<b><i>Compensation:</i></b>				
I am paid fairly for the work that I do	3.05	2.92	+0.13	3.03
My salary is competitive with jobs I might find elsewhere	3.78	2.80	+0.98	2.77
Senior managers/supervisors are working to improve compensation	3.25	3.07	+0.18	3.12
<b><i>Communication/Opportunities for Growth:</i></b>				
Information is shared openly within Facilities Services	3.03	3.04	-0.01	3.08
I receive the training I need to perform my job well	3.30	3.42	-0.12	3.42
Employee development/advancement is encouraged	3.29	3.40	-0.11	3.44
My work is challenging	4.01	3.83	+0.18	3.89
My work is stimulating	3.83	3.69	+0.14	3.66
My work is rewarding	3.73	3.64	+0.09	3.66
I have a mentor at work	3.23	3.16	+0.07	3.04
<b><i>Fairness:</i></b>				
Managers/supervisors treat all employees fairly and equally	2.84	3.02	-0.18	3.01
Policies for promotion and advancement are fair	2.89	2.99	-0.10	3.14
Favoritism (special treatment) is not an issue	2.76	2.80	-0.04	2.74
<b><i>Respect</i></b>				
I respect the senior leaders of this organization	3.62	3.68	-0.06	3.71
I respect my supervisor as a competent professional	4.02	3.95	-0.07	3.90
Senior managers/supervisors demonstrate strong leadership skills	3.44	3.44	+/-0	3.61
I am given appropriate respect from my co-workers	3.96	3.87	+0.09	3.95
Teamwork is important to my co-workers	3.91	3.85	+0.06	3.92
The campus respects and understands what our department does	3.34	3.32	+0.02	3.21
<b><i>Personal Expression</i></b>				
My supervisor listens to my ideas and what I have to say	3.95	3.93	+0.02	3.73
People who challenge the status quo are valued	3.27	3.21	+0.06	3.25
I am comfortable sharing my opinions at work	3.55	3.64	-0.09	3.66
We work to attract, develop & retain people with diverse backgrounds	3.58	3.53	+0.05	3.42
I am proud to work for Facilities Services	3.94	3.93	+0.01	3.87
I am proud to work for the University of Tennessee, Knoxville	4.24	4.13	+0.11	4.09
<b><i>Mission</i></b>				
I understand Facilities Services' overall mission and goals	3.89	3.82	+0.07	3.67
My job is important in achieving the mission & goals of Facilities Services	4.11	4.11	+/-0	3.98
I believe Facilities Services is headed in the right direction	3.50	3.56	-0.06	3.44

## II. Highest Increase & Decrease in 2015/2013 Response Averages

### Top Increases

Survey Statement	2015 Average	2013 Average	'15 vs '13	2012 Average	'15 vs '12
<i>My salary is competitive with jobs I might find elsewhere</i>	3.78	2.80	<b>+0.98</b>	2.77	<b>+1.01</b>
<i>Senior manager/supervisors are working to improve compensation</i>	3.25	3.07	<b>+0.18</b>	3.12	<b>+0.13</b>
<i>My work is challenging</i>	4.01	3.83	<b>+0.18</b>	3.89	<b>+0.12</b>
<i>My work is stimulating</i>	3.83	3.69	<b>+0.14</b>	3.66	<b>+0.17</b>
<i>I am paid fairly for what I do</i>	3.05	2.92	<b>+0.13</b>	3.03	<b>+0.02</b>
<i>I am proud to work for the University of Tennessee, Knoxville</i>	4.24	4.13	<b>+0.11</b>	4.09	<b>+0.15</b>

### Top Decreases

Survey Statement	2015 Average	2013 Average	'15 vs '13	2012 Average	'15 vs '12
<i>I am satisfied with my overall opportunities for advancement</i>	3.09	3.31	<b>-0.22</b>	3.40	<b>-0.31</b>
<i>FS holds people accountable for the quality of their work</i>	3.17	3.35	<b>-0.18</b>	3.43	<b>-0.26</b>
<i>Managers/Supervisors treat all employees fairly and equally</i>	2.84	3.02	<b>-0.18</b>	3.01	<b>-0.17</b>
<i>My direct supervisor provides me w/ feedback that helps to improve my job performance</i>	3.78	3.91	<b>-0.13</b>	3.74	<b>+0.04*</b>
<i>I receive the training I need to perform my job well</i>	3.30	3.42	<b>-0.12</b>	3.42	<b>-0.12</b>
<i>I am satisfied with my work environment</i>	3.70	3.82	<b>-0.12</b>	3.90	<b>-0.20</b>

\*In this instance the 2015 average was above the 2012 average despite the drop from the 2013 average.

## III. Comparison of 2015/2013 Respondents per Unit/Subunit

There was a considerable decrease in submissions in 2015 compared to 2013 in the following groups: Building Services (-29), Electric Shop (-6), Plumbing Services (-8), Steam Plant (-27), and Zone Maintenance (-27). Overall there were 67 less surveys submitted in 2015 than in 2013. There were 56 less surveys submitted in 2015 than in 2012. Please note, areas are listed as indicated on submitted surveys.

