

C.P.I.

Continuous Process Improvement



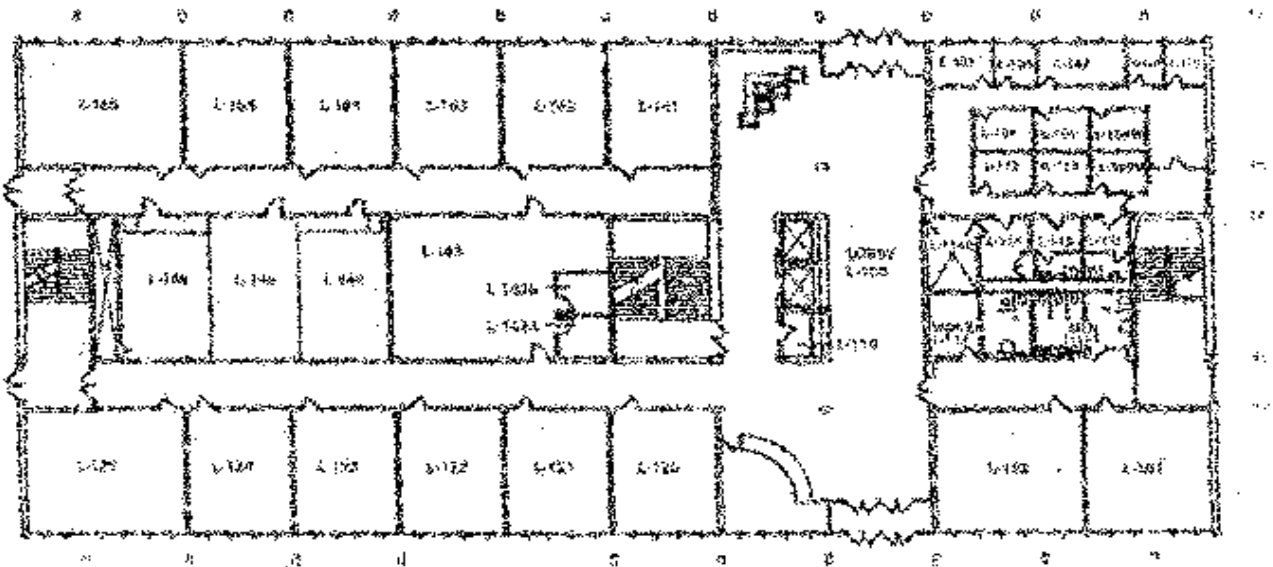
Facilities
2013



 **HFCC**
Henry Ford Community College

Continuous Process Improvement

Facilities – 2013



TEAM MEMBERS:

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Cindi Gliesman – Customer Service Representative

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Fred Steiner – Purchasing Supervisor

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Project Statement

*To create cleaning standards for restrooms as measured
by implementation of an inspection system/checklist and
increased measurement of customer
satisfaction*

Executive Summary

In summary, the team found the state of restrooms in the Liberal Arts Building is not up to the standard expected at an institution of higher learning. Unfortunately, the condition of restrooms in this building is also indicative of conditions found throughout the college. The message sent by the current condition of the restrooms does not speak to a quality institution.

The committee found that there are several reasons for the sub-standard conditions.

1. Cleaning standards are not clearly defined.
2. Cleaning standards are not enforced.
3. Lack of consistency in cleaning procedures and products.
4. Accountability for quality work is lacking.
5. The bathrooms are physically outdated, and are in need of upgrading.

As a solution, the committee is recommending the inclusion of several new policies.

1. Clearly Identified standards of cleanliness.
2. Clearly identified cleaning process. (Including storage, prep, and cleaning)
2. Clearly identified leadership structure.
3. Clearly identified inspection and accountability procedure.
4. Clearly identified system of materials and methods.
5. The creation of a plan to update all campus bathrooms.

Operational Definitions

Building Operator – An employee specializing in mechanical systems as found throughout campus. Responsible for routine preventative maintenance and responding to mechanical malfunction.

Chemical Command Center – Wall mounted chemical dispensers found in all custodial closets for the purpose of easily supplying cleaning personnel with properly diluted chemicals as directed by the manufacturer. Chemicals include restroom disinfectant, degreaser, window cleaner and multipurpose cleaner.

