Background

Team Charge
The team was called the Custodial Services Process Improvement Team (CSPIT). It was led by --------, College of Engineering and facilitated by --------------, Business and Finance. The team was responsible to the FUN Steering Committee and --------, Director, Plant Operations.

The overall goal of the CSPIT team was to improve the delivery of cleaning services to University units, and thus increase satisfaction of Building Services’ customers.

CSPIT was charged to share experiences, to discuss and analyze data, to formulate opinions and to conclude by delivering prioritized recommendations for improvement. The team met weekly from 7:30-9AM for 9 sessions from April 7 to June 2 with minutes shared in between meetings. With the exception of May 26, at least 90% of the team members were in generally attendance.

Specifically the team was asked to:
• Understand and analyze the Business and Finance customer survey data
• Articulate, clarify, and agree on customer expectations with regards to cleaning and custodial services (and identify current gaps)
• Clarify current cleaning service standards and processes (University and best practice)
• Identify and agree on activities to improve custodial services to the units
• Prioritize those activities with regards to criteria they develop
• Present recommendations to the FUN Steering Committee, as well as eventually to the FUN group as a whole and Plant Ops/PBS lead teams

The specific deliverables asked of the team and contained in this summary report are:
• A list of data that was reviewed
• A summary of customer expectations
• Description of criteria that was used in rank ordering
• A list of rank-ordered suggestions for improvement

Team members
The 18 member Custodial Services Process Improvement Team was composed of broadly representative senior facilities managers as well as staff from Building Services. Team members were:

• --------------- LSA
• --------------- SSW
• --------------- PBS
• --------------- Medical School
• --------------- Rackham
• --------------- COE
• --------------- PBS, Admin support,
• --------------- PBS
• --------------- POCC

• --------------- Pharmacy
• --------------- PBS
• --------------- LSA
• --------------- Law
• --------------- COE
• --------------- MAIS
• --------------- Athletics
• --------------- Athletics
Customer Vision for Custodial Services at the University of Michigan

Through discussion, members of the CSPIT team identified seven theme areas in custodial services for which they would like to see improvement.

1. Customer Involvement and Communication
2. Cleaning Standards and Schedules
3. Management Styles and Practices/Accountability (Management = Area Mgrs and Supervisors)
4. Upper Management Support (Upper Management = PBS and Plant Ops Directors)
5. Training Supervisors/Training New Employees
6. Inspections
7. Budget/Funding for Custodial Services

They then created a description of the preferred future state for each theme area.

1. **Customer Involvement and Communication**
   
   There is sufficient direct involvement and communication between facility managers, supervisors, and area managers in order to oversee that quality assurance and agreed upon standards are met.

2. **Cleaning Standards and Schedules**

   Published cleaning standards (and call them standards, not guidelines) are met and cleaning schedules are upheld (unless variations have been agreed to in writing via negotiated, standard-format Service Level Agreements).

3. **Management Styles and Practices/Accountability** *(Mgmt = Area Mgrs and Supervisors)*

   All Plant Building Services management staff are held equally accountable for performance.

4. **Upper Management Support** *(Upper Management = PBS and Plant Ops Directors)*

   Firm, fair, consistent and open senior management (including a tone of accountability) is demonstrated from the top and enforced consistently in all ranks.

5. **Training Supervisors and Employees**

   All custodial staff receive additional specific facilities training (describing the cleaning challenges as well as the standards agreed to in specific buildings) as well more support when they are new. Supervisors receive better training in the level of authority in their role and how to exercise it, as well as in the HR skills needed to give effective performance feedback.

6. **Inspections**

   Buildings are inspected to see that standards are being met and problems (whether long term or short term) are immediately dealt with and the resolution communicated to customers.

7. **Budget/Funding for Custodial Services**

   Adequate budget is allocated by the University for this function to enable the standard of cleanliness necessary to preserve the Michigan image of “Leaders and Best”. When required, budget cuts are handled in creative ways, collaborating directly with departments to mitigate negative effects.
Gap Analysis

After the preferred-but-possible future state for Custodial Services was identified for the seven theme areas, members of the CSPIT identified the current gaps (e.g. behaviors and practices that do not support the vision). Examples of gaps are listed below:

1. Customer Involvement and Communication
   - Too much expected from Facility Managers, acting in the role of supervisor.
   - We have to check on staff in the AM to make sure areas are cleaned, double check locks and unlocks of doors. (We shouldn’t have to do this)
   - Work orders – not clear who should call the work order in and/or how to get an update on the status
   - We’re the ones who have to clarify tasks with the custodial staff
   - Staff changes are not announced to us – we can’t plan.
   - When we ask staff to deal with problems they say “that’s not my area”
   - When we call POCC they say “why is this a complaint?” (Because it IS.)
   - We don’t hear about Staffing absences, supervision absence, staffing changes – Facility Managers need this information. (At least absences greater than 1 week, for sickness or EWOK placement, and in some buildings, even absences of 1 day.)
   - Supervisors in too many meetings and training, not supervising on site enough
   - Not checking with customers to see if regular meetings are occurring
   - Not everyone reporting problems/complaints to POCC, therefore there is not accurate feedback being given to supervisors and area managers

2. Cleaning Standards and Schedules
   - APPA standards are not the standard.
   - Buildings are uneven in condition, some areas consistently are not attended to
   - If certain tasks are scheduled for certain day, they don’t necessarily happen. Lack of clear schedules and expectations. We don’t know what’s going to be done at certain hours of the day
   - We don’t know when staff should actually be leaving a work site at the end of their shift (We see them at their cars before the shift is over.)
   - We don’t know when there are staffing changes, schedule changes
   - Lack of clarity about how the staffing algorithm is determined (FTE per square foot) and if Facility Managers can have some say in this
   - The perception of an endless process of deteriorating standards and related inconsistent accountability.

3. Management Styles and Practices/ Accountability
   - Lack of accountability from staff up through upper management for consistent performance
   - Lack of clarity about who to go to for problems or with whom I can negotiate special needs (e.g. the supervisor? the area manager?) Sometimes I make an agreement with a supervisor then it gets countermanded by the area manager.
   - Lack of uniform/transparent/interchangeable/consistent behaviors among management staff at all levels
   - Lack of accessibility of building services staff.
   - Readily granting of unpaid leave to custodial staff
   - Inconsistently holding employees to performance standards.
   - Different styles (some not effective) of communication among area managers/supervisors with facility staff
   - When you bring problems up the chain, sometimes they’re still not addressed
   - Arbitrary practices in PBS– leading to the perception that the well being of a unit is of last concern.
   - Incorrect balance of training, EWOC and productivity
   - No plan for absenteeism - lack of discipline around this issue
   - Some area managers contravene local arrangements that are working
Gap Analysis (continued)

4. Upper Management Support
   • Preferential treatment of employees (inconsistent discipline standards applied)
   • Different standards for different people
   • Upper management runs a loose ship, no accountability for published standards
   • Lack of clear objective standards for hiring (preferential hiring of friends and relatives)
   • We hear of threats made to individuals if they don't improve or if they talk with customers
   • A perception that senior management wants to hide information

5. Training Supervisors and Employees
   • Too much focus on generalized training – not enough facilities training related to the building.
   • There's a lack of understanding of functions unique to each facility.
   • Lack of a certain level of HR training and Leadership.
   • Uneven levels of authority among supervisors
   • They need to eliminate staff-on-staff training (too much information lost)

6. Inspections
   • The entire inspection process (e.g. when conducted, where they are done, what standards are being used, the format for how the results are communicated, how the problems are tracked and resolved, how the resolutions are communicated) is unclear.
   • Inspectors are on Building Services payroll – how can you guarantee objectivity?
   • Depending on when the inspector comes, (e.g. 7:30 AM) the building could be fine and really bad 2 hours later
   • Who's ensuring that the standards are being met in public areas? (e.g. steps at the Duderstadt building, window wells in the Union basement dining area which have been in bad shape for awhile)
   • Reports are not made available to customers
   • This could be seen as just an added layer of management.

