

VR LC Meeting
Lincoln VR
3901 North 27th Street
Conf Rm A

May 1-2, 2012

Tuesday, May 1, 2012

10:00-10:30 Introductions — What would you do if you became a millionaire?

10:30-11:30 Review of Charge to Members from November, 2011 meeting — Go back to teams and get feedback on autonomy w/ tasks, time, team, technique. Info on training from teams to develop mastery. Identify meaningful rewards.

Reports from Teams: AUTONOMY

(3 Lincoln teams [entire Lincoln staff]): task: 7.3, time 5.6, team 5.4, technique 5.8. Autonomy took the most time. General feedback: Autonomy varied by occupations and parameters around their job. Associates/service specialists didn't feel they had much autonomy.

(Omaha South) Generally feels team has autonomy on work schedules, time. There was lots of discussion on flex time. Management staff said it would be difficult to manage flex time. Flex time does require lots of trust/independence. Have a choice of when to work during the week would be nice. Service specialists/specialists felt they had lots of autonomy; associates felt they are limited in autonomy. Hours of associates are monitored and easier to monitor.

(Fiscal) Total autonomy is not really possible in the work world, especially in government. Autonomy over tasks is variable because the tasks define the structure and timelines. Time at work is limited by State rules and team needs, but there is some flexibility within established timeframes. Total flex time would be welcome, as well as the choice to telecommute. There is a lot of flexibility to choose how and when to perform responsibilities of jobs, limited only by technology and work hours.

(GI teams) Staff felt they had autonomy of time. Would like: flexibility of time especially if out of town, 4 day work week, option to work in evenings, paid time off vs. use of vacation/sick, work from home or close to home especially when bad weather. Personnel Policies: important to know what rights are, felt if you are satisfied with VR — then you will work harder. Julie reported several co-workers will e-mail their input to Julie vs. speaking out loud. Another comment. — staff person feels they have time flexibility that has come from earning respect and demonstrating good time management and accountability. Another comment — I can prioritize my work but some specialists are more demanding of when their work gets done which can affect my VR workload. Another comment — I have autonomy when and where I schedule my assigned responsibilities definitely yes. Deadlines around federal guidelines and to meet standards and goals no. I would like to be able to spend more time with clients to fine tune MI interviewing skills. Other comments—several staff feel they have the flexibility to say when they can schedule appointments/schedules.

(Kearney) Overall had the ability to use own style. When counselor and client disagree — management would side with client wishes to avoid CAPed. Staff felt they should be able to use their own judgment. How would motivational interviewing impact that comment: would hopefully be less disagreements.

(Data Center) Feedback is on Wiki, overwhelming themes Data Center feels they have lots of autonomy, would like to work from home, would like more flexibility in work day if meeting deadline, would like to go to Coffee Shop or breakroom if can't work from home. Access to expert

resources and coaching when a little guidance on a project would be helpful. Want time and a chance to be “good” at what they do. The team member who works from Omaha has completely different experience.

(Norfolk/Griffin) Amusing that income isn't motivator. Flex scheduling i.e., 4 – 10 hr days, job share, comp time. Division between masters/bachelors/associates level on comp time. Bachelor level staff feel masters level gets paid more. 1 team takes more control than the other. Associates know there is huge difference in what they do. Different specialists have associates do different client interactive tasks. Angela is in O'Neill office so she does more of a variety of tasks. There is lots of flexibility to when you work your 8 hour day during the day.

(Program Team) task 8.125, time 7.125, team 5.75, technique 8.5. Team had the lowest score and the wide range of scores from 2 – 9. The discussion raised the questions "Does a team structure diminish personal autonomy? Do you have a choice on who you work with?"

Sometimes you have to work with someone because of their role or the information they have you need and if that team member does not follow through or timely in completing a task or providing information, that impacts Technique or how you do your work. The Program Team is comprised of individuals who have been with VR for 16 to 40 years. Many have held several positions within the agency and have experienced upward mobility. Most valued having autonomy in their position. One suggestion was to consider doing the autonomy exercise by classification sometime to see if there are differences across positions, across or within teams with respect to autonomy. One team member felt that there was more autonomy back when they started with the agency as there were less rules, policy, procedures, etc. Other team members felt that rules, policies, procedures, do not necessarily in and of themselves, limit one's autonomy.