Chief Engineer – The chief engineer reports directly to the Facilities Supervisor and is responsible for all facets of the overall operation.

Cleaning Industry Management Standards (C.I.M.S) – A document sponsored by the International Sanitary Supply Association outlining cleaning standards for organizations

Custodian – An hourly employee who delivers cleaning services, has knowledge of buildings, and performs all manner of un-skilled maintenance as needed throughout the campus.

Custodial Cart – A mobile cart designed for transportation of supplies and equipment as needed while a custodian covers the building areas for which s/he is responsible. Every custodian is assigned one cart for which s/he is responsible for maintaining.

Custodial Closet – A closet-sized storage area used by cleaning personnel. Characterized by adequate shelving, a chemical command center, and access to water. Items stored include cleaning chemicals and supplies, rolling garbage bins, and custodial carts.

Extra Duties – Duties falling outside of a custodian's assigned section, typically involving special event set-ups and tear-downs, moving projects, or special requests made by faculty or administration. Restroom Specialists are exempt from extra duties.

Head Custodian – Similar to a shift foreman, the head custodian has no supervisory authority but can delegate an engineer's direction to groups of employees.

Kai Vac – A portable cleaning appliance consisting of a chemical pressure washer and wet vac, designed primarily for sanitizing public restrooms but also having many other industrial cleaning applications.

Keeler – Reference to Kevin Keeler, cleaning consultant and Author, providing inspection methods and tools to HFCC in 2013

Restroom Specialist – A custodian whose section consists entirely of restrooms. The Restroom Specialist is assigned his or her own Kai Vac unit, is never assigned extra duties or pulled from his or her nightly routine for any reason, and has a designated relief specialist in the event of absences.

School Dude – An online maintenance application by which operational issues can be reported by staff. It allows for status updates and follow up.

Section – A pre-determined section of building, generated according to square footage and level of usage, for which each custodian is specifically assigned.

Shift – Facilities personnel are hourly. Shifts are generally broken down into four categories indicating the time of day they are worked in increments of eight hours. Current shifts are days, afternoons, twilight, and midnights.

Shift Engineer – The engineer on duty during a given shift. Engineers are direct supervisors over the custodial and operational personnel assigned to his or her respective shift.

Supply Hub – A designated area for bulk storage of supplies, especially paper products, created primarily to alleviate distances custodians have to travel in order to re-stock their assigned sections.

From the CIMS (Cleaning Industry Management Standard) booklet

Due diligence: proper care, attention or persistence in doing a thing; such a measure of prudence, activity, or assiduity, as is properly to be expected from, and ordinarily exercised by, a reasonable person under the particular facts and circumstances.

Non-technical training: customer service, interpersonal skills, management, supervision, communication, and other non-cleaning task related training.

Technical training: cleaning task and skill training.

Background Information

The facilities team chose restroom cleanliness and serviceability as its primary focus, agreeing this was the area most in need of attention. In an effort to create a realistic evaluation within the established timeframe, the restrooms at the Liberal Arts building were targeted as the primary subject for observation, analysis, and improvement.

Established in 1963, the restrooms in Liberal Arts as they exist today are upwards of 40 years old, heavily used on a daily basis, and are open for business sixteen hours a day in one of the busiest buildings on campus. They have seen few if any updates despite vastly increased demand. Until 2011, only one person per floor has been responsible for the daily upkeep of Liberal Arts restrooms, and that person has always been assigned to the midnight shift, which operates only after the campus has closed for the day.

In general, the committee found that the restrooms were unsatisfactory in cleanliness and appearance. These areas of the campus are frequented by students, visitors, and staff alike. Such conditions strongly impact the image of the college. Our findings indicate complex operational deficiencies in accountability, communication, and procedures that must be addressed in order to combat the more immediate function of adequately improving campus restroom conditions.

Defining the Current Process

Sampling Methods

1. Group interviews:

- a. Leif Gunderson, midnight shift engineer
- b. Kevin Caruana, midnight shift restroom specialist 2011 – 2012
- c. Greg Dombrowski, afternoon shift PT restroom custodian

2. Observation of personnel and facilities

- a. Dave Murphy observed both PT custodians for one shift each.
- b. Dave Murphy canvassed main campus during one midnight shift, and observed custodial personnel.
- c. Dave Murphy and Sam Greco, Chief Engineer, canvassed main campus to sample storage capacity and mechanical area conditions.
- d. Reuben Brukley and Karen Schoen canvassed Liberal Arts, Science, and Health Careers buildings to sample current inventory of equipment and storage capacity.