7. Budget/Funding for Custodial Services
   • Cuts directly affect departments without their input as to how it might work better.
   • There are consistently cost shifts – always the department absorbs.
   • Lack of creativity in solving budget problems.

Input from members of the Facilities Users Network
Between May 9 and May 17 2006, through an on-line survey, recommendations were solicited from the Facilities User Network and received from 46 members. (See Appendix A for the entire set of survey comments.) When asked to indicate the degree of priority for improvements in the seven theme areas, 74-83% indicated a high or very high priority for improvements in all seven areas. The very top priorities for improvements indicated by the FUN group members are in bold and red below:

1. Customer Involvement and Communication
2. Cleaning Standards and Schedules
3. Management Styles and Practices/ Accountability (Management = Area Mgrs and Supervisors)
4. Upper Management Support (Upper Management = PBS and Plant Ops Directors)
5. Training Supervisors/ Training New Employees
6. Inspections
7. Budget/Funding for Custodial Services
Root Cause Analysis: Data Reviewed

As part of the Root Cause Analysis stage, the team listened to presentations on, then reviewed and analyzed the following documents and related processes:

1. PBS’ building list by area manager and supervisor
2. PBS organization chart - down to FTE’s at custodial level.
3. Overview of how staffing levels are determined
4. PBS Service Standards, APPA Standards document
5. Job Descriptions of Area Managers/Supervisors, QA Building Inspector
6. Sample Inspection Reports done by Supervisors and the supervisor inspection process
7. Sample PBS QA Inspector inspection reports and inspection process
8. Sample of service level agreement template
9. Criteria/standards used for area managers and supervisors review

Prioritization of Recommendations

As a result of reviewing the FUN member survey data, through root cause analysis on the requested data and processes presented by the PBS team members (and others), and through discussion, 75 recommendations were identified by CSPIT Team members.

Each recommendation was then evaluated by all members of the team on two dimensions: first, on a 5 point scale in terms of the item’s Effectiveness (in achieving the vision and addressing the current gaps) and then on a 5 point scale in terms of the item’s Feasibility (the ease with which it can be implemented). This produced a rank ordered list of items, the top priority of which have both the highest effectiveness coupled with the highest feasibility.

Top Quartile Recommendations

The prioritization process produced list of rank-ordered recommendations. The Top Priority overall recommendations (which have both the highest effectiveness and feasibility scores as well as at least an average score of 4 for both Feasibility and Effectiveness) were then discussed and endorsed through consensus. They are shown under their theme areas below. (The entire set of recommendations is shown in Appendix 2.) At the end of an item, ”**” Indicates recommendations which were also in the top quartile recommendations from the subset of Plant Operations team members as well as averaged scores of 4 on both scales.

Top Priority Recommendations Endorsed through Consensus

1. Customer Involvement and Communication

1.2 PBS should hold regular (monthly or bi-weekly) service checkup meetings between the building supervisor, the area manager, and the local facilities manager. **
1.7 The PBS building supervisor and facilities manager should meet weekly to do building walkabouts.
1.8 When “short staffed”, the PBS supervisor should communicate with facilities on what services will be provided.
2. Cleaning Standards and Schedules
Published cleaning standards (and call them standards, not guidelines) are met and cleaning schedules are upheld (unless variations have been agreed to in writing via negotiated, standard-format Service Level Agreements).

2.2 PBS supervisors and area managers should assure that all employees stick to published cleaning schedules.
2.3 PBS and facility managers should schedule more frequent inspections to ensure follow up; customer involvement; accountability; adherence to posted cleaning schedules. **

3. Management Styles and Practices/ Accountability (Mgmt = Area Mgrs and Supervisors)
All Plant Building Services management staff are held equally accountable for performance.

3.1 Area managers should provide a clearly defined list of tasks per employee and building, post a copy and give it to facilities manager.
3.8 PBS/Plant Ops leadership should ensure that area managers treat all the building in their area in accordance to agreed upon standards (don't rob Peter to pay Paul). **
3.14 PBS leadership should be responsible to ensure that there is consistent communication, high visibility, a proactive vs. reactive response and systematic improvement changes in response to the CSPIT recommendations. **

4. Upper Management Support (Upper Management = PBS and Plant Ops Directors)
Firm, fair, consistent and open senior management (including a tone of accountability) is demonstrated from the top and enforced consistently in all ranks.

4.2 When plan to do a walkthrough of a building, they should communicate with the facilities manager, at least one week in advance and schedule the walk-through with the facilities manager. **
4.3 After an upper management walkthrough of a building, Plant Ops/ PBS leaders should send a written summary of findings and issues to facilities manager. **

5. Training Supervisors/ Training New Employees
All custodial staff receive additional specific facilities training (describing the cleaning challenges as well as the standards agreed to in specific buildings) as well more support when they are new.
Supervisors receive better training in the level of authority in their role and how to exercise it, as well as in the HR skills needed to give effective performance feedback.

5.2 PBS should provide consistency in training of supervisors and employees on cleaning methods (e.g. how to strip and wax floors) and accountability to use those methods.
5.3 PBS should provide more extensive training of custodial personnel in the initial training (the new 40 hour program sounds good). **
5.5 For an employee's first day at a site, a supervisor should hold a standard building-oriented training with employees: schedules, checklists, specific area standards, area hazards, key policies, building policies, call in procedures (supervisor name and shop).
5.8 Supervisors should be mentoring and encouraging custodians to consistently meet cleaning standards. **
5.11 PBS should distribute PBS employee handbook to facility managers so they know what are the published expectations. **
6. Inspections
Buildings are inspected to see that standards are being met and problems (whether long term or short term) are immediately dealt with and the resolution communicated to customers.

6.1 PBS should change the language of expectations back to “standards” and do away with “guidelines”.
6.2 PBS should educate facility managers as to how inspections are scored (so there is consistency regardless of who is inspecting). **
6.5 Quality inspections by area managers and supervisors (including spontaneous walk throughs by ________________) should be done randomly (per area, per employee, per shift) and shown to be done as such. **
6.7 PBS should provide detailed copies to the local facility manager of building specific inspection findings (by PBS Building Inspectors, supervisors, area managers and Plant Ops Management) following QA inspections. (It’s ok to send the raw scores in the template format.)
6.9 PBS should communicate clearly to the facility manager when identified problems are resolved.*#1* overall and also by Plant Ops team members.

7. Budget/Funding for Custodial Services
Adequate budget is allocated by the University for this function to enable the standard of cleanliness necessary to preserve the Michigan image of “Leaders and Best”. When required, budget cuts are handled in creative ways, collaborating directly with departments to mitigate negative effects.

7.4 PBS Directors should follow-up with PBS area managers quarterly to assess the effective use of the equipment/supply inventory budget. (Both should work with the Facility Manager to reduce theft.) **

Observations and Lessons Learned
In concluding its activities, members of the team were each asked to make observations about the team, the team process and the results. Their comments are below.

