



NEW MEXICO STATE UNIVERSITY

CUSTODIAL SERVICES MANAGEMENT ASSESSMENT

FINAL REPORT

By

HUNTER CONSULTING AND TRAINING

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NEW MEXICO STATE UNIVERSITY CUSTODIAL SERVICES MANAGEMENT ASSESSMENT FINAL REPORT CONTENT

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BACKGROUND

BACKGROUND

- **New Mexico State University (NMSU) Facilities and Services Department (FS) provides custodial services on a scheduled basis to 139 administrative, academic, and student housing buildings totaling approximately 3.8 million Usable Square Feet. The services are delivered by an in-house staff in the FS Custodial Services (CS) work unit.**
- **Hunter Consulting and Training conducted a custodial services management assessment in February 2017 which included:**
 - Staffing and budget requirements;
 - Organizational structure and service delivery approach;
 - Current level of cleanliness;
 - An analysis of cost and cost reasonableness;
 - Recommendations for improving service to an APPA service level reasonably acceptable and affordable to the University.

BACKGROUND

THE CRITICAL DOZEN QUESTIONS

The critical dozen questions custodial organizations must be able to answer:

1. How many cleanable square feet (CSF) of space are we responsible for cleaning?
2. How many custodians, and how much money do we need to clean all our buildings?
3. How many custodians, and how much money do we need to clean future buildings?
4. When is it best to perform our routine work, and to schedule our project work?
5. What cleaning level can we expect with our current FTEs and budget?
6. What cleaning level are we actually getting with our current FTEs and budget?
7. Are the days of the week equally work loaded?
8. Are the custodians equally work loaded?
9. What is our average CSF and GSF per custodian?
10. Are we using industry-accepted standards and current Best Practices in our operations?
11. How does our organization/operations compare to other similar institutions?
12. What can we do to enhance service and reduce cost of our cleaning operation?

“We don’t know” is not an acceptable answer!

BACKGROUND

- **Primary Objectives:**
 - Estimate FTE¹ and budget requirements to achieve NMSU’s desired level of cleanliness;
 - Estimate the level of custodial service being delivered;
 - Gather information related to customer satisfaction with custodial services;
 - Benchmark NMSU performance indicators with other institutions using FY 14-15 APPA Performance Indicators (FPI) report;
 - Conduct cleanliness inspection of a representative sample of buildings;
 - Make recommendations to enhance services.
- **Feedback from small groups, individual interviews, and random contact with NMSU campus community:**
 - From FS Cleaning Workers and Supervisors:

- Training
- Process, Procedures, Cleaning Tasks, Frequencies and Schedules
- Routine Vs. Project Concept
- Supplies

- Equipment
- Audit/Inspection Program
- Vacant Positions, Hiring Process
- Attendance

¹FTE – Fulltime equivalent for NMSU is the number of hours worked or available to work divided by 2080. For example one employee working fulltime for the entire year equals one FTE; two halftime employees working the entire year equals one FTE; one authorized position for a fulltime worker that is vacant 3 months of the year equal 0.75 FTEs.

BACKGROUND

- **Feedback from small groups, individual interviews, and random contact with NMSU campus community (continued):**
 - From Campus Stakeholders, FS Management/Supervisor, and FS Workers:

- Communication
- Timeliness
- Complaint Handling
- Responsiveness
- Access

- Quality
- Competence
- Customer Service
- Ease of Doing Business
- Overall Cleanliness

EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

OPPORTUNITIES

Opportunities exist for FS Custodial Services to embark upon a systematic program of service enhancement by orderly and methodically implementing recommendations contained in this report.

This assessment report includes 13 findings and recommendations centered around the 10 below areas:

- Number of front-line workers available to perform work;
- Effective recruitment and hiring;
- Standardization and Best Practices;
- Formal written processes and procedures;
- Administrative support to custodial services leadership;
- Technology support;
- Data and information analysis to support operational decisions;
- Personnel development, skills, supervisory, and leadership training and professional development;
- Personnel evaluation, and reward and recognition program;
- Customer communications and outreach.