(Columbus) Time and Team rates as 6, task and technique were 8. Bringing information back to the team from LC is difficult because the enthusiasm is lost. The team wonders what gets done at LC? As the team fluctuates with new staff coming in it appears the honesty and cohesiveness is gone. Smaller offices have many pros and cons, one of which when you work so close together it is harder to be honest with each other at times so you don't feel like you step on toes.

Possibly the one-to-one (like what was done with Margy) is a good thing? We wonder who really hears what we are wanting/need and what gets done about it? And...what can really be done due to state govt and rules? It seems people get bitter over this. Why do different offices run so differently? Flexibility and fairness do not go hand-in-hand.

(Omaha Downtown) Task 8, time 7.45, team 8.09, technique 7.9. When the autonomy discussion was initially presented last November there were only a few comments regarding the autonomy. Specifically regarding time and autonomy, the team seem to think things were good in terms of their ability to manage their own time. Just prior to May 21st meeting, I provided the team with a questionnaire regarding autonomy, mastery, and recognition. *Autonomy and Time: a overall theme was more flexibility in scheduling; being allowed to vary their schedule from day to day to meet the needs of their consumer. There were comments regarding time being scrutinized thereby lowering autonomy in regard to time for those individuals. When there are mandatory trainings/ meetings be mindful about scheduling them too close together, because it creates multiple days away from the case load in a short amount of time.

(Norfolk/Mitchell) Norfolk had lots of change with ODs and new staff. Not lots of flexibility with time in the past but now a bit more flexible. Autonomy a bit better. Have a stronger backing now as staff are coming to meet with South Sioux City staff in South Sioux City.

Discussion (3 groups):

Teams discussion:

Impact of team and the team model on autonomy — Is it positive? Concerns? What are they?

1. Collaboration within team: some staff don't feel they have a choice so scored low but after explanation, collaboration could be beyond the team so scores would be different. In general – team helps everything function well. There aren't a lot of drawbacks to teams.
2. Common theme was trust on a team. Staff members question staff time when staff are not working in the office. Staff are to work 40 hours, but if there is a perception that someone isn't working the 40 hours or if a staff member works different hours, there should be communication if nothing more than to say, "we have the work hours taken care of." Outcomes would be a way to see if team is functioning well. Be proactive in trust and open communication. Put meetings on calendars. Difference in roles and lack of understanding of roles (i.e., flex time of specialists) are concerns.
3. Communication is another theme which can lead to trust on the team. Relationships are very important. Relationship building helps the team function well. Too much autonomy is not always the best as some staff need the structure. Size of teams may affect autonomy. Must have communication. Must have clear roles on the team.

If you are needing something from a team member and it never comes, that affects your autonomy. Be responsive to each other.

Most teams seem to have ability to work together as well as individually. Teams was chosen by RSA as an emerging practice from Nebraska.

Discussion (3 groups):

Team discussion around the following question — Flexibility: It works for me but the concern I have for someone else is: (time)

1. Will someone else take advantage of flextime and ruin it for me? Trust is an issue. Will they be accountable for getting their work done? Are staff allowed to flex time when there are social events as well as family situations, i.e., leaving for ill children vs. a social event. I have a better reason than someone else. Being professional — I, as a team member, shouldn't have to provide "day care" to see if another staff member gets to work on time.
2. Everybody communicates. Everybody trusts supervisor knows what's going on. An LC member remembered the 4 day work week — it was difficult to schedule things with teams. There would be a lack of coverage in the office when consumer comes into the office. What about coverage of the office on bad weather days? There are different rules for different staff. Some staff are allowed to work from home. Staff may not know the whole story so trust that the supervisor is aware of why the staff member isn't in the office. Perception is that staff feel they aren't being treated fairly. Supervisor needs to say, "I have it covered. We have it arranged." Have a "buddy" thing to work together. Keep voicemail, email updated. Cross training would help.
3. Will it affect consumer appointments? What about when a staff member decides to flex their time by calling in the morning of the day they want to flex? Who is official keeper of flextime? Is the supervisor the person who keeps track of staff member's

flex time? Will it make you more responsible or less responsible? We need guidelines for flextime. (Mark heard “accountability” from staff when he came into the agency. Maybe you have a week in advance schedule set up if you want to exercise flextime. Working from home comes up over and over. Fremont is doing that as they were forced to do it. Seems as though it’s been difficult for staff. Need communication about working from home. Some staff seem to hate working from home as they don’t have contact with others. Teams break down as they don’t see each other. Communication is lacking.)