• This was generally a very effective process. I recommend that we move forward with a similar process with Zone Maintenance to address issues there.
• I really enjoyed this. It was a real learning experience. As a Facilities Manager, I now have my supervisors walk through the building with me and it’s already making a difference. I hope all of this collaboration keeps up.
• During this process, I learned how not to take things personally, and experienced the productive aspect of the initial venting. Though that step was difficult, everything turned out better than I hoped. The tone got more and more positive and I thank all of you for your input.
• This team was very helpful in humanizing this process. People working together on the problem was a very valuable aspect. I really learned what PBS has to deal with. I look forward to continuing to work together as a team.
• This was a very good learning experience. Some good things are happening in COE already and I got lots of good ideas about how to make improvements. If we implement these recommendations, I feel confident that in general, things will get better.
• I thank all of you for your participation. It may be in part, due to collaboration like this, that Plant Operations recently won the 2006 APPA Award, being the first in the Big 10 (as well as among many prestigious universities) to receive this.
• As a staff member inside PBS, I wasn’t sure what to expect, but this was great. It was really good to put faces with names.
Observations and Lessons Learned - Continued

- I was happy to participate in this team. As a newer facility manager, it was great to meet others and to work together with others towards the same goal.
- I learned a lot. It’s been good.
- The first time, as a PBS employee, that I’ve ever been on a team like this. It was a valuable experience.
- I really enjoyed putting all of the names and faces together, and then to have the experience that “WE”, rather than “Us” and “Them”, could work so effectively together towards the same goal. As PBS staff, we really learned more about the need to be more proactive and collaborative. I would like to see a review done on an annual basis.
- I embrace the spirit of these process improvement teams (though I wasn’t sure in the beginning, when it had the CSPIT). I liked working as a collaborative team. I look forward to seeing the recommendations move forward, and progress posted on the web-site, as ------ mentioned.
- It was really good to meet other colleagues on campus and to know that I can call you if I need you and vice versa. I really feel that we, the Facility Managers, got heard in terms of our concerns, as well as that we really heard from and learned about the PBS side. Let’s keep the collaborative efforts and the spirit of cooperation going.
- As a PBS staff member, this was a learning experience for me too. I see this as beneficial for working together in the future. We are all working to support the University.
- I hope that we remember the relationships we built and the spirit of working as one team. In the future, if there’s a problem, rather than just venting about it to friends, or sending negative email, I hope we will pick up the phone, and work it out together.
- Thanks to Plant Operations for giving us this platform to meet and work together. Anybody can sit around and bitch, but this has been a very productive (and efficient) process. Thanks to -------- for her leadership and skills in getting us through this. I know we couldn’t have done it without her. (And thanks to -------- for taking the minutes.)

Appendices:

1. All 75 Recommendations
2. FUN member feedback via the Zoomerang Survey
CSPIT
FINAL REPORT

Custodial Services Process Improvement Team (CSPIT)
All 75 Recommendations; **Top priority in red**

1. CUSTOMER INVOLVEMENT AND COMMUNICATION
1.1 PBS should increase and improve cooperation between shifts working in the same building to improve PBS staff working towards common goal. (for example, hold monthly meetings between shift workers)
1.2 PBS should hold regular (monthly or bi-weekly) service checkup meetings between the building supervisor, the area manager, and the local facilities manager. **
1.4 In addition to regular meetings, PBS should add impromptu meetings between the supervisor and the facilities manager.
1.5 PBS should involve the facilities managers in PBS supervisors’ evaluation process of employees.
1.6 PBS should involve the facilities managers in PBS evaluation process of area managers and supervisors.
1.7 The PBS building supervisor and facilities manager should meet weekly to do building walkabouts.
1.8 When “short staffed”, the PBS supervisor should communicate with facilities on what services will be provided.
1.9 PBS staff should seek facilities manager input during the hiring review process for new supervisors.
1.10 PBS and the facilities manager should collaborate to create an E-mail group for each building/area. **
1.11 PBS should communicate changes with POCC via form or e-mail.
1.12 PBS/POCC should clarify with each facilities manager the procedures on what work orders, complaints or problems should be called into POCC, by whom and when.

2. CLEANING STANDARDS AND SCHEDULES
2.1 PBS area managers should work with facilities managers to revise cleaning guidelines/standards and tailor them to the specific building needs.
2.2 PBS supervisors and area managers should assure that all employees stick to published cleaning schedules.
2.3 PBS and facility managers should schedule more frequent inspections to ensure follow up; customer involvement; accountability; adherence to posted cleaning schedules. **
2.4 PBS should provide more supervisors to maintain agreed-upon standards.
2.5 PBS staff should create a checklist for custodians to ensure standards are maintained.
2.6 Cleaning standards review: Area managers should review cleaning standards with supervisors quarterly. Supervisors should review cleaning standards with employees monthly.
2.7 PBS should clarify for each facilities manager how the staffing algorithm has been determined (FTE per square foot) for their building.

3. PBS MANAGEMENT STYLES AND PRACTICES/ ACCOUNTABILITY
3.1 Area managers should provide a clearly defined list of tasks per employee and building, post a copy and give it to facilities manager.
3.2 PBS leadership should require area managers and facilities managers to establish critical standards as relates to individual buildings.
3.3 Supervisors should visit each facility they are responsible for every day, at varying times.
3.4 Supervisors should notify the relevant facility manager of absenteeism via e-mail when it happens.
3.5 When an employee is absent, supervisors should walk the temporary staff member or sub, in-person, through areas that need to be cleaned.
3.6 Supervisors should complete the level of service form/checklist on-line after the daily cleaning inspection of employees and send the relevant facilities manager a copy.
3.7 PBS should update existing job descriptions to include more of an emphasis on customer service. Add customer service expectations to the job descriptions and then backup these with training.

3.8 PBS/Plant Ops leadership should ensure that area managers treat all the building in their area in accordance to agreed upon standards (don't rob Peter to pay Paul). **

3.9 PBS leadership (and area managers) should ensure that there is consistency among all supervisors in terms of management style (eg. Their methods for the discipline process, mentoring of staff, their processes for accountability for standards.) They should make sure that discipline is consistently applied and measured against standards and that there is a corrective discipline focus on performance.

3.10 PBS leadership should ensure consistency in how attendance is reported by supervisors.

3.11 PBS leadership should evaluate area managers by same standards as apply to their staff.

3.12 PBS leadership should increase the weight of customer service in the overall evaluation forms for area managers and supervisors. The customer service score should be result of all other criteria.

3.13 All supervisors, managers, and the directors of PBS and Plant Ops should set a good example by timely meeting attendance with customers. (Be there at the start time.)

3.14 PBS leadership should be responsible to ensure that there is consistent communication, high visibility, a proactive vs. reactive response and systematic improvement changes in response to the CSPIT recommendations. **

4. UPPER MANAGEMENT SUPPORT

4.1 College/department/unit leadership (including facility managers) should meet monthly with Plant Operations upper management to discuss general building issues: e.g. custodial problems, zone maintenance issues.

4.2 When plan to do a walkthrough of a building, they should communicate with the facilities manager, at least one week in advance and schedule the walk-through with the facilities manager. **

4.3 After an upper management walkthrough of a building, Plant Ops/PBS leaders should send a written summary of findings and issues to facilities manager. **

4.4 Plant Ops/PBS leaders should be directly involved in ongoing problem resolution, including describing the follow-up steps and timetable. (They should not ask the FM to contact PBS if the issue continues as the resolution to the problem.)

4.5 PBS should implement clear objective standards for hiring (and undo the perception that there is biased hiring practices towards friends and relatives).

5. TRAINING SUPERVISORS AND EMPLOYEES

Employees:

5.1 Facility managers should have an open invitation to attend the PBS initial training of custodians.

5.2 PBS should provide consistency in training of supervisors and employees on cleaning methods (e.g. how to strip and wax floors) and accountability to use those methods.

5.3 PBS should provide more extensive training of custodial personnel in the initial training (the new 40 hour program sounds good). **

5.4 PBS management should update existing employee orientation checklists to include: call in procedures, key policies, building policies, building map/manual

5.5 For an employee's first day at a site, a supervisor should hold a standard building-oriented training with employees: schedules, checklists, specific area standards, area hazards, key policies, building policies, call in procedures (supervisor name and shop).