EXECUTIVE SUMMARY

DEPARTMENTAL STRENGTHS

While FS Custodial Services faces challenges, it is successfully keeping the campus clean and healthy, with no severe service failures and has the following strengths:

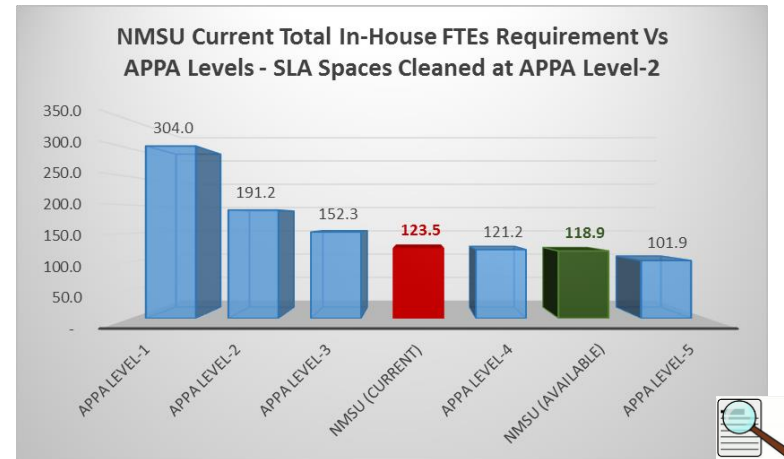
- Cleanable Square Feet Inventory is already under development – a key and essential element of a successful cleaning organization;
- Standard task lists for various space types exists (*Core Custodial Functions*);
- Standard supplies, material, and equipment are in use;
- Benchmarking with Cohorts recognized as a value, and FS is an APPA FPI survey participant;
- Safety and Material Safety Data Sheets (MSDS) programs recognized as important, and practices are in place to ensure employees are aware of both;
- Workloading against a standard (APPA) is recognized as important, and knowledge of the standard exists at the management level;
- Cleanliness based on a standard (APPA) is recognized as important, and there is an attempt to conduct inspections based on such standards;
- Fringe benefits for custodial employees are considered good by the CS employees;
- Custodial worker personnel turnover is low;
- Management and supervisory team are motivated and capable of transforming the organization.

EXECUTIVE SUMMARY

CURRENT CLEANING PERFORMANCE STATUS – FTE REQUIREMENT

NMSU Current Cleaning Status – FTE Requirement:

- Consultant estimates CS is performing between APPA Levels **3.2 and 3.4** based on buildings tours;
- The campus is generally clean, but results are inconsistent and not meeting campus community expectations;
- Of the 123.5 **Authorized FTEs**¹, 37.1 FTEs are required to clean Auxiliaries, Housing, and Athletics spaces at APPA Level-2 in accordance with Services Level Agreements;
- The remaining 88.2 FTEs are 28.8 FTEs short of what is needed to clean the I&G spaces at APPA Level-3;
- Historical **Available FTEs**² have been less than Authorized FTEs due to vacancies pushing available staffing to slightly below APPA Level-4;
- While the custodial organization is understaffed, staffing is not the only reason for the inconsistent results and the campus community being less than fully satisfied with the cleaning service;
- Even with staffing being below desired levels, CS could achieve better results by adopting Best Practices, better equipping the staff, and providing better training and professional development to its staff;
- For this assessment, estimated required FTEs for APPA Levels are based on *Usable Square Feet* contained in the campus space inventory file without validation by CS that the space is actually cleanable space;



¹Authorized FTEs – the fulltime equivalent of the number of position authorized and funded in the budget.

²Available FTEs – the fulltime equivalent of the total hours of workers available to perform work after subtracting availability lost to vacant positions.