3. Recorded Data

- a. Dave Murphy and Reuben Brukley pulled stored data from School Dude to obtain sample of restroom quality-related complaints.
- b. Vice President Eschenberg compiled personnel and square footage data from other Michigan Community Colleges for comparison.

4. External Sources

- a. Reuben Brukley and Cindy Gliesman contacted and interviewed maintenance personnel at other large (non-educational), high-traffic facilities to gather information relating to their method of daily restroom upkeep.

**Michigan Association of Collegiate
Registrars and Admissions Officers (MACRAO)
Community College Enrollment Report
Generated: Wednesday, October 30, 2013 at 4:38:07 PM**

Fall 2013

Community College	Report Date	% change in Credit Hours*	% change in Head Count*	Credit Hours	Head Count	Sem. Start Date
ALPENA	9/9/2013	-11.96%	-12.44%	17,361	1,710	8/26/2013
BAYDENOC	9/18/2013	-9%	-6%	25,313	2463	8/26/2013
DELTA	9/18/2013	-5.42%	-4.54%	93,528.6	10,301	9/4/2013
GLENOAKS	9/23/2013	-8.2%	-2.2%	11,558	1,234	8/26/2013
GOGEBIC	9/3/2013	+3.3%	+6.4%	12922	1108	8/26/2013
GRANDRAPIDS	9/13/2013	-6.33%	-4.67%	146,646	16,613	8/26/2013
HFCC	9/4/2013	-23.94%	-20.89%	124,604	13,914	8/23/2013
JACKSON	9/16/2013	-10.4%	-10.0%	52660	5770	8/26/2013
KALAMAZOOVALLEY	9/16/2013	-8.4%	-7.6%	92,647	10,266	8/1/2013
KELLOGG	9/16/2013	-5.72%	-8.77%	49,608	6,105	8/29/2013
KIRTLAND	9/4/2013	-2.3%	-2.5%	16560	1752	8/26/2013
LAKEMICHIGAN	9/16/2013	-7.6%	-6.1%	33574	3796	9/3/2013
LANSING	9/3/2013	-5.86%	-4.98%	160,810.75	17,397	8/22/2013
MACOMB	9/16/2013	-1.0%	-1.0%	209,415.90	23,461	8/19/2013
MIDMICH	9/4/2013	-3.37%	-2.90%	40,228	4,624	8/24/2013
MONROE	9/5/2013	-7.7%	-7.2%	32,814	3,777	8/29/2013
MONTCALM	9/16/2013	-2.5%	-3.3%	16662	1944	8/24/2013
MOTT	9/9/2013	-2.2%	-1.9%	89,568	10,042	9/3/2013
MUSKEGON	9/16/2013	-5.00%	-4.00%	42,328	4,875	8/26/2013
NORTHCENTRAL	9/16/2013	+1.15%	+1.20%	21897.5	2790	9/3/2013
NORTHWESTERN	9/9/2013	-2%	-3%	45,622	4,727	8/24/2013
OAKLANDCC	9/13/2013	-4.16%	-3.39%	227,015	26,662	8/29/2013
SCHOOLCRFT	9/9/2013	-1.93%	-2.06%	113599	12337	8/28/2013
SOUTHWESTERN	9/10/2013	+6.7%	+5.4%	29,193	2,891	9/3/2013

Community College	Report Date	% change in Credit Hours*	% change in Head Count*	Credit Hours	Head Count	Sem. Start Date
STCLAIR	9/16/2013	-3.5%	-4.9%	41959.20	4413	8/26/2013
WASHTENAW	9/18/2013	-1.8%	-1.3%	105,475	12,269	8/23/2013
WAYNECOUNTY	8/30/2013	+0.2%	+0.5%	161,355	18,192	8/20/2013
WESTSHORE	9/16/2013	+1.15%	+0.68%	13502	1486	9/4/2013

* compared to same time last year.