5.6 Within one week after the initial training, supervisors should hold a formal building orientation for employees new to the building with the area manager, supervisor, facilities/building rep, key customers, etc.

5.7 PBS supervisors should hold monthly follow up training programs with their employee groups, tailored to the building.
5.8 Supervisors should be mentoring and encouraging custodians to consistently meet cleaning standards. **
5.9 PBS should create career path for custodians to advance to supervisory positions.
5.10 PBS should simplify reports – find ways to apply training to address employee/customer input.
5.11 PBS should distribute PBS employee handbook to facility managers so they know what are the published expectations. **
5.12 PBS should implement a better support system for new workers.

Supervisors/Area Managers:
5.13 PBS should add more HR training for supervisors (e.g. quarterly) in topics such as people skills, handling difficult people, customer service, motivation, giving effective feedback, discipline.
5.14 PBS senior management should spend more time training and mentoring supervisors.
5.15 Area managers should mentor supervisors with personnel issues until they are resolved.
5.16 PBS should have all PBS supervisors and area managers attend HRD or other customer service classes in an ongoing fashion. It should be communicated to custodians that they are accountable for customer satisfaction and that calling in a problem is an opportunity to improve rather than a response of “why did you call in about me?”

6. INSPECTIONS
6.1 PBS should change the language of expectations back to “standards” and do away with “guidelines”.
6.2 PBS should educate facility managers as to how inspections are scored (so there is consistency regardless of who is inspecting). **
6.3 QA Building Inspector Inspection scoring should also indicate Pass/Fail, with regard to the agreed upon expectations.
6.4 The QA process should encourage and emphasize “more than the minimum requirement” - change the wording on scores.
6.5 Quality inspections by area managers and supervisors (including spontaneous walk throughs by ) should be done randomly (per area, per employee, per shift) and shown to be done as such. **
6.6 PBS should notify facility managers when inspections are being held by the PBS inspectors.
6.7 PBS should provide detailed copies to the local facility manager of building specific inspection findings (by PBS Building Inspectors, supervisors, and area managers) following QA inspections. (It’s ok to send the numbers in the template format.)
6.8 PBS should have the inspectors use facility manager as point of contact after inspection, including holding follow up meetings with the facility manager to discuss QA building inspections and corrective actions being planned.
6.9 PBS should communicate clearly to the facility manager when the problems are resolved.* #1*
6.10 Change the reporting relationship of the QA inspector so that they do not report internally within Building Services.
6.11 The facility manager should walk around with the supervisor once a month when they conduct their QA inspection.
6.12 Facilities managers should do a monthly inspection of each building, using the same form as the independent PBS inspector (Then they should compare notes).
6.13 The facilities manager and area manager should hold their own monthly inspections of the building together (using the same templates). **
6.14 PBS should provide more clarification on the interrelation of supervisor QA and independent inspection and how the results are correlated.
7. BUDGET/ FUNDING FOR CUSTODIAL SERVICES

7.1 PBS Leadership and Facilities Managers together should lobby for budget levels adequate to achieve 30-50 year sustainability on the condition of buildings.

7.2 Area managers and facilities managers should work to make the cleaning standards realistic for their buildings then create SLA to meet customers needs/requirements.

7.3 PBS management should partner with customers (facilities managers) to plan together for budget reductions applied to their area.

7.4 PBS Directors should follow-up with PBS area managers quarterly to assess the effective use of the equipment/ supply inventory budget. (Both should work with the Facility Manager to reduce theft.) **

7.5 Supervisor should provide report (quarterly) updates on equipment maintenance/replacement status (using existing forms).

7.6 Supervisors should ensure weekly maintenance on equipment occurs and track against budget.

7.7 As part of budget accountability PBS leadership should demonstrate that attendance is being enforced by local supervision.
CUSTOMER INVOLVEMENT AND COMMUNICATION -1
Successful practices, recommendations or suggestions

APPENDIX 2 – ZOOMERANG SURVEY

# Response
1 Customer sets 100% of the priorities, meetings with supervisor on a regular basis, and staff maybe monthly. Customer does not care what building services sees as important with the exception of health and safety
2 Use of a customer/user request or suggestion box (at each location)
3 1. bi-weekly or monthly meetings (discuss problems, solutions and follow-ups, supplies (need or do not need) coverage issues, and training) and cleaning schedules. 2. Weekly check-ups (stop by, phone or e-mail) 3. Follow-through on completing forms and reports of the area - Q and A - and leaving a copy for the customer.
4 Our custodial staff is very good at keeping us updated, however it seems that their supervisors aren't efficient and keeping them abreast of news.
5 daily interaction
6 Supervisors on site more. Let customers know when absences cause standards to not be met so they are aware. Communicate staffing changes to all that need to be made aware.
7 Regular contact between facility mgrs. and bldg. srvs. supervisors. Regular contact between bldg. srvs. supervisors and custodial staff.
8 More management over site and work with the tools in place to see that work is done correctly
9 Monthly meetings with upper management. Restore the funding levels to maintain the standards befitting a world class Institution.
10 Email works well Monthly walk-throughs with Supervisor/Area Mgr work well
11 Email Communication on change of staff or effort of staff in areas Open dialog between custodial supervisor and facilities manager
12 1) The customer needs to know what type and quality of services we can expect from our custodial crew. Is the published list of custodial responsabilities the standard that we can use to determine if they are performing to the standards? 2) Communications between the area supervisors and the facility managers is a must. a request for service from a facilities manager to an area supervisor should not be interpreted as the custodians are not doing their job.
13 Customer involvement in annual reviews. Merit increases tied both to customer satisfaction (not just pleasing ---------------- through objective standards.
14 Knowledge of personnel assigned to various areas of the building, and contact numbers so that customer can talk to appropriate custodial staff when there is a concern in a specific area needing attention. Next, a regular custodial schedule, instead of all the varying schedules that people currently work. It is hard to keep track of when people are actually required to be here, or to know where/when to find them in the event customer needs to talk with them.
15 Email contact for emergencies as well as cleaning issues
16 Facility Managers need to make themselves known to building occupants. I have no idea who my building facility manager is! Have a standard process for customers to voice their concerns to the building facility manager.
17 I feel that when I communicate with the area manager about an issue, and it is not addressed then I have to go over their head to their supervisor to get it done. Now there is animosity between me and the area manager. Maybe more consistent follow-up by area managers would solve this problem.
18 1. Providing "real-time" work schedule up-date done per building for custodial staffing during each shift. Real-time updates are currently used by Plant Dept. in the notification.
CUSTOMER INVOLVEMENT AND COMMUNICATION
Successful practices, recommendations or suggestions

- Transition this CSPIT effort into a permanent oversight committee, or council, and continue to use survey instruments like this as a means of gathering additional information from the greater Facilities Management community at UM.

- We do not currently have a supervisor in this area, but the manager has made good efforts to ensure we are kept informed. Obviously there are concerns with this since the two organizations are not directly connected in the University scheme. Two suggestions I would make are 1) one personal level to have the supervisor check in every now and then with the facilities manager for one on one contact and 2) respond ASAP to both e-mails and messages left by phone.

- Participating in the cleanliness surveys. Being informed ahead of time when the surveys will occur.

- A minimum of monthly walkabouts with custodial Mgr. and Customer; And separate monthly walkabouts with Supervisor and Customer; And monthly sit-down meetings with "all" custodial supervisors (if multiple buildings), custodial Mgr., and customer(s) to discuss issues practices, upcoming events or problems and in general just share communications; and lastly, meet quarterly with Manager/Director/and for a walkabout. It works!