Unit/Subunit	2015	2013	'15 & '14 Difference	2012	'15 & '12 Difference
Administration	1	6	-5	1	0
Air Conditioning	3	4	-1	2	+1
Arena	6	4	-2	15	-9
Building Services	5	34	-29	25	-20
Business Services	2	0	+2	0	+2
Central Supply	4	3	+1	1	+3
Comm. & Info Services	5	5	0	1	+4
Design & Construction	9	10	-1	4	+5
Electric Shop	0	6	-6	1	-1
Facilities Operations	1	0	+1	0	+1
"Facilities Services"	48	31	+17	25	+23
Landscape Services	5	1	+4	9	-4
Plumbing Services	0	8	-8	0	0
Rapid Response Team	2	2	0	2	0
Recycling	1	0	+1	0	+1
Sanitation Safety	1	3	-2	2	-1
Steam Plant	1	17	-16	13	-12
Utilities	2	2	0	0	+2
Zone Maintenance	20	47	-27	54	-34
<b>Total</b>	<b>116</b>	<b>183</b>	<b>-67</b>	<b>172</b>	<b>-56</b>

#### IV. Average Overall Response and Percentage of Overall Response per Unit/Subunit

The following details the average (mean) response by each unit and/or subunit. This also indicates what percentage of submissions were from each unit/subunit and the areas that received 6 or more responses.

Unit/Subunit	Average Overall Response	Percentage of Overall Response
Administration	4.17	0.86
Air Conditioning	2.94	2.59
Arena	3.89	5.17
Building Services	3.27	4.31
Business Services	3.46	1.72
Central Supply	3.22	3.45
Comm. & Info Services	4.14	4.31
Design & Construction	3.71	7.76
Facilities Operations	3.15	0.86
“Facilities Services”	3.60	41.39
Landscape Services	3.95	4.31
Rapid Response Team	3.52	1.72
Recycling	3.13	0.86
Sanitation Safety	3.76	0.86
Steam Plant	3.09	0.86
Utilities	3.00	1.72
Zone Maintenance	3.49	17.25

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HIGH
LOW
AVERAGE

\*6 or more responses

#### V. Number of Comments per Unit/Subunit & Percentage Positive/Negative/Neutral

The following table organizes the received comments by unit/subunit and whether the comments were considered positive, negative or neutral. Categorizing is subjective. Those comments that included both positive and negative opinions equally were counted as “neutral.”

Unit/Subunit	Number of Comments	Positive	Percent	Negative	Percent	Neutral	Percent
Administration	0	0	0%	0	0%	0	0%
Air Conditioning	5	0	0%	4	80%	1	20%
Arena	5	1	20%	4	80%	0	0%
Building Services	6	1	17%	2	33%	3	50%
Business Services	0	0	0%	0	0%	0	0%
Central Supply	9	0	0%	9	100%	0	0%
Comm. & Info Services	15	5	33%	0	0%	10	67%
Design & Construction	9	0	0%	5	56%	4	44%
Facilities Operations	3	0	0%	2	67%	1	33%
“Facilities Services”	60	5	8%	33	55%	22	37%
Landscape Services	2	0	0%	1	50%	1	50%
Rapid Response Team	3	1	33.33%	1	33.33%	1	33.33%
Recycling	0	0	0%	0	0%	0	0%
Sanitation Safety	3	1	33.33%	1	33.33%	1	33.33%
Steam Plant	3	1	33.33%	1	33.33%	1	33.33%
Utilities	2	0	0%	2	100%	0	0%
Zone Maintenance	26	1	3.85%	8	30.77%	17	65.38%
<b>TOTAL:</b>	<b>151</b>	<b>16</b>	<b>10.7%</b>	<b>73</b>	<b>48.34%</b>	<b>62</b>	<b>41.05%</b>

## VII. Overall Subject Matter of Comments – Broken down by percentage

Many of the comments provided in the submitted surveys followed certain trends. Several comments dealt with reoccurring topics, both in a positive and negative light, throughout the 151 comments submitted. The table below details the number of instances each topic was addressed.

Topic	Number of Instances	Percentage of Overall Comments Dealing with specific Topic**
Archibus	30	19.87
Training (general & cross training)	26	17.21
Senior Management/Supervisors	26	17.21
Communication (general/between units)	18	11.92
Customer Service/Customer Satisfaction	17	11.26
Essential Personnel Policy/General Policies	15	9.93
Accountability	12	7.94
Respect	10	6.62
Wages	8	5.30
Inclement Weather	7	4.64

*\*\*Please note: Some comments dealt with more than one of the topics listed below – percentages do not take other topics into account. Detailed comments can be found in the next section.*

## VIII. Survey Comments per Unit/Subunit – Organized by Question

The following details the responses to the survey “comments” questions. These comments are organized by unit/subunit. Please note, if a unit/subunit is not included it is because no submissions from that area had comments.

### Air Conditioning

#### *What are your overall feelings/comments/concerns about Facilities Services?*

- The last two weeks, I believe have exposed the lack competence that upper management of facilities services is lacking. I've never seen such a debacle in management like I witnessed these past two weeks.
- Need more respect to the ones that deserve it.

#### *How can Facilities Services utilize its existing resources to increase overall responsiveness?*

- More energy needs to be devoted to serving the campus needs instead of writing policies that do nothing but cause confusion and that drag the employees' morality further downward.
- By giving more respect to its employees who know and can do their job.

#### *How can Facilities Services, as a whole, better serve the campus?*

- Work together more and have more stable people who understand their area and quit trying to cross-train everyone it does the buildings no good to keep changing around people just for them to forget what they learned just to learn a new building.

### Arena

#### *What are your overall feelings/comments/concerns about Facilities Services?*

- I really think that the way our department handled adverse weather was great. I saw employees from all areas and pay grades working together to get school open. This was the first time I have seen our department work as a single unit on the same widespread project and it really was a "team effort."
- I don't think we got treated right this year when we couldn't get to work (NO PAY).

#### *How can Facilities Services utilize its existing resources to increase overall responsiveness?*

- Archibus in its early stages is slowing us down. In the future it may help, but right now it is complicating the process.
- Decent living wages.