11:30-12:00 Autonomy (First Element) Findings Discussion

- **task (what you do)**
- **time (when you do it)**
- **team (who you do it with)**
- **technique (how you do it)**

12:00-1:00 Lunch (on your own)

1:00-2:00 Motivation (Second Element): Mastery

Mihaly Csikszentmihalyi video was shown on “flow”:

http://www.ted.com/talks/lang/en/mihaly_csikszentmihalyi_on_flow.html

Video shown was a presentation on what makes a person happy? Csikszentmihalyi found that money does not make people happy so people find happiness and human fulfillment in activities that bring about a state of “flow” (a state of heightened focus, and immersion in activities, such as art, play and work). You are in the moment, in the groove, in the flow - - work passes so quickly that you don’t realize time has passed, things happen naturally, that is when the sense of happiness comes. When you can maintain the flow and have the skills, match them together, that is when you are at your best. Your work is at its best.

2:00-3:00 Discussion of Training and Support Ideas

Discussion (3 groups):

Charge to the groups-Take the suggestions for training & support and prioritize the suggestions

Group One

1. Observe other staff w/ mastery: VR does have staff that have mastery. That person may not be in your office but take the steps to go meet those staff, formalize the meeting, learn from that staff member (mentor). Have the mentor observe you practicing those skills/knowledge that you learned from them.
2. Mentoring
3. Support education and credentialing: Agency take advantage of people coming to the agency with credentials. Agency does not support furthering others. In the past, staff have not been allowed to put these “masteries” on our cards (MA, etc.)

Group Two

1. Tuition reimbursement

2. Professional/personal development: Where does that come in? Staff put in for training and then they are denied because it is not relevant but the staff member perceives it as relevant. There is also personal development — that is when there is training for just you so you ask for time off.
3. Mentoring

Group Three

1. Job specific training
2. Training to support agency goals, i.e., MI w/ implementation support, education/mentoring (State Staff session: 3 staff who are in different jobs solving a problem and have State Staff participants attend in several different session)
3. Professional licensing

Other suggestions not in top three priorities:

4. Lynda.com is okay to learn software but someone coming to the office and having the training is more beneficial to staff, i.e., iPad training at the office.
5. Encourage seasoned staff to take advantage of NST. That would be of support to new staff.
6. Have staff be part of work groups and committees. ODs thought it was good. What if I want a certain person on a committee/work group? Does it go through the chain of command? Or do you put the person on the committee/work group w/o chain of command? (How do you feel about that?)
7. Freedom to have time to be creative.
8. Get more feedback on how my performance is. Maybe someone should travel with me to hear the bad/good of what I'm doing.
9. Staff appreciate thank you notes from Mark.

General Discussion regarding Training

Equity in work load on teams is a problem. Some staff are involved in all the committees while others are holding down the fort on the team.

Job specific training: not well timed. A new staff member learns the VR way while at their office and then the staff member has to change the way it is done after attending NST training. Staff get NST training way too late, i.e., VR Process. On the other hand, if there is too much training, staff are away from home or the office too much. Videoconference can help with this. Some staff say that v/c makes you miss out on networking if you don't attend at Lincoln.

Mentors: Be a better mentor by finding a person's strength rather than finding the person's weakness. Staff are getting training in offices and then when the staff member comes to State Office for formalized training, the staff member will see how it all comes together.

If a seasoned staff member has done something forever and a staff member comes to the seasoned staff member for mentoring, the seasoned staff member says "do it this way." If the seasoned staff member missed a policy change and the new staff member goes to training and finds out about the policy change, the new staff member can come back to the seasoned staff member and inform them of the policy change. Works both ways — seasoned staff can learn from new staff and vice versa.

Personal and professional training: You need to have that incorporated into performance appraisal. Now trainings come out of the blue, so how does it work into your personal and professional development? If it is in performance appraisal, then it is justified.

3:00-3:15 Break

FedEx Days more than likely will be the last week of July. QE2 go-live date will be confirmed this week so FedEx Day may be that last week.