Community College	Custodial Staffing	Facilities/Sq'	Sq' per Employee
Schoolcraft	27 custodians	842,250	31,194
Alpena	5 FT	235,500	47,100
Bay	18.35 FTE	350,000	19,074
Schoolcraft-current	31 Utility + 8 on-call =39	726,000	23,419
Schoolcraft-1/1/14	40	837,600	20,940
Grand Rapids	57	1,353,574	23,747
Grand Rapids + Parking Decks	57	2,433,927	42,700
Lake Michigan	16.5 FTE	607,300 (6 bldgs)	36,806
Washtenaw	34.5	1,174,726	34,050
Gogebic	6 Custodians	236,660	39,443
Jackson	9 FTE + 2 PT	600,000	60,000
Henry Ford	41 FTE + 2PT	1,058,058	25,192

MCCHRA Survey October 26, 2013

Current Process for Cleaning Restrooms in the Liberal Arts Buildings

Summary: At present three custodians are allocated for the Liberal Arts restrooms. A full-time restroom specialist is assigned to the midnight shift while day and afternoon shift is assigned one part-time custodian each.

Detail: Shifts and Job Assignments

Day Shift (morning): 11:00 a.m. – 3:00 p.m. Classes having been in progress for upwards of four hours, a custodian prepares a four-wheel cart of paper products from the Shipping and Receiving dock and begins making a round across campus. The specific job assignment includes policing student restrooms at Liberal Arts amongst a number of other buildings. Due to time constraints, only one round is possible per four-hour shift. Specific duties per restroom include:

- Re-stocking hand towels, toilet paper, and hand soap as needed
- Picking up garbage from the floor
- Compacting garbage (rather than emptying; in order to minimize waste)
- Spot cleaning where necessary (e.g. mopping up spills, plunging blocked toilets, etc.)

Afternoon Shift: 3:00 p.m. – 7:00 p.m. The afternoon part-time custodian's job description is identical to that of the first shifts as outlined above: one round of the entire campus with a directive of maintaining restroom supplies and tidiness. The same time constraints apply to this shift as well as the first.

Both part-time shifts are currently vulnerable to demands elsewhere on campus that are outside the scope of restroom maintenance. These employees can be pulled from restroom duty in response to emergency clean-ups or absenteeism. In those cases, restroom maintenance is significantly reduced on the affected shift.

Both have indicated loss of efficiency due to difficulties arising from cleaning women's restrooms as both employees are male.

Midnight Shift: 10:00 p.m. – 6:00 a.m. The midnight Restroom Specialist is a full-time position wherein one employee from the midnight shift is responsible for cleaning 20+ restrooms across campus, including those located in Liberal Arts. The overall process is illustrated in the attached flow chart and is as follows:

Supplies and equipment are gathered from the Fine Arts main supply room and transported to the Liberal Arts building. Cleaning begins at the restrooms on 3rd floor of Liberal Arts; employee works his way down to the lower level, changing mop water and replenishing cleaning chemicals at every floor. Once all the restrooms in Liberal Arts are sanitized, he returns his remaining supplies and equipment to storage and further sanitizes a pair of restrooms with a Kai Vac machine. At the end of shift the Kai Vac machine should be returned to storage, emptied of waste water, cleaned, and left ready for use by the next shift.

More specifically, the following minimum function is performed daily in each restroom assigned to the specialist:

- Disinfect all fixtures (sinks, toilets, urinals) and countertops
- Remove garbage and replace liner as needed
- Re-stock paper products (hand towels, toilet paper) and hand soap as necessary
- Clean mirrors and remove graffiti as needed
- Mop floor with disinfectant
- Kai Vac once weekly or more often as needed

Aside from the current restroom specialist, there is one employee (a former specialist) who is designated as official reserve specialist, having the appropriate experience and training to back-fill the assignment if needed. However, the reserve restroom specialist is currently assigned to the weekend shift, which runs Saturday through Wednesday. Accordingly, the midnight shift remains without a reserve restroom specialist on Thursday and Friday.

Summary of Identified Problems and Suggested Solutions

- 1) Currently there is no reserve employee to substitute for either PT restroom custodian; one reserve specialist is assigned on midnights, but also is assigned to weekends which results in reserve capacity of only 3 week nights of the necessary 5

Solution: During the Facilities CIP meeting October 7 it was suggested custodial assignments could be redefined to include "Reserve Restroom Specialist." Employees assigned duties including this designation would be trained accordingly and provide multiple layers of reserve manpower to counter absenteeism or otherwise open shifts and provide consistent service.