#### *How can Facilities Services, as a whole, better serve the campus?*

- Be better to people.

### Building Services

#### *What are your overall feelings/comments/concerns about Facilities Services?*

- The only thing I would say needs to be done, is for the safety of all employees, the higher superior needs to make sure there are radios available to all employees working alone in a building. Thanks for everything, and the opportunity to be a part of The University of Tennessee family. I feel it's an honor.

- The idea of the Archibus system is good, but the execution of this software has been horrible. It doesn't function as needed and changes/improvements that are critical for job functionality are very slowly implemented, if at all. Our leadership seems unresponsive to this issue.

I think Facilities Services has implemented some positive changes in the last year with awards, especially. I hope we continue to implement additional rewards for outstanding performance by our employees.

I also think that we need to reevaluate safety shoe allowances for our employees. I think we should allow all employees more than one pair of shoes per year, since the uniformed employees are required to wear them for their job duties. Daily usage of the same shoes allows bacteria to build up in the shoes, but if employees were able to alternate the shoes worn, the shoes would last longer and not be such a harbinger for bacteria.

It would be nice if the leadership sought employee feedback about our new Facilities Services office building. We haven't had an update even for quite some time on the progress on our new building. There have been a lot of rumors regarding the Design & Construction and nobody has asked employees for input on this situation.

- Management needs to listen to employees who have experience at UT more, and show the employees they care, instead of just lip service and lies. They tell you one thing, and then say everyone misunderstood. People have to risk their lives and property trying to make it to work in bad weather, just so they will be paid. That's why they will praise the ones who were able to get to work, and the heck with the rest.

#### ***How can Facilities Services utilize its existing resources to increase overall responsiveness?***

- Regarding inclement weather related closings and delays, it would be very helpful if the announcements would be made sooner to allow for sufficient planning. If a decision is made too close to the University the night before, for example, notifications should be sent to employees right away rather than waiting until 6 am the next morning to send notifications of closure.
- Value all employees.

#### ***How can Facilities Services, as a whole, better serve the campus?***

- Communicate, communicate, communicate

### **Central Supply**

#### ***What are your overall feelings/comments/concerns about Facilities Services?***

- It is unbelievable just how much Facilities Services has deteriorated in the last three or so years. Doing more work with less people in areas where they have no prior experience or expertise (for example construction workers doing plumbing and electrical) is amazing. The Archibus thing is a nightmare---Legacy worked. If it's not broke don't fix it is so true in this instance. Over at Min Kao building (the inventor of the Garmin GPS-among other patents) there are many graduate students who could fix this program (hint hint)
- FS has been a great place to work up until the last 2 months...when ARCHIBUS went LIVE! I am concerned about our move in the future to Sutherland Ave.
- Accountability in FS is extremely one-sided. Regular employees are held to a high standard regarding policies, etc. or else we get punished. Punishments for regular staff include leave w/o pay, write-ups which then deny much needed raises (especially since there are NO COLA raises and everyone suffers the effects of inflation equally), retaliation, retribution for speaking up for oneself or others, denial of training opportunities, transfers and advancement. There is systematic denial that retribution and abuse happens in this department, which is absurd.

The worst management has to fear is meeting with AVC Irvin. This has been codified in the new essential personnel policy. In this policy, if the superintendent or director fails to set a list of "essential" personnel when told to do so, it is his employees who suffer lost wages not the Senior Manager. Senior management always gets paid and always get a raise. If they have issues or problems that affect their ability to do their job or be at work, it is met with compassion and understanding. When regular staff have the same issues that same compassion and understanding is limited to those staff who have good relationships with their supervisors. The attitude of Senior Management is "too bad, we hired you to do a job."

The Good Ol' Boy system is not only alive and well in FS, it has been promoted and given more power and authority. There is little to no respect for folk who have years of knowledge and experience in FS. They are generally treated as fossils, dinosaurs, and people who are just hanging on and refuse to accept the changes. There is plenty of verbal praise for FS staff but that is as far as it goes. In reality, just because it is "change" does not mean it is change for the better, you have to look deeper than what the rest of campus thinks.

If it isn't already this survey should be conducted the same way the System conducts its survey, through a third-party to ensure actual anonymity. So long as it's done "in house" no one actually believes it's anonymous.

#### ***How can Facilities Services utilize its existing resources to increase overall responsiveness?***

- Hopefully someone kept a backup copy of Legacy. Bring it back and then have the Min Kao people fix this program if it can be tailored to our needs. If a "Mom and Pop" business had Archibus for a month it would go out of business. Start an apprentice program in electrical, plumbing, etc.---give people a real chance to better themselves, after all this an educational institution---why not educate the workforce. I think our existing structure is too "top-heavy" in that, we have many trainers who cannot figure this Archibus mess out but at least they now have something to do.
- Fix ARCHIBUS! And Stay where we are.
- Fire BRG and throw ARCHIBUS in the trash and go back to the "legacy" system (which actually worked, by the way). If we must get a new Facilities Management System, pick one that will actually work for us and match our needs instead of caving to "The State" and just taking the lowest bidder, regardless of how crappy it is. Take the time necessary to make sure it is actually FINISHED before going live. It doesn't really matter how long outside forces have been waiting for this change to happen, they don't really have to work with it. Hold the contractors accountable, which we have heard a lot of, but in this case at least, which we have seen very little evidence of.