3:15-4:15 Discussion of Meaningful Rewards

List of meaningful rewards from your teams. (top 3)**

1. **leave incentives — rewarded vacation time, flex time for meeting some goal; put earned hours on your balance sheet to use whenever; option for leave w/o pay (i.e., during Christmas break, consumers aren't coming in so staff aren't as busy the rest of the year);
2. **Optional Dress Day; LPS closed/training days – jeans (optional dress day)
3. **A simple thank you from co-workers/supervisor/anybody/Mark; recognition for thinking outside of box; positive comments
4. Team recognition
5. 5 yr-10-yr awards– continuation of choosing a gift rather than the cups/pins
6. respect of co-workers; cultural competency plan of action — working with people with different cultures/languages (hopefully in outreach plan)
7. potluck meals or donuts outside
8. allow offices to close early before holidays
9. feature the Creator of the Quarter or Team of the Quarter in newsletter
10. increased wages
11. competitive salaries
12. equal pay for the work done (Masters/Bachelors positions)
13. ability to cash in vacation time prior to leaving agency – cash for over 280 hrs.
14. getting paid twice/month
15. It is a reward to be under NDE which is a non-code agency
16. Ability to donate sick time to staff who need catastrophic leave
17. Continue to be able to get part of sick leave at retirement
18. Work from home
19. State Staff
20. 4-day work week
21. tuition resources — RSA grant had been reduced so \$\$\$ were cut for continuation of schooling
22. on-line praise board — blog
23. be able to participate in committees
24. VR Employee Appreciation Day
25. VR logo clothing
26. Agency atmosphere is rewarding so that's what's kept you here
27. Job share opportunities

28. VR Bucks — get so many outcomes, above goal then you get tokens; if you did a good job for something – you get tokens; when you collect so many tokens, then you can buy VR logo or trade in for a reward

4:15-4:30 Groups share/wrap

Discussion over the day was how to bring people to the agency and keep them. Autonomy – communication needs to be better so rules/expectations are clear between supervisors and staff; Mastery – tying flow concept to mastery, what makes people happy in their work: if you can attain that flow, then you have reached the peak, you have happiness. The more you are in the flow, the happier you are. We have plenty of challenges but we need to do a better job of matching training to those challenges.

Wednesday, May 2, 2012

8:30-8:45 Review from Day One

Staff were asked to make categories for the rewards and then categorize & prioritize the rewards (NDE/VR/Miscellaneous).

8:45-9:30 Prepare to Present to HR

Rewards were categorized and prioritized.

9:30-10:30 Joel Scherling, NDE HR

The state of affairs and what is possible

The following information was presented by Joel:

Employee recognition activities are authorized by Administrative Memo 508 – [Employee Recognition](#). AM #508 provides for recognition activities such as:

- Employee- and Manager-of-the Year;
- Participation in the State Years of Service Recognition;
- Gifts for NDE Years of Service;
- Quarterly employee recognition activities;
- Retirement receptions/gifts;
- Employee/work group/team recognitions (for distinguished work or service to the community); and
- Employee/work group/ team incentives (for participation in events such as food drives, fund raising campaigns, & other state- or NDE-sponsored activities).

Joel discussed the enhancements that have been made since he became HR director:

- Alternative gift options were provided in addition to lapel pins for NDE Years of Service; in 2011, gift cards were added as an option;
- Additional recognition activities were initiated for VR staff (i.e., treats at State Staff; continental breakfast at VR offices in October of each year; spring recognition drawings for prizes);
- Made available a gift alternative to the retirement plaque;
- Initiated incentives for participation in food drives, etc.; and
- Created an inventory of NDE-branded items to use in employee recognition activities.

One VR office provides a luncheon to recognize staff. Joel said that HR still needs to re-develop general recognition categories, criteria and application processes. VR's input would be welcome. An online nomination system is desired to allow for ease of nomination and administration. Joel indicated that he's aware of at least one state agency (Labor?) that uses a point system to allow employees to collect points toward various recognition items. This is similar to the VR bucks idea that has been mentioned. There was discussion about the potential for decentralizing the recognition to allow more personalization/branding by VR.

The three groups presented Joel with their ideas for reward/recognition. The ideas included the following:

- Committee Participation (VR representation on NDE Committees)
- Recognition (Team/Individual)
- Continue Reward Program
- Close office early for holidays
- Cash out vacation (use it/leave it)
- Continue sick leave pay @ retirement
- VR bucks (gamification)
- Leave without pay (option to use LWOP even though paid leave may be available)
- Donate sick leave for catastrophic leave
- Tuition/Postsecondary Support (this is currently available, though VR supports only release time to attend classes as opposed to assisting with course expenses)
- Training supports

Discussion/Questions

As ideas were offered, Joel commented and answered questions that arose. Below is a summary of some of the issues discussed.