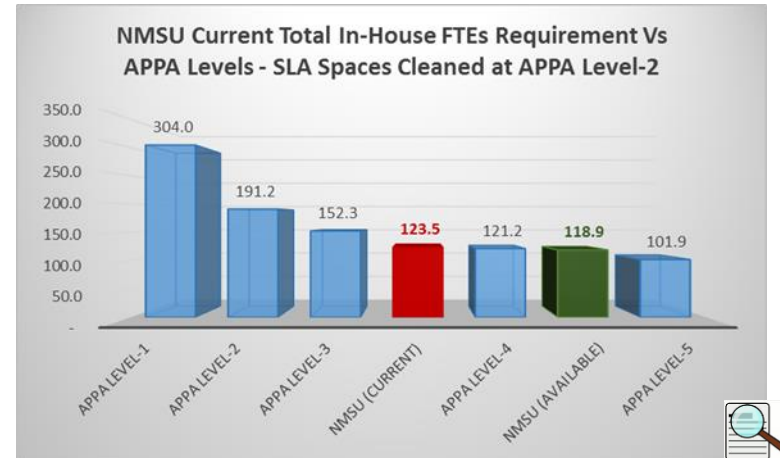
³Includes Workers, Supervisory, and Contracted FTEs for I&G, Auxiliaries; Athletics; and Housing common area, make ready, and summer conference support.

EXECUTIVE SUMMARY

CURRENT CLEANING PERFORMANCE STATUS – FTE REQUIREMENT (CONTINUED)

NMSU Current Cleaning Status – FTE Requirement (continued):

- FS has Service Level Agreements (SLA) with Auxiliaries, Housing, and Athletics requiring APPA Level-2 service which is provided on a recharged basis;
- There is no official designation of the desired level of cleanliness for the I&G spaces;
- The graph indicates the number of FTEs required to service the SLA's at APPA Level-2 while cleaning the rest of the campus at the indicated APPA Level;
- For the sake of illustration, if the campus adapts APPA Level-3 as its target for I&G spaces while being required to provide APPA Level-2 for the space covered by SLA's, CS would need 152.3 FTEs compared to the 123.5 *Authorized FTEs* and 118.9 *Available FTEs* resulting from vacancies;
- The breakout for the above scheme would be 37.1 FTEs for SLA spaces at APPA Level-2 and 115.2 FTEs for I&G spaces at APPA Level-3
- While CS is understaffed based on FTE requirement for an average organization, staffing is not the only reason for the inconsistent results.
- Required FTEs are based on average organizations – high-performing organizations would require fewer FTEs (possibly 10%-20% less).



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²Available FTEs – the fulltime equivalent of the total hours of workers available to perform work after subtracting availability lost to vacant positions.

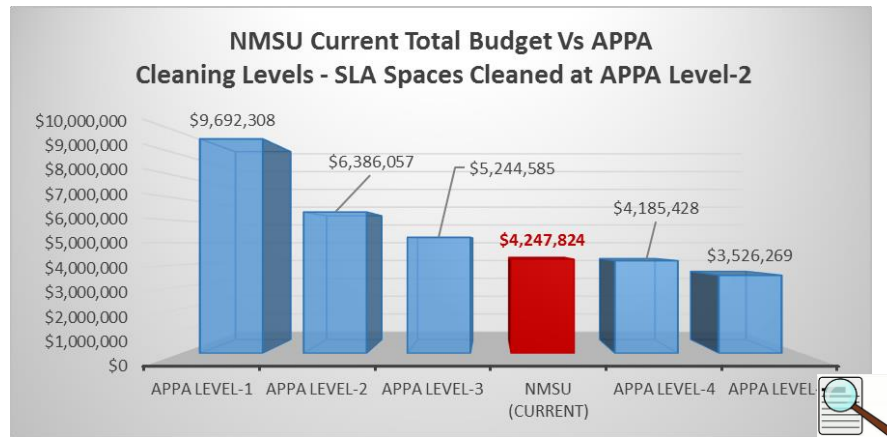
³Includes Workers, Supervisory, and Contracted FTEs for I&G, Auxiliaries; Athletics; and Housing common area, make ready, and summer conference support.

