NEW DIRECTIONS IN CUSTODIAL OPERATIONS: 
THE UNIVERSITY OF NEW MEXICO EXPERIENCE WITH 
(OS1) TEAM CLEANING

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ABOUT THE UNM CUSTODIAL DEPARTMENT
Enrollment approximately 25,000 students
4.5 million sq. ft.
Includes 1.0 million sq. ft. Health Science facilities
Additional 250,000 sq. ft. is contracted out to local Building Service Contractors.
186 FTEs includes 7 Supervisors

Custodial Department Work Schedules
7 days a week - 3 shifts per day

<table>
<thead>
<tr>
<th>Shift</th>
<th>Start</th>
<th>End</th>
<th>Main</th>
<th>Health Sciences Center</th>
</tr>
</thead>
<tbody>
<tr>
<td>Day</td>
<td>7:00 AM</td>
<td>3:30 PM</td>
<td>12.5 FTEs</td>
<td>5.0 FTEs</td>
</tr>
<tr>
<td>2nd Shift</td>
<td>4:30 PM</td>
<td>1:00 AM</td>
<td>90.0 FTEs</td>
<td>53.0 FTEs</td>
</tr>
<tr>
<td>3rd Shift</td>
<td>10:15 PM</td>
<td>6:45 AM</td>
<td>26.0 FTEs</td>
<td>0.0 FTEs</td>
</tr>
</tbody>
</table>

2nd shift busiest—where we started (OS1) team cleaning
5 employees from Sodexho Marriott-management contract in the 12th year

CHARACTERISTICS OF UNIVERSITY OF NEW MEXICO CLEANING SERVICES
• Carnegie Report – Cleaning is important to recruiting students. Aids education. (Exhibit 1)
• Unionized cleaning workers
• Zone or Area assignments
• Safety is a high priority
• APPA Level 2 cleaning on Main Campus
• APPA Level 1 cleaning at Campus Health Sciences Center

PROJECT HISTORY
1998 prepared a list of non mandated budget cut strategies in the event that at some point in the future it would be necessary to make mandated reductions.

List of Potential Cost Savings Strategies:
1. Move the majority of shift cleaning to Day Shift (4:30 AM – 1:00 PM) to eliminate shift differential expenditures
2. Reduce cleaning frequencies in offices from 5 days/week to 3 days/week
3. Reduce cleaning level to APPA level 3
4. Purchase cheaper restroom paper and liners

The cost reductions of these and other options studied was not deemed sufficient to proceed. Also, some were not consistent with the department’s mission statement. (Exhibit 2)
The manager of custodial services in the Health Science area attended a team cleaning seminar in California and came back with the report that this option should be studied for consideration.

At the RMA meeting in Jackson Hole 1997, Don Mackel, Director of UMN Physical Plant, attended a workshop on custodial operations and determined that the cleaning process may be flawed and needed further review. “Custodians can destroy our facilities.”

In March 1998, under the direction of Don Mackel, the Associate Director of Environmental Services, Manager of Custodial Services, Manager of Health Services Center and the Sodexho Marriott Project Manager attended Janitor University in Salt Lake City to determine potential and feasibility of implementing ManageMen (OS1) Team Cleaning Program.

Following Janitor University the attending group met and discussed potential benefits and new possible directions in custodial operations. They determined the following:

1. (OS1) Team Cleaning implementation would be a challenge
2. (OS1) Team Cleaning would increase total productivity and performance
3. Implementation would take 18 months or longer
4. Implementation would require making changes in tools and materials currently being purchased
5. Implementation would be started with a Pilot Program in one building
6. Implementation may provide a minimum potential benefit to the University of between 19 and 38 FTEs (10% - 20%) savings
7. Not all benefits would be in productivity or direct cost savings
8. (OS1) Team Cleaning implementation would enhance the UNM Custodial Training program
9. (OS1) Team Cleaning implementation would enhance the UNM Custodial Safety program
10. Implementation would be consistent with the UNM Physical Plant’s Mission Statement to build a team with “esprit de corps” and high performance standards
11. Implementation would build employee morale over the long term
12. Send key supervisors from UNM and Sodexho Marriott to Janitor University as the transition was being planned and implemented
13. The transition would require heightened communications with employees and customers well in advance of the pilot program
14. Once commenced the program must succeed
REPORT TO THE DIRECTOR
1. Stated (OS1) Team Cleaning has potential
2. Reviewed other cost saving options
3. Calculated the additional cost of going to (OS1) Team Cleaning
4. Reported that implementation would make custodial operations fun.
5. Concentrate on a 10%-20% improvement
6. Improvement to be broad based throughout the organization (in hiring, training, retaining, workers compensation, safety and morale as well as long term cost saving)

FORMATION OF THE UNM PLAN
The implementation group spent six months planning and preparing for the implementation of the Pilot Program. During this time UNM sent two more supervisors to the July session of Janitor University. Supervisors and managers from both UNM and Sodexho Marriott attended Janitor University in each session thereafter to build on-going management support and skills as the transition proceeded. Wanted them to be trained the same way upper management had been trained and wanted them to understand the investment (tuition and time away from their area) in them and their group.

