The following are improvements staff made based on the 2009 Survey of Organizational Excellence.

**FAIR PAY**
1. Developed and implemented Building Attendant I (BAI) to Building Attendant II (BAII) Progression Plan with quarterly review of qualified employees. To date, 41 BAI employees have been promoted to BAII through this plan.
2. Updated Electrician Career Ladder, created Plumber Career Ladder, and working with Human Resources to develop additional trades career ladders.
3. Equity raises have been allocated and staff comp ratios have increased as a result.

**FAIRNESS**
1. CMO approved Facilities’ proposal to provide for sustainable staffing and additional project management staff to reduce inequities in staff project workload.
2. In Operations and Maintenance, a new and more equitable vehicle assignment policy, matching job requirements to vehicle capabilities, has been implemented.
3. In Housekeeping, assigned areas and work load assignments have been reviewed and distributed to all employees fairly.
4. At Downtown Campus, individual meetings are held with each employee to solicit input on fairness concerns and issues raised are addressed promptly.

**INTERNAL COMMUNICATIONS**
1. AVPF provides time in SET meetings to discuss topics of interest from weekly meetings with VPBA, VPBA staff meetings, ELC, and other important informational meetings.
2. Facilities leaders in all areas, and at all levels hold many more daily, weekly, and monthly staff meetings to attempt to get information out to employees.
3. O&M and Housekeeping have installed additional bulletin boards, providing information of value to all employees.
4. DTC Director conducts quarterly “RAP” sessions with employee selected staff representatives, and yearly “One on One” meetings with all staff.
5. AVPF meets regularly with supervisors and project coordinators to discuss issues of concern.

**TEAM EFFECTIVENESS**
1. O&M Reorganization was approved and initiated to provide improved customer focus and cross training opportunities between trades.
2. Business Operations worked closely with Human Resources to develop unique departmental team building activity that involved problem solving based on FBI criminal investigation approach.
3. Standardized tool lists, equipment requirements and vehicle needs were developed and funded within allowable budgets.
4. At DTC staff is allowed to work closely together to see how jobs and employees depend on one another, and leaders work side by side with staff during certain slow periods in order to build relationships.
5. In Housekeeping, equipment has been standardized, all zones have received new equipment in their areas and two vehicles with lifts have been provided to make staff more effective.