



TEAM “LEAN & CLEAN”

Team Members

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- Kristi McClure
- Tiffany Allen
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Team Leader: Mark Roberts

Coach: Mike Osterling

CUSTODIAL SERVICES PROJECT PRESENTATION



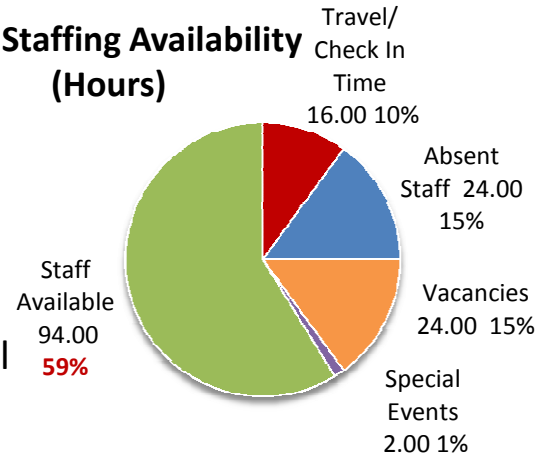
Lean Enterprise Certificate Program Tuesday, August 12, 2014

Problem Statement

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- 🚒 32% customer dissatisfaction with office space cleanliness/level of service
- 🚒 22% customer dissatisfaction with restroom cleanliness/level of service
- 🚒 Service levels vary by building
- 🚒 10% of daily staffing available is allocated to travel
- 🚒 80% of emergency service requests are to wrong contact

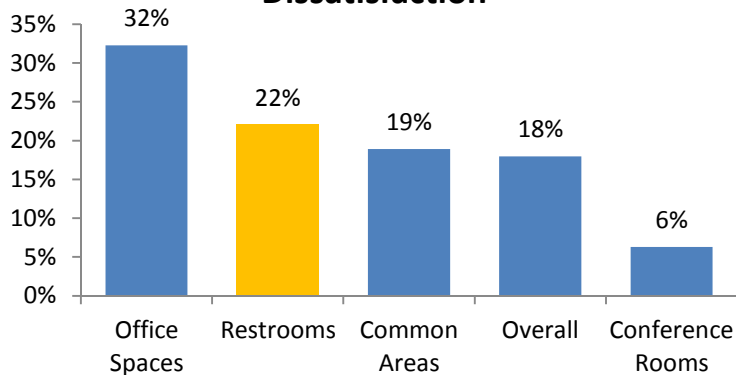
Daily Staffing Availability (Hours)



Budgeted Staff (FT & PT)	
# Staff	20
Hours/Week	910
Hours/Day	160

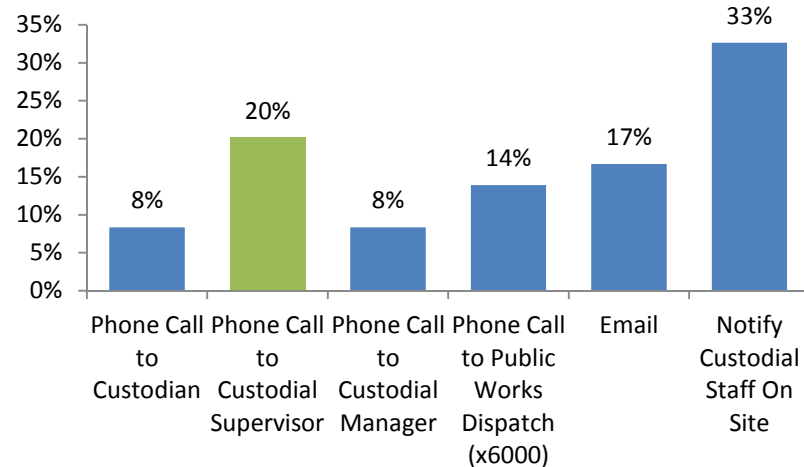
41% of daily staffing is unavailable for custodial tasks