GROWING YOUR DEPARTMENT THROUGH EDUCATION
UNM participant notes on the Janitor University experience
1. “It is a powerful learning experience — amazing to see the coming together of the class. It taps into a new side of people.” Associate Director
2. “I never thought of custodial operations could be done this way. The plane couldn’t land fast enough. I couldn’t wait to get back and begin the implementation.” Project Manager
3. “It is a learning experience that also builds morale.” Custodial Manager
4. “I learned how to key in on our custodial people and get results.” Custodial Supervisor

KEY TRANSITION CONCERNS
• Need to set up a one week manager training based on Janitor University
• Need training materials (books, flow charts, and test information)
• Need to establish our presentation style
• Need to establish time frames-benchmarks
• Need to determine goals
• Communicate that there is no rush-need to crawl before we walk
• Identify the team
• Set date for transition
• Purchased all necessary new materials
• Take lead custodians through 16 week training as preparation
To support the transition Sodexho Marriott manager Victor Tovar developed a 16 week lead custodial training program based (OS1) team cleaning. 3% of productive hours are set aside for training. Over 2000 hours of training have been conducted on this program.

**Countdown to Launch**

<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Training Activity</th>
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<tbody>
<tr>
<td>3 Weeks Prior to Pilot Program Launch</td>
<td>Manager Training &amp; Implementation (2 had been to JU, 3 hadn’t)</td>
</tr>
<tr>
<td>2 Weeks Prior to Pilot Program Launch</td>
<td>Supervisor Training (2 had been to JU, 2 hadn’t)</td>
</tr>
<tr>
<td>1 Week Prior to Pilot Program Launch</td>
<td>Custodial Training (5 trainees)</td>
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Determined a location - 167,000 sq. ft. building w/ 6 FTEs and approximately 25,000 sq. ft. per FTE

**OCTOBER 1998 – PILOT PROGRAM LAUNCH**

It was determined that the managers would perform the first transition in the pilot building as a training program in all aspects of the new system. This was called boot camp.

The regular cleaning workers were assigned to other areas during the pilot.

**Manager Training Boot Camp**

<table>
<thead>
<tr>
<th>Day</th>
<th>Took Hours to Finish</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>9 1/2 hours</td>
<td>Building wasn’t set up correctly to start–keys &amp; security problems</td>
</tr>
<tr>
<td>2</td>
<td>7 1/2 hours</td>
<td>Key &amp; alarm problems continue</td>
</tr>
<tr>
<td>3</td>
<td>5 1/2 hours</td>
<td>Still learning the building</td>
</tr>
<tr>
<td>4</td>
<td>4 1/2 hours</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>4 hours</td>
<td></td>
</tr>
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</table>

Sodexho Marriott and UNM told managers that for every complaint generated we will add another week to the managers boot camp. As soon as we’re up and running and know how to set this up we’ll train the new teams and turn the buildings back to them. No complaints were lodged during boot camp.

Training was to precede the transition by one week. Five people involved + bosses + vendors + treats.

**Supervisor Training Boot Camp**

Panic, frustration and defeat are experienced by supervisors as they race to beat manager’s times. Management stresses process over time savings. Supervisors want to discuss cost savings or money but…process is continually emphasized by management.

* Custodial Training – 5 Trainers – 1 week training
First Week-All Heck Breaks Loose
Day 1  Took 7 1/2 hours to finish.  Building was set up correctly to start–1st night key & security problems
Day 2  Took 7 hours to finish.  Key & security problems continue
Day 3  Took 6 1/2 hours to finish.
Day 4  Took 6 hours to finish.
Day 5  Took 6 hours to finish.
Day 6  Took 5 hours to finish.
Day 7  Took 4 hours to finish.

During the first week supervisors and custodians needed to be cautioned not to make it a race.

Second Week-Catharsis
During the second week the team members realize that the program is in their best interest and that it works. They begin to take ownership for the program. They offer back 1 FTE to the system as they realize they are overstaffed. Overstaffing interferes with the (OS1) Team Cleaning process. This provides a very quick 20% reduction to the shift and provides an excellent source of labor to use on other deferred work and projects.

Fourth Week-Expulsion
During the fourth week a non performing team member was expelled from the team. The team did not request a replacement for this employee stating “we don’t need a fourth person.”

The reason for the expulsion was that the team member, the Restroom Specialist, spent 2 1/2 hours watching TV and didn’t come back from breaks. “We’d rather do it without her.”

After Fourth Week
Teams continually look for ways to improve. Since the total process and teamwork has been emphasized over individual performance all improvements can be shared by other teams.

