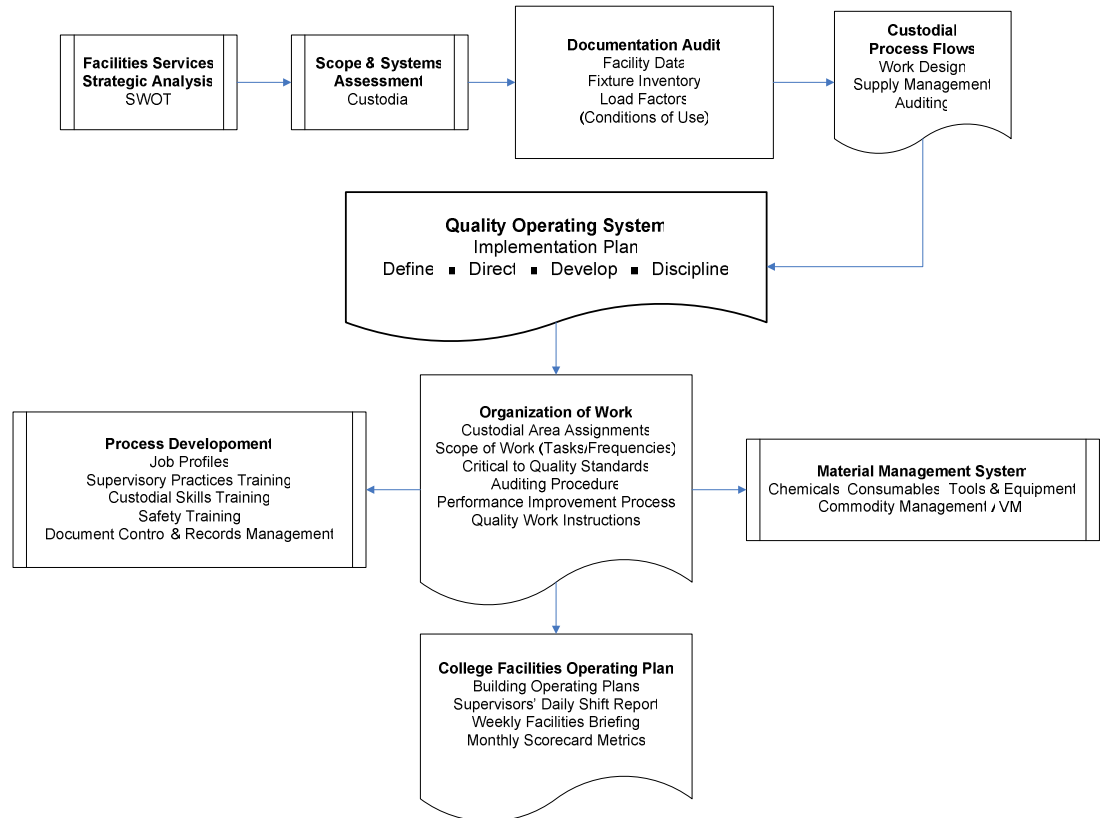


Case Study Custodial Assignments – Critical-to-Quality

Client	Mott Community College
Location	Flint, MI
Department	Facilities Services – Office of Physical Plant
Project	Quality Management System for Facilities Services Organization of Cleaning Operations
Deliverables	Quality Operating System, Process Flows, Job Profiles, Performance Standards & Procedures, Supply Reorganization, Training, Reporting, College Facilities Operating Plan
Participants	Office of Physical Plant, Custodial Supervisor & Leads, Information Systems, Purchasing
Staffing	Principals, Documentation Technicians
Duration	Five Months
Background	<p>Mott Community College is implementing the Academic Quality Improvement Program (AQIP) sponsored by the North Central Association. At the same time, Facilities Services is launching TMA Systems, a computerized maintenance management system (CMMS), replacing an in-house legacy system. MartinCompany was engaged to structure and streamline the department’s custodial, maintenance, and grounds operations in support of both these initiatives.</p>
Approach	<p>Mott has organized its custodians as teams (restrooms, corridors, general cleaning), assigned by building area. A generalized menu sets tasks and frequencies for various spaces, but assignments are not defined in detail. The team has studied various “workload leveling” schemes and ISSA and APPA cleaning standards, but are skeptical because typically, these methods assume constant conditions. When occupancy, conditions of use, weather, spills, construction, special events, etc. disrupt assignments, supervisors are forced “skim” and “prioritize” – antidotes for systems that fail reality. Similarly, auditing systems typically identify deficiencies, but often fail to diagnose the causes of filth and failure.</p> <p>Mott’s is opting for a simplified “Critical-to-Quality” (CTQ) approach to direct 32 custodians to cover over one million sf of classrooms, labs, athletic and general use facilities. The supervisor and lead custodians defined the tasks and subtasks for each area type (e.g. 43 subtasks for restrooms). Allowing that every custodian “mops the middle of the floor”, we highlighted quality benchmarks for each area, documenting them with “pass/fail” photos (e.g. no calcium buildup on fixtures). Mott’s Critical-to-Quality cleaning standards can vary by season or operating conditions and provide a common language for quality across the campus.</p>

Approach (cont'd)

The supervisor and lead custodians audit against these CTQ standards, without churning mountains of audit data on routine work. The team collaborates to develop a Performance Improvement Plan to attack the causes of filth and failure: conditions of use, cleaning standards, methods, supplies/tools, operator performance and training. A “Quality Work Instruction” documents the remedy and is used to train the staff and prepare for a follow-up audit.



Hurdles

Historically, the workforce had been self-supervised. “Best practice” standards and procedures, streamlined supply of chemicals, tools & equipment, cleanliness audits were a radical change. The program’s development, introduction and implementation were geared to establish accountability as a process issue, not a personal one.

Benefits

The simplicity of the system and standards invites the custodians’ active participation and ownership. Management has also used the problem solving process to engage occupants—that is, the administration, faculty and students) to take responsibility for minimizing waste and filth. As a result, the custodial staff is supported by the quality process.