- Most of the communication should be between facility managers and management within Building Services. I think that it tends to cloud the chain of command of B. S. workers if they look to you as one of their bosses. I like to see a clean building and I know that B. S. is doing their job when I am not directing their workers.

- Standard meetings once or twice monthly

- Give the customer specific email addresses or telephone numbers where the staff may be reached in case of an emergency. Have the staff talk to the facilities manager of the building and have a working relationship and maybe check in on a weekly basis to see what needs to be done or what can be done to improve.

- Scheduled meetings with supervisors and managers. Let us know what is going on with custodial staffing.

- Customers, for the most part, want to get their work done and not spend time communicating problems. Therefore, brief written communication would be the best involvement and least costly to the customer. When things are going well, there should be very little customer involvement.

- Direct communication between customer, custodian and custodians supervisor on a regular basis

- Supervisors and Area Managers need to be more coordinated in their processes. Clear communication to bldg mngrs on exactly wht to expect when from whom.

- Weekly meetings between department and building services area managers

- Monthly meetings Keep track of the number of work requests generated for the building and respond to the problems.

- 1)It would be nice to see the supervisor/managers so you can communicate 2)Follow-up on a specific problem

- Follow-up if a request has been put in, follow-up with the customer when it is started and most importantly when it is finished. 2.)Check in with the customer to make sure everything is going well. (Weekly would be great) However, currently I only see area managers when something big is happening. I rarely see any of the managers walking through our facility.

- Building Services management team does it's job so customers don't need to communicate because everything is done!
It hasn't happened lately but one of our previous supervisors used to stop by on a routine basis to talk. We could ask questions, comment on problems etc. It was a friendly way to communicate. We also did a walk through (although it only happened once before supv. got transferred). It was a great way to see things with two different sets of eyes!

- Meet with facility managers on a regular basis and do walk-throughs. - Keep communication open between PBS supervisors and facility managers

1) Actively listen to customer responses. 2) Follow up to ensure customers needs were met.

1) Contact by the custodial staff 2) Communication of special cleaning

Facility manager writes a note to custodian about carpet areas that need to be vacuumed. Facility manager writes a note to custodian about any area that needs specific cleaning.

The shift change from midnights to days has greatly improved the communication and accountability. Housekeeping emergencies are handles much more efficiently since custodians are available.

Regularly scheduled meetings with supervisor and area manager. After meetings, PBS should follow up with facility manager, not the other way around.

Ongoing communication at all levels between Facility Managers and Building services helps tremendously. The Facility Manager communicating the room use schedules for meeting rooms and classrooms and important events in any of those room and the building. This communication should be of upcoming events used by the building services teams in planning to support the building as well as the ongoing schedule of classes and events to help them be aware and plan for them. Building services to communicate problems with the building as well as planning for cleaning of the rooms and building. Planning for carpet cleaning, room waxing and other non-daily cleaning which require co-operation or co-ordination with the building occupants smoothes the way.
CLEANING STANDARDS AND SCHEDULES -2
Successful practices, recommendations or suggestions

1. **Response**
   - Get rid of the black cans, clean everything far more frequently - workers sit idle 40% of the time and then by policy are told they lack the time to clean. Can do almost no work after buildings open at 8:00

2. Supply a web site to locate these standards.

3. 1. the standards are written and posted for people to see, especially the facility manager as the standards relate to their building. 2. written and posted schedule of how the standards will be upheld

4. Our housekeeping staff does a really good job, even though they’re understaffed.

5. written documentation

6. Supervisors need to be on site more to be sure the job is getting done and discuss customer concerns.

7. At least 2 days a week - walk-throughs with their supervisor - quality checks work

8. Supply visits by supervisor works

9. 1) Instead of a general cleaning standard that covers everything from bath houses to dog houses the standard should be more in tune with the actual building. Other words someone should take the time to individualize the standard to each building so we can agree upon exactly what services we should be expected in each building.

10. Regular on-site custodial supervisor would go a long way toward ensuring better performance and attendance of custodial staff. Better training of both custodial staff and custodial supervisors. Supervisors would benefit from management training, especially.

11. If a schedule has been missed, follow-up on when it will be conducted. Group email for a building to go out to occupants

12. We have great staff on our floor, and I have no suggestions for improvement in this area.

13. Many times I have put in writing what needs to be done and when it needs to be done by. The schedule usually lasts for a week or two at most then it’s back to writing it out again. #1 Suggestion would be to have more walk throughs with custodial staff and their area managers so that everyone is on the same page. #2 Suggestion would be for the facility managers to know exactly who to go to when there is a break down in the schedule.

14. 1. Provide a web based system, per building, for communicating daily up-dates on staffing levels and cleaning schedules. 2. Work with each Facilities Manager to determine the best times for scheduling cleaning in specific areas of the building.

15. Again, communication is important. When the facilities manager reports that standards are not being upheld, Building Services should acknowledge the complaint by and letting the facilities manager know what steps were being taken to resolve it. Also, it would be helpful to have the supervisor and the facilities manager tour the premises every once in a while to establish common understanding of the buildings’ condition.

16. Customers should have the standards provided to them and reinforced on an annual basis through a department to department evaluation meeting.

17. Same as no.2 above.

18. Stop cutting the budget. When the budget gets cut, the customer is the one that suffers the most. The standards are lowered to match the level of service that B. S. thinks it can provide.
CLEANING STANDARDS AND SCHEDULES -2
Successful practices, recommendations or suggestions

19 Successful practice includes people who have an ownership in the building - who are happy and not intimidated. *Each building needs to include Custodians in functions. *Treat custodians with respect, after all they are constantly cleaning up after us.

20 Meet with the facilities manager to see what the standards are for the office/building. What the staff may feel is a standard, the customer may not see as a standard or vice versa. Keep in contact with one another as to when special events are being held in the building to be aware when more than usual visitors are to be expected.

21 Supervisors need to ensure that custodians are meeting standards - they need to be on site often and at varying times. Address areas that are lacking with responsible staff member and develop a plan to fix it and succeed.

22 Cleaning schedules should be designed to provide the least disruption to the customer. It's understood this is challenging when cost savings are involved (i.e., shift differential cost).

23 Seems like standards are held at times, but need to be done on a more frequent basis. Custodians may be spread too thin and don't have time for more frequent cleanings.

24 See #2

25 Unsure of the current cleaning standards. Stairwells are ignored. Lab floors are not cleaned consistently

26 1) Not to overdue. When that person is transferred to another building, the bar has been set high and the new person comes in doing the standard. Retain employees in the same area and don't move them around. You get use to the way they clean and then you start all over with a new crew.

27 Make sure they are followed Make sure the customer knows and understands them

28 How about updating the standards and schedules on yearly basis or some other time frame and reviewing it with Bldg Managers. Also, sharing these with new custodians. I've had some custodians that didn't know there were standards or schedules and we ended up getting them copies. You could also have supervisor check staff at a given time and see if their particular scheduled work is being done.

29 To have PBS Supervisor check building cleaning areas on a regular basis, not spot check. -To have PBS Supervisor watch to see what cleaning method is actually followed by custodians. -To better cross train custodians that work in a particular building together.

30 1) Follow up with employees to ensure that cleaning standards were met (Try using checklist). 2) Make sure that employees are on schedule and in designated areas (Supervision).

31 1) Do office cleaning before staff arrive 2) Check office trash only once a week.

32 Does not apply to my situation

33 The cleaning standards and schedules give the custodians along with the Facilities Office a working document to go by. It should allow flexibility as not all buildings and space have the same cleaning requirements, it should not be treated as a cookie cutter operation.

34 All facility managers should have a copy of, and understand, the cleaning standards and the schedule for their buildings. They should also have the opportunity to make adjustments (with the supervisor) if necessary.