Survey: Custodial Services - Areas of Dissatisfaction



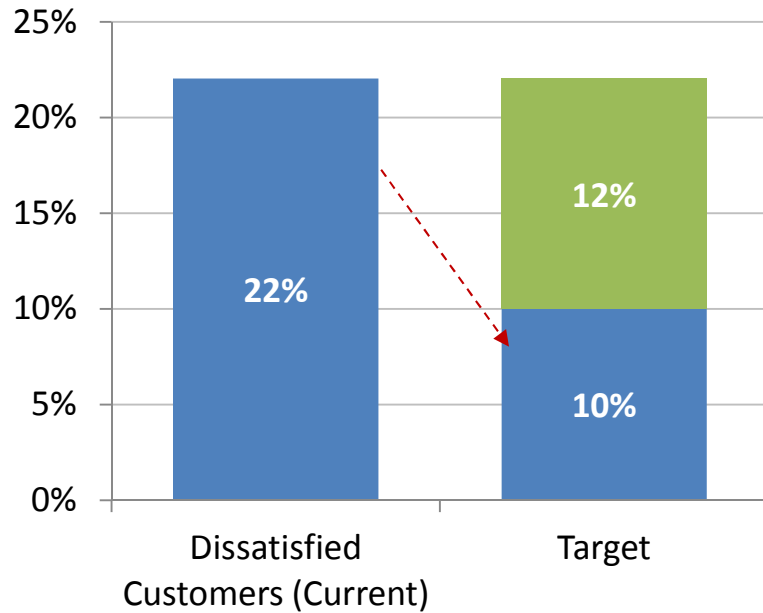
Custodial Services

Survey: When you require emergency services, how do you request them?



Target Conditions

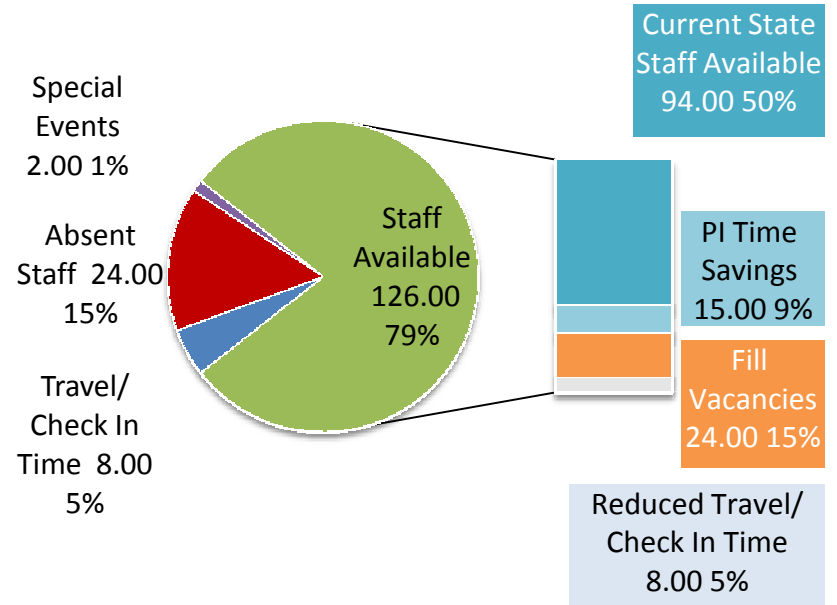
Restroom Cleanliness Customer Satisfaction



Standardize service levels and processes

Custodial Services

Daily Staffing Availability (Hours)



Implementation Plan

(actions that modified processes)

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- 🚒 Modify and standardize process for unplanned absences
- 🚒 Modify starting points and schedules to reduce transportation waste
- 🚒 Evaluate fleet availability to reduce waiting waste



Custodial Services

Results Achieved - Quantitative

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Metric	Current State	Projected	Actual Result (+ 60 days)	Improvement
Customers dissatisfied with restroom cleanliness	22%	<10%	16%	6%
Avg. minutes per restroom cleaning	35	30 ✓	30	5 mins / RR
Avg. hours per day cleaning restrooms (184 restrooms)	107	92 ✓	92	15 Hrs / Day
Daily staffing availability	59%	80%	77%	18%
Daily travel/check in time (hours/day)	16	8	11	32%
Travel miles per day	139	<70	84	40%

Results Achieved - Qualitative

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- 🔔 Improved morale
- 🔔 Clearer roles and responsibilities
- 🔔 Clearer expectations, for both custodians and customers
- 🔔 Improved communication with customers
- 🔔 Standardized call in procedure for unplanned absences and redistribution of tasks will reduce confusion

Next Steps

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Remaining Actions	Owner	Planned Completion Date
Explore options to improve cell phone availability	Mark R.	January 2015
Define process for requesting and responding to emergencies	Custodial Supvs	In progress
Equip carts for recycling	Mark R.	March 31, 2015
Process mapping for specialized facilities	Mark R.	November 2014
Standardize cart equipment & supplies	Custodial Supvs	Fall 2014
Process improvement for other facility types, e.g. offices, common areas, etc.	Mark R.	January 2015
Consider alternative staffing models (floaters, modified shifts)	Mark R.	Spring 2015
Actively manage vacancies	Mark R.	Ongoing