#### ***How can Facilities Services, as a whole, better serve the campus?***

- U.T. Memphis increased their employees' wages to a decent living wage which was commendable. I find the merit raise evaluations to not be truly reflective of many worker's attributes. The 20 point system or whatever it is too complicated

and reflects more on the evaluator/foreman's competency in doing the evaluation. Why not go to a 5 point system! 1 Being a poor quality worker and 5 being an excellent worker. Being a foreman and/or supervisor is like coaching a ball team. The first string players would all be 4 and 5's; the second string 2's and 3's, etc. Bosses know who their "go to" people are but the evaluations do not reflect this in far too many instances. If we can right this ship from its present course the better our image will be with our customers in the community

- Fix ARCHIBUS! And Stay where we are.
- Stop running Building Services like it's a fly-by-night contractor. Immediate supervisors are like little dictators, allowed to do what they want to whom they want. So long as they can give a justification, no matter how weak, they are defended and staff and punished. The revolving door on this department (and there IS a revolving door, despite the propaganda) won't change until all senior management in this department is drastically changed. Force senior management to actually own up to mistakes they make and suffer the consequences, like the rest of us do, instead of allowing them to pass the blame onto the employees who attempt to carry out their orders.

## **Comm. & Info Services**

### ***What are your overall feelings/comments/concerns about Facilities Services?***

- I believe that fs is moving in the right direction. There is going to be some resistance along the way, which is to be expected. Changes will take some time and effort to establish fully.
- I believe we are moving in the right direction to get away from the misnomer of "good ole boys club," which has always been the perception across campus.
- There is a large group of people who are working to make the department and the campus better, but there is also a group that is pulling the department in the opposite direction from where it is heading. The department has grown in its efforts the serve the campus better, it has also done well to try to change the image and perception throughout the campus but in order for us to get to the ultimate goal we must hold everyone accountable and be fair at all times no matter who is in the hot seat. Supervisor would gain the trust and respect of the employees in their area and with this trust and respect comes a deeper respect and commitment to the department. If there was one thing that I could point out as an area that could be greatly improved this year is "accountability" at all levels and regardless of relations.
- Although the level of transparency with the campus community has increased, sharing information and being transparent with front-line employees still remains a challenge. Often communiques are distributed to directors, superintendents, or supervisors but they stop there or are filtered to front-line employees. A better means of pushing information out to front-line employees in a timely fashion is needed.
- It's a good place to work and we continue to work to improve it

### ***How can Facilities Services utilize its existing resources to increase overall responsiveness?***

- Utilizing different technologies to keep up with communications, customer concerns, and response times. Tracking what works and what doesn't consistently.
- Not entirely sure, but perhaps a more in depth interaction between building reps and facilities services building reps might help.
- Ensure that communication lines are open and that everyone on the team is aware of what is going on. Upper management is doing a good job communicating the information but it stops at a certain level and the masses has no idea of what is going on. When communication flows freely and everyone is aware of what is happening in the team, unit, and department there are lees opportunities for fear, rumors and uncertainties to spread. This would also build trust and confidence in the department and in management. The more levels that the communication has to reach the greater the chances of the information not getting to the staff. I am very confident and satisfied that my Supervisor is open with me and my coworkers and keeps us up-to-date with the latest. I really appreciate that because it helps to calm the speculations.
- Delegate work more. Bottlenecks in data processing are occurring due to units finding ways to circumvent work flow processes. If supervisors are held accountable for their teams and allowed to properly manage those teams without paper-pushing to a single processing source then turn around times would improve and work would flow through the system better. Creating paper-work bottlenecks at the clerk level does not improve overall effectiveness and defeats efficiency levels.
- Streamline Archibus and implement tablets in the field. Also update the current communication system

### ***How can Facilities Services, as a whole, better serve the campus?***

- Maintain and improve upon current standards of service.
- Work to be innovative and bring more programs in house as opposed to out sourcing. For instance, having building services involved more with housing would be good as many complaints directed toward FS stem from the lack of oversight in the most opinionated population, student residence halls.
- Overall our department does a great job across campus. But even when we are good there is room to improve and be great. Improving our Customer Services and communications skills would be beneficial. For example, even if we are working in the hallway of a building, this work might disturb someone. It would be good practice to take a quick peek into office and notify the occupants that some work is being done in the hallway, what type of work and how long to completion. If the workers must return another day then they repeat this same courtesy. This should be a "best practice" even if the work is being done in a Facilities building.
- Implementing tablets to front-line employees will help us serve the campus better. When a problem arises that problem can route to the employee in the building where the problem is located for immediate response. Until we allow supervisors and employees to operate in this manner we will not see the efficient utilization of our newly implemented work flows.
- Continue to grow our technology resources to provide faster and more accurate service to the campus.

## **Design & Construction**

### ***What are your overall feelings/comments/concerns about Facilities Services?***

- Archibus has failed. We need to either abandon it entirely and start again, or temporarily abandon it until it has been adequately tested. Statements like "just do it on paper until Archibus works" put us in a worse situation than where we were before Archibus started. The goal is clearly a good one, but this implementation is clearly unacceptable.
- I wish people would be held more accountable for their attitude and the quality of their work.
- Facilities Services needs a drug & alcohol test for pre-employment, as well as a random test post hire. I have observed too many abusing pills and pot while on the job.

***How can Facilities Services utilize its existing resources to increase overall responsiveness?***

- We need to increase the cross-training (or at least cross-utilization) of skills in Zone Maintenance. We have many folks with great technical skill, but since they are distributed based on geography (roughly), the right people are not necessarily addressing the right problems.
- Allow the opportunity for each shop to work together with some of the friction we have presently.
- Facilities Services could better utilize its resources by testing on employee's knowledge prior to promoting. There are one too many people that have been promoted into positions they are incapable of doing.