35 Posted cleaning standards and schedules in the cleaning 'closets' for the custodians and a copy with the Facility Manager. Notification of the Facility Manager if there needs to be a deviation from this for some reason and the plans on return to standards.
Successful practices, recommendations or suggestions

1. Custodial staff are obviously aware when regular supervisor is not on campus - quality of work plummets, would prefer to see a permanent float supervisor rather than having staff pull double duty to "cover" for absent supervisors.

2. What is the measurable standard? What are the criteria?

3. 1. Training is the same for everyone, and on-going training continues for all PBS employees. 2.

4. Weekly one on one meetings with supervisors and their boss to discuss issues and management should work to resolve

5. Find solutions to problems together.

6. Training of the staff. Consistent inspection of the work being done.

7. Fire managers who consistently go over budgets on construction projects. Managers merit increases tied to Facility Manager satisfaction.

8. Custodial supervisors must require and hold accountable their custodial staff for underperforming. They should create a culture of high expectations, and understand how to help people achieve these standards. Training, training, training. Don't put people in charge of other people if they don't have the appropriate training and skill sets to manage others.

9. Needs to be consistent approach to management issues, while still allowing for individual management style.

10. I see no consistency between staff, area managers and supervision. They each seem to know what’s best, but they all differ greatly. I like the idea of having stated guidelines of standard practices, and to work with area managers to tailor it to specific building areas.

11. Make the CSPIT a permanent advisory council to Building Services. Provide an ON-Line performance assessment tool so Facilities Managers can provide in-put to Plant Dept. on the Annual Employee Performance Assessment process for Building Services Supervisors and Upper Level Managers and BS Director.

12. Accountability is very important. Each member of the organization must be responsible for their duties. Its assumed that upper PBS management is ensuring compliance by the line supervisors. This should be communicated to similarly leveled management for the buildings. The supervisor can do the same with the facilities manager regarding the custodial staff. Great detail is not needed, just enough to allow the facilities manager an understanding of what's being done, both pro and con.

13. PBS needs to do what it is they say they are doing. Publish the inspections for each building rigorously. Eliminate staff who do not perform the work to standards.

14. Develop Customer satisfaction survey to handout annually. Then tie performance eval. and merit increases to improvements in customer satisfaction. Also, tie merit increases into job performance at all levels, including attending all scheduled meetings/training and being on time for them. (It just shows respect for all others present.)

15. I have seen many managers working in my area and when one leaves the next one has to start all over with paperwork to get workers released for missing time and poor work performance.

16. Lead by example Sloppy work ethic promotes sloppy workers Radical restructuring of current management tree.

17. Just keep in contact with the customer. Exchange phone numbers/email addresses to address certain issues.
Successful practices, recommendations or suggestions

18 Make everyone accountable for seeing that the job gets done. Provide equipment that works so folks can do their job.

19 Be sure there are clear and simple standards to adhere to. Be sure that the accountability of the standards is equally enforced by setting the standards for both the managers and the employees.

20 My guess is the management directly supervising custodians get the brunt of the complaints and pressure to improve.

21 Monthly Meetings within PBS Monthly walk through of the building

22 1) Communication. Touch base with the customer. 2) Don't make excuses. Be accountable.

23 From what I have witnessed some of the area management staff can be very belittling to their staff in public They need to treat their employees the way they want to be treated.

24 This seems a bit extreme. Wouldn't the area mgrs or building supervisors be more accountable for the everyday work we are really talking about here. No suggestions

25 Meeting with facility managers on an ongoing basis through out the year. - Communicating custodial scheduling changes (reduction of staffing due to vacations) to facility managers -Acknowledging building closures -Have more intense custodial work done in the summer months rather than let building services staff go to EWOK programs or reduce staff during summer months

26 1) Ensure proper training of all managers and supervisors. 2) Discipline when practices are not followed.

27 Facility manager sends an email to Area Manager to note any rooms that are below standard level of cleanliness and also sends message to Area Manager to note any rooms that are above stand. level of cleanliness

28 Coverage for custodians and supervisors can be compromised when everyone is out attending classes and meeting.
UPPER MANAGEMENT SUPPORT -4
Successful practices, recommendations or suggestions

1. Neither the Plant Director or the Director of Building Services is in a position to direct most changes that I'd like to see - that rests with staff and front line supervisors. I have had a rather positive level of interaction with the Plant Director in the past, while I believe the Director of Building services is eager to tell me what I want to hear, but then walks away with no resolution.

2. Their measurable goals and the steps to reach those goals. What is the frequency of the measurements and where will the results be posted?

3. 1. custodians need to be given the proper tools, equipment and resources to do the job
   2. Custodial teams should not be too large

4. Tell custodial staff when a coworker will be out, and/or how long they'll be out.

5. Staff meetings, one on one meetings, etc. and follow through to resolve issues discussed.

6. Involvement by upper management. Willingness to accept responsibility or to assist in determining other causes of the problem.

7. Evaluate all staff at least once a year. Inspect more often.

8. Surprise visits - with area managers Regularly scheduled feedback sessions with area managers and supervisors

9. Lead by example

10. 360 merit review. Facility Manager and staff input (significant 30-40%) as to their performance. Right now the university hierarchy goes up. As long as you make your boss happy, you can get away with cheating and laziness. Begin the difficult task of firing all managers who are incompetent or not doing their jobs. I've often said the only way to get fired at the university is if you are found responsible for sexual harassment, in which case the University is federally mandated to let you go. Otherwise, PBS (and they are no different from most other places on campus) simply moves the incompetence around.

11. Upper management must visit the buildings regularly, for which they are responsible. They should be in regular contact with building facilities managers to ensure customer satisfaction. They should respond to complaints with both short term, immediate solutions, but also work toward helping their staff to solve these issues over the long term. There is too much of the "putting out fires" mentality.

12. Upper management need to be responsive and respectful of the tough job their employees (supervisors and staff, and let their employees know that.

13. It seems whenever the supervisor comes through and sees what hasn't been done, the next week or two the area is spotless, but it goes back to business as usual by week three. Maybe more frequent inspections by upper management?

14. Make the CSPIT a permanent advisory council to Building Services, including a significant role in the Annual Performance assessment process. Membership to the councils should be rotated among Facilities Managers.

15. Without this support, those who report to them are not going to be effective. People in these high positions can be a of great help by clearing administrative obstacles, providing material and personnel support, ensuring updated training and morale boosters.

16. PBS management should have building by building work performance available at their fingertips as a practice. Likewise, staff availability, and hours logged against a building should be available to upper management, thereby showing in more or less work is being completed.

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UPPER MANAGEMENT SUPPORT -4
Successful practices, recommendations or suggestions

17 Provide needed tools and keep in repair. Offer Mandatory and optional training for staff. Listen to and better communicate with staff, enabling them to feel more like part of the team instead of "just a custodian".

18 Even fair leadership Consistency, open communication. Stop protecting low performing workers. Emulate those with a sound work ethic ie. <AREA MANAGER>

19 Be willing to compromise.

20 These folks set the tone for the entire department - consistent and firm expectations clearly delineated and follow-up as needed to ensure the job gets done.

21 The same as above: Be sure there are clear and simple standards to adhere to. Be sure that the accountability of the standards is equally enforced by setting the standards for both the upper management support and the managers.

22 Develop credibility lost over the years with current leadership. Stop spinning everything. It appears to be lying even though probably not intended. The current leadership has zero (0) credibility.

23 Quarterly meetings with Facility Managers Quarterly walk through each building

24 1) Meet with you when you have problems. 2) Take you serious and don't make excuses.

25 More accountability for the Director of Building Services

26 no suggestions

27 Keeping lower management & staffing informed. -Not having "self-directed teams" make final judgment calls on cleaning tasks.