EXECUTIVE SUMMARY

CURRENT CLEANING PERFORMANCE STATUS – BUDGET REQUIREMENT

NMSU Current Cleaning Status – Budget Requirement:

- FS has Service Level Agreements (SLA) with Auxiliaries, Housing, and Athletics requiring APPA Level-2 service which is provided on a recharged basis;
- There is no official designation of the desired level of cleanliness for the I&G spaces;
- The graph indicates the budget required to service the SLA's at APPA Level-2 while cleaning the rest of the campus at the indicated APPA Level;
- The estimated budget requirement is based on the estimated FTEs, the average wage and fringe benefit rate of FS current custodial workforce, and assuming that the cost of supplies would be equal to 10% of the labor cost, and the cost of equipment will be 5% of the labor cost;
- As indicated in the above graph, CS is funded to achieve APPA Level-4;
- To compensate for the lack of staff, CS must transform itself into a modern-day high-performing workforce by adopting industry Best Practices including better equipping and training the custodians; leveraging technology; adopting a formal quality assurance program, and enhancing its approach to providing supervision and leadership for the workers.



¹Authorized FTEs – the fulltime equivalent of the number of position authorized and funded in the budget.

²Available FTEs – the fulltime equivalent of the total hours of workers available to perform work after subtracting availability lost to vacant positions.

³Includes Workers, Supervisory, and Contracted FTEs for I&G, Auxiliaries; Athletics; and Housing common area, make ready, and summer conference support.

EXECUTIVE SUMMARY (ROOT CAUSES)

Factors contributing to cleanliness being less than desired:

- Budget and staffing constraints;
- Standardization, training, and Best Practices are not fully functioning throughout all levels in the custodial organization - the workforce is working in a reactive mode;
- No formal program/plan for performing *Project Tasks* - interim and restorative floor care (project work) is not scheduled or performed consistently;
- Custodial workers leads are not planning and coordinating the work of co-workers and spending little to no time guiding/training them in according with what is normally expected of a lead or crew leader in the cleaning industry;
- Primarily Custodial Leads are spending 100% of their time cleaning and 0% leading – typical expectation would be 50% cleaning and 50% leading – percentage not described in their position description;
- Inadequate equipment inventory – the number of pieces of equipment per custodian and the annual equipment expenditure is well below expected;
- Historical *Available FTEs* are less than *Authorized FTEs* due to vacancies, lack of hiring, and unnecessarily slow hiring process;
- Historical hiring process and hiring freeze have hindered timely replacement of workers;
- Lack of administrative and information analysis support to the manager and supervisors;
- Lack of use of technology to assist in workloading, staff assignment, and scheduling.

EXECUTIVE SUMMARY

BOTTOM LINE

Estimated FTE and budget requirements:

- **191 FTEs/\$6.39M** to clean all spaces at APPA **Level-2**¹;
- **153 FTEs/\$5.26M** to clean SLA spaces at APPA **Level-2** and I&G spaces at APPA **Level-3**;
- **122 FTEs/\$4.21M** to clean SLA spaces at APPA **Level-2** and I&G spaces at APPA **Level-4**;
- Estimate is based on the current *Usable Square Feet Inventory* without validation of whether the space is in fact cleanable space;
- FTEs and budget include non-cleaning additional duties, supervision, housing make ready, and summer conference support;
- Any change in assigned space to clean will require a change in the estimated FTEs and budget requirement;

FTEs in Current Organization Chart and FY 15-16 Final Budget Expenditures:

- **123 FTEs/\$4.23M** to clean the campus including non-cleaning additional duties, and supervision;
 - Based on its existing staff operating in its current mode of operations, CS is staffed and funded to achieve slightly better than APPA Level-4 for I&G spaces as long as it is required to provide SLA customers with APPA Level-2.

¹ APPA, the professional association for educational facilities officers (www.appa.org) published guidelines that define cleanliness level 1 through 5 with 1 being the best and 5 being the worst.