***How can Facilities Services, as a whole, better serve the campus?***

- We need to restore our in-house sheet metal capabilities, at least to some extent. Using outside contractors for all sheet metal work is adding money and time to jobs.
- Our winter weather plans of action need some improvement. With both equipment and man-power.
- Facilities can better serve campus by making certain they have qualified personnel in the correction positions. It is my belief that there are too many people trying to do jobs they aren't qualified for.

**Facilities Operations**

***What are your overall feelings/comments/concerns about Facilities Services?***

- Many supervisors do not hold their people accountable for their work and give them really high performance review scores. Other supervisors are overly strict on their people. The playing field for performance is not equal nor fair. While compensation based on merit is a really good motivator, it can also kill motivation when you see people that aren't performing but are getting high scores on performance reviews and you cannot get a score high enough to get a merit raise because your supervisor as a rule gives very low scores and expects their people to do the same.

***How can Facilities Services utilize its existing resources to increase overall responsiveness?***

- Exactly that- utilize existing resources. There are so many people in this department with strengths that are being underutilized. Provide people with tools and opportunities to do what they do well rather than holding them back into their specific job. Also, really pulling together and working as a team is badly needed. We're focused too narrowly and work in silos way too much. You rarely find someone willing to reach out and help other people with their work or work together to make things easier. We need to focus on customer service within our own ranks.

***How can Facilities Services, as a whole, better serve the campus?***

- Weed out the folks on our team that are just riding the clock and finding ways and places to hide out and not do their job. Perform preventive maintenance on everything to prevent breakdowns and problems rather than just addressing things when they become problems.

**"Facilities Services"**

***What are your overall feelings/comments/concerns about Facilities Services?***

- More consistent training of new hires and annual refresher course to get everyone trained the same. New changes and information should reach all in timely manner.
- Drugs are rampant. There should random drug tests and drug testing for accidents and at the time of hire; 2) some upper management are more worried about their ego than the safety and morale of the employee; 3) I am concerned that if our management doesn't get more focused on making improvement with themselves we as facilities will fail.
- With the vast majority of roofs in need of repair on campus, new methods are being employed in order to expedite the work.  
For the first time, Facilities Services released multi-tiered contracts to numerous contractors so repair work can be completed simultaneously rather than one roof at a time. Thirty-two buildings with built-up flat roofs will be re-capped. See the list of roofs being repaired under this category below. Other buildings will be coordinated by Facilities Planning. Completion of repairs is expected to happen on an aggressive schedule of 4-6 months. Priority will be given to academic buildings, beginning with Hodges Library. An unavoidable disturbance will be created during these months as adequate repair work needs to be completed in a timely fashion. We look forward to the water-tight buildings after the repairs and thank you for your understanding during these next few months.
- Wish they would all get together to agree on the same thing and to not contradict their selves meaning that one person says one thing than another come and says something else.
- The department has high level people who do not hold staff accountable for their actions. From driving around in trucks all day, to not wearing proper or any uniform, and simply not doing their job, shows the inconsistency, and it is difficult to experience. The training department does not train, but sends out training to others to do. Why have the training department? Any program can be set to send out reminders to train staff, and sit them in front of a computer to do it. The 'Good ole Boy' system is alive, well, and thriving at UT. Some long-timers need to retire or be removed, and let the future be now. UT will not achieve top 25 with the team in place at this time. There are efficient, tried, and true ways that are being ignored, or just not being used because of the limited comprehension of the people needed to implement.
- Starting to look like UTFS is wanting to run Employees off. Starting to take benefits away. Pay is not the best, but the benefits is what is keeping people hear.