- 2) Consequences for failure to comply with established procedures: Based on recent discussions with staff and management, there are currently issues with accountability.

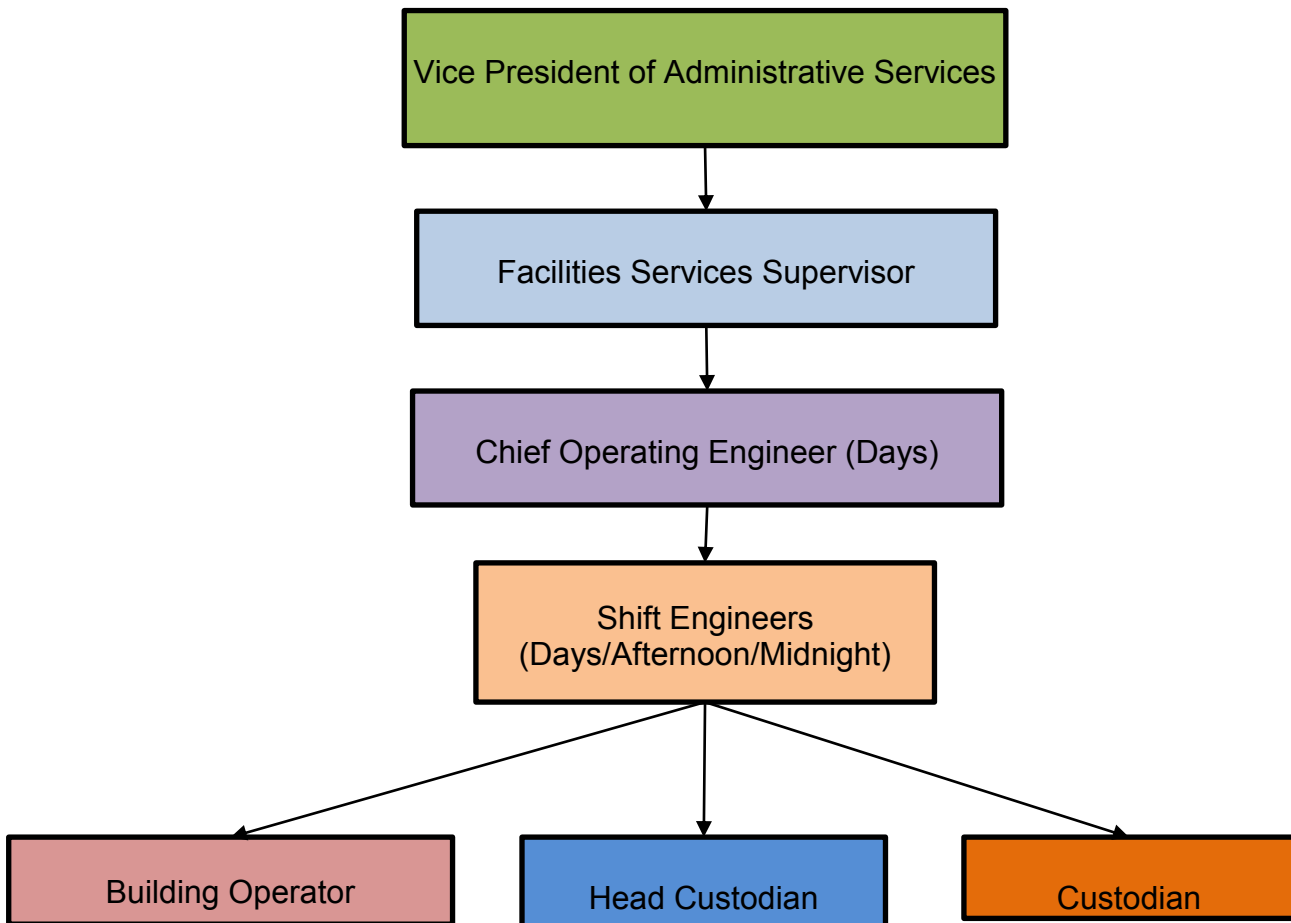
Solution: Once a Standard Operating Procedure is specifically defined and training has been made available to all applicable employees, purposeful failure to comply with established procedures can be dealt with according to due process.