1. Leave Incentives (bonus hours vs. bonus pay, leave w/o pay even though have time available, cash out vacation time for cash, donate sick for catastrophic leave, why 4 hours?)

Leave options are governed by NDE-NAPE/AFSCME Bargaining Agreement and the NDE Personnel Rules. NDE leave policies closely mirror those of the State. Changes would have to be bargained and some of the ideas would be a tough sell.

In response to a question Joel explained the difference between coverage by the bargaining unit vs. the NDE Personnel Rules. An overview of the bargaining process was provided. There was discussion about VR representation on the bargaining team. Joel relies on Pat/Mark to bring ideas to HR to bring to bargaining table. The Commissioner has the final say on NDE's bargaining proposal, so some ideas don't make it to the bargaining table.

2. Bi-weekly pay option – Most other State agencies are paid on a bi-weekly basis. NDE opted out as the bi-weekly pay process is very time consuming for those who have to process payroll.

3. More money – Salary surveys are conducted every two years. NDE will be using state data this year. There was discussion about salary increases other than the annual ones. Joel indicated that the former commissioner's position was that money had to be available in each division in order for salary upgrades to occur.

4. Tele-work (option on snow day to work from home if have technology, IT from home) – Telecommuting is allowed by Administrative Memo #509. However, there are some problems with allowing telecommuting due to winter weather. Some employees have jobs which are conducive to this while others don't.

5. Current benefits continue – The benefit package is negotiated by the State, outside of NDE's bargaining process with the union. Being able to donate sick leave for catastrophic leave requests or being paid for unused sick leave would be a hard sell at the state level.

6. VR Logo Clothing – HR has provided employee recognition items "branded" with NDE's name and/or logo in order to foster agency affiliation. There was discussion about the desire to have items branded with VR's logo rather than NDE's name/logo.

The following are VR and Miscellaneous rewards VR LC staff discussed:

VR

Online Praise Boards (bldg)

Expansion of Jeans Days

Thank you (verbal/written)

Committee Participation

VR Employee Appreciation (weeklong celebration w/ activities in each office)

Team Recognition – top down

Individual Recognition – top down

VR Logo Clothing

Potluck/Donuts Outside

Job Share (clarification of policy)

Tele-work

State Staff

VR bucks (gamification) – outside of VR gift cards

4-Day Work Week

Feature team and/or individual in newsletter

VR Policy Questions

1. 4 day work week or a variable work week (Adm Memo #502)

Compressed work week currently allowed (30 min lunch unless work 6 hours or less). Variable (identified set weekly schedule working different hours every day adding up to 40 hours/week) work week would be okay. We'd have to talk about it but it is difficult. Wouldn't be the best for NDE to have staff working whatever hours.

2. Tele-work

Work at home up to 10 days with minimal agreement. Long term (up to a year) then have to go through video and have detailed agreement on work location. Goes through supervisor and then LC for approval. (One staff member added: what about being able to flex the telework if it suddenly comes up? There's going to have to be a middle ground.)

3. Expansion of jeans days

Fine. Can run through individual offices. (Mark said highly likely, i.e., wearing jeans at State Staff)

4. VR bucks (gamification – gift cards outside of VR and VR logo clothing per individual and/or team)

Points or bucks for being recognized. Would be open to talk about that. (Mark said key would be to have criteria, something you actually want, if using private funds - - would have to explore that idea to see what is allowed. Would want input from teams on what you are earning points for)

5. State Staff (continuation even when grant \$ not available)

Would have to look at how often to hold State Staff. There is value to getting everyone together. Opportunity for management to hear information at one time. Sponsorships for, i.e., State Staff break? State is really funny about that. State has loosened up a bit, i.e., WeSave. Don't know how to get sponsorships but doesn't know if we can or can't.

WeSave seems to have no benefit.

Could staff be surveyed on what is needed at State Staff? Part of State Staff is for Mark to relay information to staff for what staff need to do to meet mission/goals in the next year. Mark will be involved in the State Staff Committee.