- I am not at all impressed with the new "inclement weather policy". In fact, I do feel as if I am bullied & punished if I feel my safety is in jeopardy getting to work. This is in fact, not what we were told in the meeting with Dave. UT does not care about our safety, and it is very frustrating. I DO have a family that depends on me, & my paycheck. When I tell you I'm not comfortable driving to work on ice, I don't do it for fun. MY SAFETY IS MORE IMPORTANT.
- I think that some supervisors expect respect, but think they shouldn't have to show respect and they can be very rude when speaking to people.
- Great people to work with and a great place to work.
- FS maintenance and landscape/grounds employees can be seen anywhere on campus, smoking during non break times, sitting in their offices/workrooms/trucks doing nothing, a landscape truck can pull into FS offices with 4 employees in it. One employee goes into office and other 3 stand outside smoking and laughing for 30 minutes while they wait on the one employee inside! FS employees need to act professional! Boyfriends and girlfriends need to stay away from Building Services offices. FS employees need to leave their affairs and personal problems at home!!!
- About dealing. With your supervisor. And with how we are. As employees are. Treated and the buddy system and etc. Not right for the ones that work we get shut on and the others nothing do to not fare
- That the issues with Archibus will never be resolved, because when one problem get fix it always creates another one. Archibus was not ready to "go live" at the appointed time and is still not fully capable of doing all that is necessary for Facilities Services to continue processing daily functions.
- I feel we have made a mistake in choosing to go with Archibus as our technology change. It has not worked from the beginning. When they fix one problem it creates another.
- Upper management should stop changing the policy to better suit themselves so they can get a ataboy from their superiors. And everyone knows what I mean.
- Some people who the supervisor favors do little to nothing. The supervisor knows these people do nothing and tells the ones who do work, to get to work.
- Something needs to be done about our new Archibus system. It is not working. Everyone is behind on their work because the system does NOT do what we need it to do. Why is nothing being done when we are so obviously losing money and falling more behind everyday. Either nix the system or get legal involved in getting BRG to deliver what they promised us. Kevin Garland has always been excellent at his job and invaluable to FS, but it's pretty obvious that he needs a different team to assist him with his database needs. I personally believe that half of our problem with Archibus system lies in his team member's involvement. Also, I still don't see the benefit of using student workers. Maybe 2 out of 10 end up being useful. Doesn't make any sense to spend so much time training these kids when they are only going to be here a few hours a week and will be gone at the end of the semester. We should be hiring people who WANT to work and will do us a good job, instead of having all these kids half-assing the work, then we have to go back and re-do it in the longrun. They should also have to adhere to our dress code policy.
- I love working in this Department and for the University of Tennessee. Our reorganization has greatly improved our efficiency and respect among our customers and peers.  
We need to foster a better relationship and spirit of cooperation with Facilities Planning for Capital Projects. While we have made strides in this area much work remains to be done and much of it cannot be accomplished without a clear direction between campus and systems administration.
- Poor communication, no vision
- Communication seems to be an issue from the top down through the ranks
- I like work for Facilities Services WITH ARCHIBUS
- My concerns are: 1. the Essential Personnel policy is bad policy, and one that does not nothing to actually help campus in cases of inclement weather 2. speaking to senior managers about bad supervisors accomplishes nothing, so why speak up? 3. we need a living wage, not a .25\$ raise
- all these new comers need to treat the old timers a little better and quit acting like there poo don't stink and another thing if you been here 10 to 20 yrs. I think you would know what you are to do you have people that's been here 2 yrs. are less that think they know everything because they got but in a foreman's position when they should of had more time in here.
- There is an overall lack of communication in Facilities Services. Important information is kept at the top, maybe down to supervisor level, then stops. Some critical information never makes it down from directors. People are not held accountable for failures to perform mandatory tasks. Rule breaking is allowed. The smoking policy and uniform policy are the two most violated policies in Facilities Services. Amazingly, a regular uniform violator can stand in front of his director and supervisor and neither will put an end to it. The culture in Facilities is one of personal desires over mission needs.
- Reorganization was beneficial overall. Not all choices for supervision have been successful. There will soon be a major gap in experienced supervisors as retirement takes its toll.
- I believe it is a fair place to work. My point concern is work lead when under staffing occurs. People get burned out when things like that occur and were lose good people that way.
- Lack of strong leaderships— top down. Front line managers bear the brunt of responsibility in often challenging circumstances. Fred back given often contradictory from directors/assistant directors. Not enough hands on training to improve skillsets.

#### ***How can Facilities Services utilize its existing resources to increase overall responsiveness?***

- Utilize established, experienced employees to train buffing, floors stripping, etc. Consider adding 3rd shift to buildings busy late, and offer current building staff 3rd shift.
- When I started at Facilities Services, I had a director, supervisor and a foreman. Now I have 2 directors, a supervisor, foreman, 3-4 coordinators and a trainer-- my job is harder to complete, takes longer and there is a lot of money wasted. Put STAR team back into maintenance, cut some of the management and get rid of employees that can't or won't do their job.
- Would like to a more even way for Facilities and HR to get on the same page about how to take less time to get rid of employees that are not doing their job and there are too many grey areas. Takes way to long when you know the employee is playing the system and that HR doesn't have your back. What ever happen to if you're not doing your job you get fired and find someone that will do the job.
- Change from the top. The department needs to have top-notch Customer Service training and development in place, which is not the case.
- Continue to teach and push responsibility to each individual.
- Training, training, Training!!!! The 3 employees that call themselves training specialists need to learn how to say "Yes, I can help you" instead of a big fat NO!!!! They are unapproachable, unfriendly, unwilling, and are always looking for better ways to say NO NO NO!!



- Our customers need to be able to contact the correct person or department to solve their problem.
- Continue to train and mentor employees and promote a passion for customer service above all.
- Open radio communication
- LET UP MANAGEMENT HAVE A BETTER UNDERSTANDING OF WHAT Zone main does
- Have an actual plan! One that all employees are aware of!
- One thing the foremen should all get on the same track and quit being but heads and be more professional and work together instead of against one another and not be so disrespectful that is a big issue one of your's has a very bad personality.
- Improve the attitudes of your number one resource, people! Honestly, I hear people complaining about not making enough money, but realistically, they don't earn the money they do make.
- Replace or modify Archibus to improve user friendliness. Cut time spent dealing with email by senior supervision at least in half.
- Better communication between areas. A better system for clocking in an out. More realistic expectations when work loads is concerned.
- If training dept. can help define or standardize our procedures for job duties it will benefit units. Not enough being done. If they are qualified or certified to help – I ask Dave Irvin to release them to help.