28 1) Support and training employees when needed. 2) Be informed and aware of your employees work performance. 3) Communicate with the customers.

29 1) Quick decision by Exec Ofc on service changes so they can be implemented in a timely fashion 2) More latitude in deciding service changes

30 Area Manager contacts the facility manager every other month to inquire about the cleaning standards in the building.

31 Every issue between custodians and supervisors should be resolved without custodians starting at upper management working down. Building Services supervisors should be given the support to make their own decisions.
TRAINING SUPERVISORS AND EMPLOYEES -5
Successful practices, recommendations or suggestions

# Response
1. I believe building services employees have the skills to do the job I’d like to see them do, they just fail to do the job because of low expectations and poor direction (of a variety of sorts i.e. absent supervisor, scheduling, poor interaction with customers, no accountability)

2. Supervisors should know each employees job and be able to demonstrate ‘cleanliness’ and techniques used for cleaning.

3. 1. Hands on training - what the chemical cleaners are used for and how to use equipment. Do not assume someone know how to clean.

4. on site working supervisors

5. Classes that target how to handle employee issues. Support, coaching and assistance from upper management and HR when discipline needs to be done.

6. Consistency and regularly scheduled sessions.

7. 0 0

8. Continue - work teams Reward ideal standouts and use them to train others

9. Inspect what you expect. If you set standards, adhere to them, and work directly with custodial staff to ensure these standards are regularly met.

10. Set specific standards/competencies all managers must attain and maintain. Help managers grow into their role, receive positive feedback, and help when they need it.

11. I see a lot of training done by staff to staff, whereby quality becomes subjective. If the cleaning staff has a clear understanding of what needs to be done, maybe there will be more consistency.

12. Work more closely with Facilities Manager to understand the unique needs of each building. Semi-annually review with FM to determine if standards and expectations are aligned.

13. At times, custodians are left with another staff member to learn both the area and the skills, then left to fend for themselves. PBS has a good program in place for training and the only suggestion I could make is to make certain that all are cycled through. Follow up is important, too. It’s up to the supervisor to show the custodian the parameters of their area. If supervision is stretched too thin, the proper completeness of this task may suffer. The supervisor needs to have the time for this and upper management should ensure that the training has been completed.

14. Document the training being provided. Hold staff accountable for receiving the training and then implementing it.

15. 7 habits required for all. More technical training and annual refresher classes on standard cleaning practices for all staff.

16. Foster a trusting environment Follow up to see if training is comprehended.

17. Make sure the employee understands what is expected of them. Give them clear and concise directions and don't send them on their own until they are confident.

18. Train specifically for the areas custodians will be doing. New and or problem folks should be met with daily. Supervisors need to be present and provide feedback for success.

19. Spend time and effort on developing a quality curriculum for the training program. Offer a test and certificate upon completion.

20. There is no evidence that supervisors are held to equal expectations. There is evidence that upper management is politicizing a structure that should be specific-person neutral.

21. 1) Make sure the new people know what the standards are. Not communicated. 2)Don't put the employee on the spot since the standard wasn't communicated. It’s not a given.
More hands on supervision. Supervisors don't seem to have enough time to "supervise". I have also had problems with supervisors just yelling at staff when a complaint is made instead of finding out why something hasn't been done or if there is a problem.

-Have supervisory staff work with custodial staff to see what else can be improved in cleaning tasks. -Some supervisory staff have hardly ever participated cleaning tasks and seem not interested in doing so. So how can they expect their employees to accomplish the tasks. This leaves custodial staff to figure out possible best methods, and is dependant on their own knowledge or experience.

1) Not overworked 2) Priorities are proper

This does not apply to me

New custodians should be introduced to the Facilities Office staff when starting in a building to promote interaction and communication.

High priority should be given to customer service training for supervisors and area managers.
# Responses

1. Inspections are far too infrequent, and most corrections are reactive and customer driven.
2. You cannot 'inspect' quality into a process or facility. Only dedicated and properly trained employees will ensure high quality.
3. 1. hire outside firm to perform inspections 2 customer should receive copy of inspections
4. Let customers review inspection results to determine if they agree with what is being passed back to supervisors.
5. Communication without assignation of blame. Regularly scheduled inspections and willingness to attempt to solve a problem.
6. This is done daily by the occupants so I am sure that any costs incurred by Plant to make this happen will be sunk costs. There really is a need but in times of limited resources I’d prefer that responsiveness be the priority, not checking work areas for standards.
7. Provider and customer should inspect together. Share the findings of the inspection with the customer.
8. The supervisors are sometimes given too many facilities - not enough time spent in each facility - lighten their building load Include the Facility Managers in inspections at least quarterly - they see it from the user side.
9. Accountability.
10. These should be unannounced inspections.
11. Two kinds of inspections should be happening regularly. 1. Unscheduled and unannounced spot checks of building to see that custodial staff are at work and actually working. 2. Regularly scheduled building tours with facility managers to address areas of concern.
12. Regular schedule of inspections.
13. Inspections are random and few and far between. As a facilities manager, I would like to be involved with the walk through so as to point out the pros & cons of the work being done. Maybe have the supervisors give us a survey each semester about how we feel our buildings are being cleaned as a way to assess the quality and consistency.
14. Create an On-line inspection form, preferably designed to interface with a hand-held device, and allow Facilities Managers to provide inspection results. I agree with all points noted in the CSPIT's Gaps assessment for Inspections. The current system needs to be re-designed by the CSPIT and Facilities Managers.
15. You can't properly evaluate staff unless you look. Supervisors should fill out inspection reports on a regular basis for record keeping. It's also a good practice to have other eyes look at buildings, perhaps a specially trained person who does this exclusively.
16. Include the customer (as an option) in the survey process. Have employees participate in survey of other employee's to establish peer expectations.
17. Above mentioned walkabouts in all buildings. And the inspections conducted by the Custodian Inspector this last year. Need to publish those results of each building.
18. The inspectors should see what the facilities manager sees. The two should grade the areas the same.
19. Inspect to maintain standard not react to problems. Build in accountability measures.
20. If something is being repaired to the building, again, it should be relayed on to the facilities manager of the building. If something is going to change the way things happen, it should be communicated to the customer. Even if staff are walking around checking the building, someone should be notified so that the customer knows they are being taken care of.
INSPECTIONS -6
Successful practices, recommendations or suggestions

21 Facility managers need to see this feedback and discuss with area managers/supervisors on how improvements can happen.
22 Inspections should not be disruptive to the customer’s work day. Inspections should include standard checklists for fair accountability by all.
23 I think the customers should be part of the inspections to give immediate feedback and able to discuss issues.
24 Simply do them and report results. This should be done in consort with facilities mgrs.
25 Monthly Meetings within PBS Monthly walk through of the building
26 1) Know what the standards are. 2) If you are going above and beyond the standards people need to know. Or, if we can give up something else for a higher standard.
27 Independent Walk-throughs Checking in with customers/walk-throughs with the customers
28 Actually seeing someone do an inspection would be nice.
29 Communication to Facility Managers to find out what areas need more inspecting. - Supervisors inspect areas more frequently and not just one room.
30 1) Inspected all areas daily 2) Ensure that standards are being met
31 1) Adequate time to do them 2) They are meaningful
32 After the inspection, Area Manager communicates her/his assessment to the Facility Manager
33 Building Services supervisors should stop by the Facilities Office routinely; this enables cleaning issues and problems to get resolved quickly.
34 Share all inspections with facility manager.
35 Having the inspector meet with the Facilities Manager and together walk through the areas noting both deficiencies in cleaning and where cleaning is going well.
Successful practices, recommendations or suggestions