6. VR Employee Appreciation (such as . . . weeklong celebration with activities in each office)

Could do that but would have to plug it into "team" recognition (Adm Memo 508). May have to make some changes in the Adm Memo.

(What does it look like to staff in the field offices?)7. More Team & Individual Recognition ("top down")

*Job Share – clarification of policy

Depends on the role and function of a staff member. (Mark open to this)

Miscellaneous

More Money

Cash out vacation (use it/leave it)

Leave w/o pay

Stay in Department of Education

Donate sick leave for catastrophic leave

Go through bargaining unit. If VR is held out there too far, then other agencies become interested in VR. Too much separate is not good, but NDE good at letting us doing some things differently.

Sometimes NDE advocates more for staff than the bargaining union does. We could let staff know what we are presenting to bargaining.

Get changes to Pat or union rep to take to bargaining table.

Next steps:

Take info to teams and get input, clarification on what is important to them (not 4 day work week or telework)

However,

- Get input on jeans days

- Incentive program – what things are rewarded? And then on flip side, what things are meaningful to purchase for those points? What is important to the teams and individuals? What about pooling individual points for a team reward?

10:30-10:45 Break

10:45-11:30 Plan for Training (Cheryl Ferree)

Mark and Cheryl met to flush out a training plan. The draft Training Plan handed out is a framework in an attempt to have structure around training. There is NST and on-going training (agency initiative focused, by specialty area, individualized). LC members were asked to take this draft plan to their teams and ask for input. VR will have criteria work group after ideas are collected. Will add marketing to the Training Plan. How about associates training? If training fits into one of these areas, then it will probably be approved to attend. You could be anywhere for webinar trainings. Mark will possibly have decisions on training attendance made at the team/supervisor level. In looking at performance appraisal, what is an identified training to attend?. LINK system looks at career plan, performance and identifies training that is available in the LINK system. Will take 2-4 years for the LINK system to evolve. A lot of the LINK system will be on-line training. Some other state agencies will have open door policy to attend their trainings. How many training requests are allowed for you to attend even if it is free — you are still away from your job. If you want to be on the training work group, let Cheryl know. Feedback from this Training Plan can be posted on wiki.

Questions are:

- Have team members look at this draft plan and get input.
 - If you get training, how does the information get disseminated to staff?
 - How do we find out what trainings are available?
 - How do you determine a training budget?
 - How do we identify appropriate training?
 - Set budget, i.e., incentive if you meet goal?
 - Might have a work group to work on this – collect ideas – get suggestions, etc.
 - Does anyone from the teams want to be on the work group?
- ¶ If anyone from LC would like to be on the work group, let Cheryl know.

How do we develop a work group for formalized mentoring? It will take time.

Credentials in education

Job specific training: on roles

Want to support professional licensing? VR could provide training to help i.e., with CRC.

Individual training: An LC member mentioned there was a training which was requested but it wasn't approved by the supervisor but the staff member went anyway. Could we look at the Training Request form and see if the questions asked are really getting at why a staff member wants to attend the training? Use to be determined locally. Now if there are dollars associated with the training, Mark approves. Form was changed to ask the question about "How do you think this training will improve a skill or knowledge you need for your job?" Maybe if there is a decision tree, then staff after answering the questions on the decision tree, can see that the training does not apply to what they do. Hopefully in the future, decisions will be made on staff attending training at the local level. It's time to have guidance on training.

11:30-12:00 Wrap up/Charge (what should be priorities to achieve mastery?)

Is there anything else we should be discussing?

What has happened from FedEx? Team things were done. Some we are seeing if doable or practical. Coffee kiosk – how to implement it and pay for the idea wasn't practical from a VR position. A web portal or app is in the pre-planning stages. It would give consumers access to relevant QE2 data. Perhaps it would be a tool for communicating with consumer and allow for the consumer to update case. Will have formal work group to ID what client needs are.

How often should we meet so that momentum is not lost? Have update in email or in person - - it doesn't matter. Update could be videoconference between now and next LC meeting which is Oct 30-31. Have videoconference last week of July. Fed Ex Days will be that week also. No meeting during State Staff.

CHARGE:

VR LC should submit input from teams on the wiki re:

1. Feedback from teams on Draft Training Plan (see above)
2. Feedback on teams on Rewards: jeans days and incentive program (see above under Miscellaneous)