#### ***How can Facilities Services, as a whole, better serve the campus?***

- Have a strong leadership. Just because a person is smart or has a degree doesn't mean they are a good leader or boss.
- Schedules need to change to accommodate overlap of FS personnel and the 'day time' staff/faculty. Schedules are made in such a way to reduce the interaction on purpose, because there is not proper Customer Service training provided or competent staff to facilitate it. Reduce high level, high paying positions, and start fresh.
- Get EVERYONE on the same page. Enough of 'this Foreman does this', My Foreman says that.' Put an end to the taking 15 minutes to clock out. We've asked you people THAT for the two years that I've been here. ENOUGH WASTING MY TIME...
- Continue to improve on Customer Service
- each and every director, assistant director, manager, supervisor, assistant supervisor, and leader needs to be on the same page!!!!They need to agree with each other, work together, and be strong force for our employees. We are only as good as the people that lead us!
- Be open to suggestions from the workers that are out doing the jobs, instead of saying I want it done this way so figure it out.
- By treating the employees better!
- Again, we have to do something about Archibus. It is impossible to assist our on-campus clients with ANYTHING when it comes to Archibus. We can't walk them through entering a work request because we can't see the screen they see. We can't look up information about their existing workorders because we can only see workorders that WE entered. It makes us look bad when we can't assist people with our own system. \*\* We need people on our Training Team that has actually done the job they are training people in. Even though Archibus is not working as it should, our current training team is NOT useful Archibus trainers. They have no idea how FS operates to begin with when it comes to how the shops issue work or get supplies and especially the purchasing end of things, they never used the FS database and they haven't been here
- By continuing our interaction and communication with the campus community to discover deficiencies, acknowledge those deficiencies, and take the appropriate steps to improve.
- Monitor what our people do
- again communication, followed by a game plan. also kept abreast of functions/events in your buildings or zones ahead of time. (communication)
- DO AWAWHIT WITH ARCHIBUS
- Treat its employees with respect and dignity and pay us a living wage!
- If the campus closes for bad weather we shouldn't be required to come in either because our life should be just as important as everyone else and if we have annual time to cover it we should not have to take it off without pay I like my job put it is not my first love my family is. If they can/t make it in do they get time off without pay?
- Fix the internal issues campus does not know about like compliance and accountability.
- Have every new staff or faculty member joining UTK attend a half day orientation to "FACILITES SERVICES AND HOW WE CAN SERVE YOU."
- Better communication with our clients about event planning in each zone.
- Focus on true meaning of customer services. Go above and beyond to make campus attractive. Don't wait for a work order to get it done. Example: large sheet of plastic stuck in a tree near humanities. Has been there a week. Grounds has not removed it. Accreditation committee came through and probably saw it. One small example.

### **Landscape Services**

#### ***What are your overall feelings/comments/concerns about Facilities Services?***

- New equipment is needed. It is difficult and inefficient to attempt our job with poor equipment.
- I have enjoyed my work since joining Facilities Services in May of 2014, but have also seen areas where growth can and should be achieved. I recently was frustrated by what I felt was an inappropriate response to an effort of mine to pursue an idea I had for the advancement of campus aesthetics. I took my idea to an individual considerably father up the chain of command than myself, and this action was met with "shock" and disapproval by a few individuals involved. I was never personally sought out for a discussion regarding this matter, but heard about the reaction through a second party. I would like to see UT become a place that celebrates ambition and the drive to see an idea through to quick completion rather than scold these efforts, which are relatively uncommon.

### **Rapid Response Team**

#### ***What are your overall feelings/comments/concerns about Facilities Services?***

- Archibus is going to be the downfall of this department. It still doesn't function the way it needs to, it slows all work down, and is very frustrating to use.  
The new policies that keep an employee from being able to use sick or annual leave on days they can't make it to work are

not fair as all employees don't have the means or a way to get here. I understand not giving them the administrative pay but they should be able to use other leave for it if they have it.

The sick policy is not right either if you have days to take and you are sick you shouldn't have to worry about whether you will be paid for that day or not depending on if your supervisor wants to approve it. As long as you have sick days or annual days it shouldn't matter. Those that abuse the policies typically don't have days saved up but those who are hard workers and who show up when they can should not be penalized for something that is out of their control (them being sick or even their kids).

***How can Facilities Services utilize its existing resources to increase overall responsiveness?***

- By letting their employees know that they care. Treat the employees with respect and the employees will respect you back.

***How can Facilities Services, as a whole, better serve the campus?***

- I think Facilities Services serves the campus well.

**Sanitation Safety**

***What are your overall feelings/comments/concerns about Facilities Services?***

- Archibus, the new readious, and pay are crap. Fix those things and the department would be better off.

***How can Facilities Services utilize its existing resources to increase overall responsiveness?***

- I think we do a pretty good job with what we have.

***How can Facilities Services, as a whole, better serve the campus?***

- I'm not sure there is much more to be done as far as this goes.

**Steam Plant**

***What are your overall feelings/comments/concerns about Facilities Services?***

- I believe the policies on inclement weather, essential personnel, pay, & overtime are unclear. I think that various issues, including that & Archibus, for example, should be discussed with all employees, especially supervisors, & superintendents, before just ramming them through. People tried to express concern and were just tuned out in my opinion. Why wasn't a test run done on Archibus first? Why did they abandon the old system before ensuring the new one would work? Outside contractors are not held to a high enough standard for what we and the taxpayers are paying for them in my opinion.

***How can Facilities Services utilize its existing resources to increase overall responsiveness?***

- By getting more technical training for the people they already have. Use carrots instead of sticks for the good performers and come up with fair and reasonable policies to deal with the poor performers on issues like leave and absences. Don't make good, reliable, employees pay for the mistakes of poor performers or those who just lay out. Come up with good, clear, fair policies, then, if someone abuses them, give them several warnings, then get rid of them if they don't want to be here. Apply the rules fairly and consistently on this, performance evaluations, raises, training, promotions, and all policies.

***How can Facilities Services, as a whole, better serve the campus?***

- I think we do a pretty good job, all things considered, with the people and resources that we have, from what I know. Better communication with employees, supervisors, staff, and students would help. These surveys are a good thing if you use them properly.

**Utilities**

***What are your overall feelings/comments/concerns about Facilities Services?***

- I believe the changes being made are above the capabilities of many of our employees. I feel like the effort and money spent on these changes or upgrades would have more beneficial giving the employees actual job training and computer skills training before these changes were implemented. I feel like Mr. Irvin is out of touch with his workforce and does not realize the capabilities of his workforce. I absolutely do not agree that some shop heads are open minded or will listen to their employees' thoughts and ideas.