1. I believe the budget is there, the work force is just poorly directed.
2. Budgets should be based on size of space and importance of quality level. (i.e. the hospital, cafeterias, bathrooms = high level)
3. 1. Supplies should not be ordered without checking inventory. 2. Re-visit the model that decides how many custodians per facility.
4. Do the best you can with the money you get.
5. By considering the usage and time that a building is being used. by considering the density of usage.
6. Use of part time employees Out sourcing some deep cleaning
7. No one can continue the same service while receiving repeated budget cuts. There needs to be real monetary incentives to all staff that perform to a high standard consistently.
8. This is and internationally recognized institution of higher learning. Most areas are open to the public. Our standards of maintenance should be high and our buildings clean and in good repairs. The University should keep in mind that building new buildings is fine, but we also need to pay attention to the condition of our existing facilities.
9. Don't forget to ask the custodians about where cuts can be made. Include all employees in having at least input, although the final decision needs to be made by administration.
10. My facility is located within a larger building so I do not have direct budgetary influence.
11. Provide access to BS Budget so Facilities Managers know and understand what resources are available to their building. Allow Facilities Managers to determine the best course of action for their building since we are the ones who end up hearing from students, faculty, and staff about the condition of the building. I.E. Too often Building Services fails to maintain cleaning equipment, and proper levels of supplies. This has a negative and adverse affect on the custodian's attitude and therefore ultimately affects their performance. Thus, the message BldSvc is sending to the custodians, who are the ones really doing the work, is that if BldSvc Management doesn't care then why should I.
12. Buildings and parts of buildings have different standards, ie. labs vs. offices, living areas vs. work areas. When cuts happen, priority should be given to the more critical areas and have services there cut at a lower rate than others. It's difficult to maintain proper funding at times, but I've found that good documentation can fend off cuts when it shows that too negative of an effect will occur. Upper management should have this ready for anyone wanting to impose such cuts.
13. Provide PBS more funding when/if they can show credible improvements reinventing themselves. Assess PBS budget cuts of no greater margin than levied against the Academic side.
14. Establish FTE standards for size and condition or each building, then don't under fund the minimum requirements.
15. Review current procedures and develop new methods to control loss and waste. Set up mandatory endowment funds to offset anticipated cost increases.
16. When budget cuts are handled, it seems that things are not handled creatively and people are taken away from high priority areas. Areas no longer remain maintained and high access areas are neglected. Keep the areas that are highly traffic maintained properly.
17. Get us involved if cuts are necessary so facility managers can review needs and assist with cleaning recommendations.
Since budget cutting is inevitable, institute more customer assisted activities, such as emptying waste and recycling into central receptacles, cleaning desktops, etc. But make it official, not voluntary.

May not have enough staff to keep the standards on a daily basis. Some things don’t get done because of this.

There is no collaboration. There have been misleading representations that decisions are developed based on customer feedback but this has not borne out.

Input from the building occupants. Communicate prior to changes.

1) Still communicate. 2) Work together.

Make sure money isn’t being spent on needless items. Be sure the money is funded to the correct areas.

I would have to see the dollar amounts and how they are spent to comment on this. Everyone’s budgets have been cut but we still have to do the same work or more.

-Would have to see the budget or funding for this. -Do not cut the budget any further. -Loss of funding or cutting back on duties due to lack of employees is not keeping the buildings clean and it not getting any better.

1) As a customer I have never been contacted regarding budget cuts; so contact customers. 2) Ensure that standards are still met.

1) Suggestions from bldg occupants 2) Willingness to changes by customer

More custodians are needed to clean older difficult buildings. As building age the upkeep increases to keep them looking good.

The funding/budgeting process starts with the standards the University Upper Management commit themselves to sustain. Based on that an inventory/ordering analysis will be the basis for forecasting the cost of supplies required while the staffing requirement is based on experience on knowing what is needed to provide the standard of cleanliness desired.
I’d like the FUN group to have input in the selection of the Building Services Director replacement when he retires.

Thank You for asking

Good luck with your endeavors. Remember, if you don’t measure success, you’ll never know if you’re succeeding.

Overall, our housekeeping staff does a wonderful job, however it seems upper management in housekeeping services needs some education on best practices. Communication seems to be the biggest issue. Both within the department and with customers. People are not made aware of what is going on, why things are not getting done and when they don’t see any improvements, they don’t think anyone is being held accountable for their job.

The whole idea of custodians working 4 until 12:00 noon has in my opinion been a major failure not only to the customers but to the university as a whole and if asked I would place them back on the night shift.

If this survey is to have credibility and meaning then I would say that the support of funding must be examined. Overall pleased with the service - response time is great - something needs to be done about supplies - takes forever to get even toilet paper at times which is a definite essential :-) ---------------- have always been great to work with - the customer response team is a great concept too.

Thank you for allowing us to participate in this survey!

This is an important task, because in the 5+ years that I have been a facilities manager there have been over 10 custodial staffing changes. Inconsistency is the main issue, as well as not knowing who to talk to, to get the job done right. I feel that the best thing that can come out of the CSPIT survey is better communication between the supervisors, area managers, facility managers and custodial staff.

Thank you for this opportunity to provide input to improving Building Services. PBS seems to be one of the more proactive groups in Plant. Communication is better as if the contact we have with the line staff. Those with whom I work seem to be responsive to our needs. However, one major area that can be improved is the discussion of any schedule (day of week/time of day) changes that may occur. The facilities offices are more aware of how that might impact service and should be brought in on any discussions.

PBS does a lot with what they have. They have room for improvement, mostly in the inspection accountability and getting real work time out of their staff. University Departments hold PBS to a standard they themselves rarely perform too.

There have been continuing quality improvements at the Med School the last 2+ years. My concern is that improvements seem to be slowing or nearly stopped. And that is not a good feeling.

Comments are made that past Directors ran a much tighter ship and that things have gotten very lax under the current leadership. Perhaps the Leadership (---------------------- ---------------, Managers and Supervisors) need to learn from those who are doing things right.

Leadership is always the culprit, especially when problems are endemic and long-standing. Shuffling of problems solves nothing. You can only get away with that for so long - although it appears the UM culture is highly tolerant of inefficiency, poor representation and substandard leadership.
The custodians do not have a good working relationship with each other. There is a lot of 1st shift to 2nd shift blame. There is also a lot of communication with the occupants of the building of problems within Building Services.

Kudos, I think we all are trying!

1. Get rid of self directed teams. It's a nice name but not in the real world. They don't direct themselves and I know some that don't even talk to each other. 2. Don't take away staff because of EWOK. Or at least let us know beforehand that this is happening. They always seem to do it in the summer when many projects could be done that can't be done in Fall/Winter. 3. Why can't Bldg Services be more responsible for carpet cleaning, blind cleaning, wall cleaning, cleaning light fixtures etc. They probably see when this is needed long before the Bldg Mgr. And yes it may be at our expense! 4. More consistency between buildings. Why do the floors at the League shine and other buildings are very dull. 5. Mats-get some new ones! Those old ones are a disgrace. Also need to replace and/or repair equipment more often. Vacuums would be the first! We've bought equipment specifically for our staff and it ends up in other buildings. 6. Coverage for vacations and sick days could be better. They usually only cover bathrooms and waste baskets and are gone quickly.

Eliminate further budget cuts. -eliminate or reduce EWOK participants only offering to those that have done good work and have been in the Building Service for a length of time, not just a year or a few months. -have more intense cleaning projects completed during summer months. -have immediate supervisors check, participate, and supervise cleaning rather than depending on custodial staff judgment or self-directed teams. -purchase better cleaning equipment and more often, as well as cleaning products that will do the job better, rather than be constrained to cost or a particular brand.

Increase the number of custodians per square footage to accommodate the increase maintenance in older buildings. Create a pool of qualified custodians for areas that do not have enough help due to absenteeism.