Crew members who formally refused to use the Coach vacuum (it sat on the shelf for 2 1/2 years) now they fight for it.
DISCIPLINE
The process reduces paperwork in a world of paper handling. We spend less time dealing with paper.

Rather than discipline for not performing work correctly the team member is sent back to training. For some reason everybody dreaded being sent back to training. We haven’t sent anybody back to training yet.

ASSESSMENT
• Benefits and savings go far beyond anything we projected on any other improvement strategy.

• This will help career ladders-a new style of trackable training that helps retention.

• We were not asked to cut costs -that is not why we implemented (OS1). It was an added benefit.

• Fatigue, injuries and shoulder complaints are down.

• Potential savings may be used to benefit the entire PPD department and the university.

• Additional team training was performed by shadowing the first team.

• We had teams request increased area rather than split up the team.

• We had expulsions from teams. Some employees not doing their fair share were asked to leave the team.

• Supervisors can be involved with this program. They watch the original Boot Camp and they didn’t make the same mistakes.

• We lost some marginal employees who refused to team – in each case they quit, saving us having to fire or discipline them.

• Now we have 155,000 sq. ft. contracted out to BSCs. We’re starting to take cleaning back in-house as our reputation improves through the campus. We can now sell our service.

• We want to grow our supervisors. This has helped as has sending them to Janitor University. They know we’re investing in the future growth so they’re more willing to perform on a higher level of expectations.

• Workers are more disciplined.
- Leads are happiest with the system. They now know where the crew is, the workloads have been equalized, the team works together, there is increased security and it saves energy in the buildings.

- But everyone likes it better now areas that haven’t been transitioned are asking for it.

SUCCESS FACTORS
In evaluating the past 18 months progress the management of the UNM program offered the following list as key factors for success:

1. Managers must be on board-they must go to JU first-then supervisors-then leads.
2. Good communication is fundamental-allow grip session then announce.
3. This is not a “trial” - this is the way we’re going-it is not a “flavor of the month” program.
4. Selling them on the idea that this doesn’t mean downsizing.
5. Pair teams for strategic reasons.
6. Everybody gets cross-trained so when someone’s missing it’s not an emergency.
7. This provides an opportunity to tap out new leaders. Fresh enthusiasm for the department.
8. A positive rumor mill can be created and it helps out.
9. Changed equipment and materials budgets.
10. Time to start: not the first week of school, not around holiday break.
11. It can be designed for anybody.
12. Cleaner facilities and happier customers.

KEY DRIVERS BY VARIOUS JOB POSITIONS IN THE ORGANIZATION

<table>
<thead>
<tr>
<th>Position</th>
<th>Key Drivers</th>
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<tbody>
<tr>
<td>Facility Director</td>
<td>Reduces Cost</td>
</tr>
<tr>
<td></td>
<td>Reduces complaint calls about cleaning</td>
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<tr>
<td></td>
<td>Safer way to clean facilities</td>
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<tr>
<td>Facility Associate Director</td>
<td>Physically better for employees</td>
</tr>
<tr>
<td></td>
<td>Physically better for buildings</td>
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<tr>
<td></td>
<td>Promotes cross training at all levels</td>
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<tr>
<td></td>
<td>Allows easier documentation</td>
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<tr>
<td></td>
<td>Janitor University promotes supervisor professionalism</td>
</tr>
<tr>
<td>HR department</td>
<td>Facilitates hiring, training and retaining</td>
</tr>
<tr>
<td></td>
<td>Simplifies compliance with regulations</td>
</tr>
<tr>
<td></td>
<td>Balances workloads</td>
</tr>
<tr>
<td></td>
<td>Easier jobs</td>
</tr>
<tr>
<td>Unions</td>
<td>Balances workloads</td>
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</tbody>
</table>
Better training
Employees use less energy (fatigue) to accomplish work

Safety Department
Ergonomic backpack vacuum reduces accidents
Chemicals are color coded to MSDS and reduce handling
Back injuries are reduced
Team workers aren’t left alone in buildings
Less chemicals to buy, store, handle and dispose

Trainers
Uses videos in English and Spanish for each specialty
Handout materials for provided each employee
Can be trained at Janitor University
Has audio tape to learn key words, phrases, instructions
Flow charts provide clear instructions on work process

Custodial manager/supervisor
People want a sane, healthy work environment. This is it.
Better tools, chemicals, equipment, training and process
Less products
Knows where the team should be at all times
Has inspection system (tracking) that reports important info
Can cross train and cover absences better
Empowers them to lead

Cleaning worker
Has the team to help out
Clear job assignment on job card and scouting report
Easier tools and chemicals make the job better
Simple (facile) training and jobs

CONCLUSION
This has been a powerful, positive undertaking for the Physical Plant at UNM. We have not experienced any custodial program that has given so many benefits to our department.