***How can Facilities Services utilize its existing resources to increase overall responsiveness?***

- By giving their employees the training they need to do their jobs and not being focused on a new FS building off campus and a computer system most employees will not understand because they do not have the skills to operate it. The proverbial cart before the horse.

**Zone Maintenance**

***What are your overall feelings/comments/concerns about Facilities Services?***

- The move to the new Motorola radio's was a poor decision. It has made all our jobs harder trying to get in contact with each other, especially with other department. With the Nextels we were able to talk to someone much easier and quicker and had greater range and availability.

- I like working in maintenance Archibus
- I think when you start changing policies to punish people for not being able to get to work, all you're doing is making unhappy employees. The university has had a inclement weather policy for years in which we were called essential services, so there's really no need for our vice chancellor to try to change it other than for his own ego. This job used to be one that I looked forward to coming to but now I hate it so bad. If it wasn't for being fairly close to retirement I wouldn't still be here. Everything about this place is worse since our vice chancellor Irvin started. Even our uniforms are worse as I don't believe they could have found anything cheaper even if they had tried. Taking the option of poly/cotton uniforms for maintenance away was also a bad move. Several of the supervisory personnel he put in place are not intelligent enough to be supervising people. I could go on and on but its a waste of time and space since nothing will be done about it.
- The Senior leadership of facilities lacks understanding of what we do in reality
- WE ARE GOING BACKWARDS INSTEAD OF FORWARD, SOMETIMES IT IS BEST TO CUT YOUR LOSES AND MOVE ON WHEN SOMETHING DOESN'T WORK (ARCHIBUS) INSTEAD OF BRINGING DOWN MORAL AND PEOPLE HATING TO COME TO WORK BECAUSE OF A COMPUTER SYSTEM.
- I think we have made great progress. I get discouraged when policies are put in place that are directed at a few people who don't follow the rules, but the policy has negative consequences for good, rule abiding, productive employees. Give us the authority to deal with rule abusers swiftly and individually, without a lot of bureaucratic hurdles. Don't punish everyone for the faults of a few.
- I FEAR THAT WE HAVE TOO MANY DIFFERENT POLICIES. I DONT THINK THEY ARE BEING ADDRESSED PROPERLY.
- as a whole we need to take more pride in our work and work on communication
- We still have the lack of communication between departments. { being on the same page }
- Communication between departments still not good
- Do not like essential rules

***How can Facilities Services utilize its existing resources to increase overall responsiveness?***

- Do away with Archibus
- They need to let maintenance personnel do maintenance work and less paperwork. Most of us do not have secretarial skills and if the supervisors want to know what I'm doing all day come and follow me around. Don't make us keep a diary of it. Having the people that have been trained in certain repairs to do those would be a start. Someone is going to be injured or worse working on things they have no training on.
- Let zone maintenance do their jobs without overcomplicated archibus paper trails
- THE EXISTING RESOURCES WE HAVE IN PLACE HAS DECREASED RESPONSIVENESS CONSIDERABLY CUSTOMERS AND WORKERS ARE SPENDING TOO MUCH TIME DOING COMPUTER WORK TO GET TO THE JOB INSTEAD OF GETTING THE JOB DONE IN THE MUCH MORE TIMELY MANNER THAT THEY WERE BEFORE. THUS MAKE THE CUSTOMERS WAIT HOURS INSTEAD OF MINUTES.
- Cut our loses with Archibus and dump it. It will never be user friendly and requires too much time to use it. Facilities was forced to use Archibus due to Nashville politics. I'm totally in favor of a system that makes us more accurate, accountable, improves customer service and gives use the ability to offer the best product and service available while getting better control of our financial accountability.
- ARCHIBUS IS A JOKE. IT HAS NO PLACE HERE. THE SYSTEM IS HAMPERING OUR EFFORTS. IT WOULD BE OK FOR CHARGE ACCOUNTS .NO CHARGE IS ACCOUNTS IS ONLY FOR PARTS AND LABOR WHICH IS PART OF SERVING OUR CUSTOMERS.THEY HAVE VENTED THEIR FRUSTRATIONS TO ME.THEY DONT LIKE IT.
- get the star team to do something they are some of the top paid people in facilities and they do nothing
- the resources are there. Everyone needs to be on the same page. { communicate, Plan }

***How can Facilities Services, as a whole, better serve the campus?***

- Do away with Archibus
- Dave Irvin's resignation would be a great start to better serving the campus. Also letting your maintenance personnel do more maintenance and less paperwork would help. Letting jobs that are above maintenance personnel abilities go to the shops that are trained to do them would greatly increase customer satisfaction and speed of repairs.
- Give the maintenance men better training and certification to allow them to better do their jobs.
- GET RID OF THE ARCHIBUS SYSTEM, TAKES WAY TO LONG TO TAKE CARE OF CUSTOMERS
- We need technical job related training desperately. Our ability to work smarter, faster and safer really needs improving.
- QUIT IMPLEMENTING POLICIES TO DISIPLINE PEOPLE. TAKE CARE OF YOUR ISSUES WITH THE POLICY AT HAND. WE WERE HEADED IN THE RIGHT DIRECTION ABOUT A YEAR AGO . THE ARCHIBUS SYSTEM AND POLICY CHANGES HAVE KNOCKED A BIG DENT IN MORALE. I HOPE WE CAN REPAIR THE DAMAGE THAT HAS BEEN DONE.THANKS FOR VIEWING MY FORM.
- Train more
- Be more on top of problems