- 3) Scope of job description: Based on discussions with staff and management, steps can be added to the day and afternoon shift custodians, such as waste removal from restrooms (see above job descriptions for current duties), which will in turn enable an increase in productivity from the midnight shift restroom specialist.
- 4) Staffing: Ignoring the need for a unisex approach to cleaning during business hours, the current model results in an established loss of accountability and efficiency due to time spent waiting outside for occupants to exit.

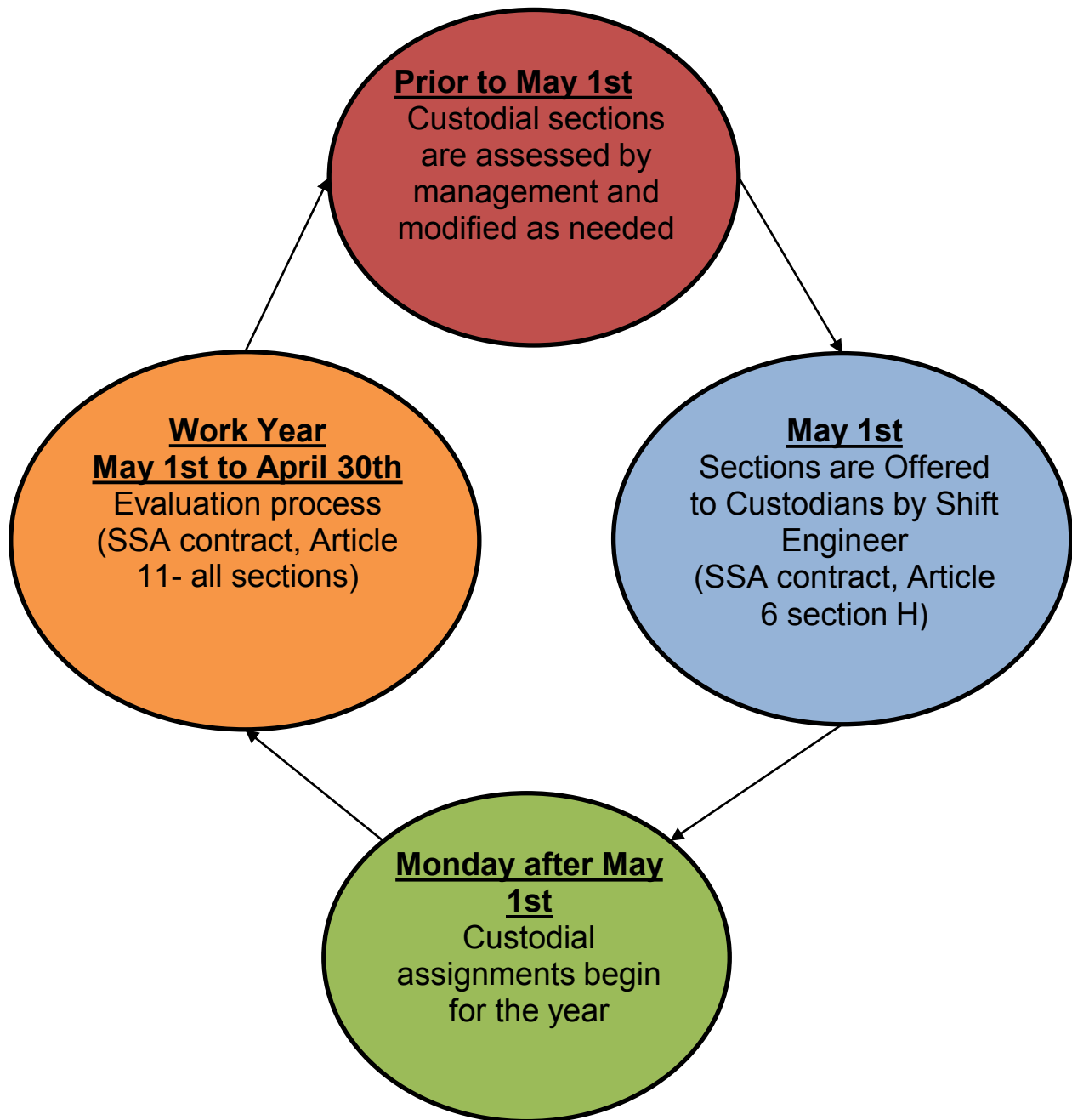
Solution: Hire additional part time employees to provide appropriate staffing in restroom response.

Analyzing the Current Process and It's Causes

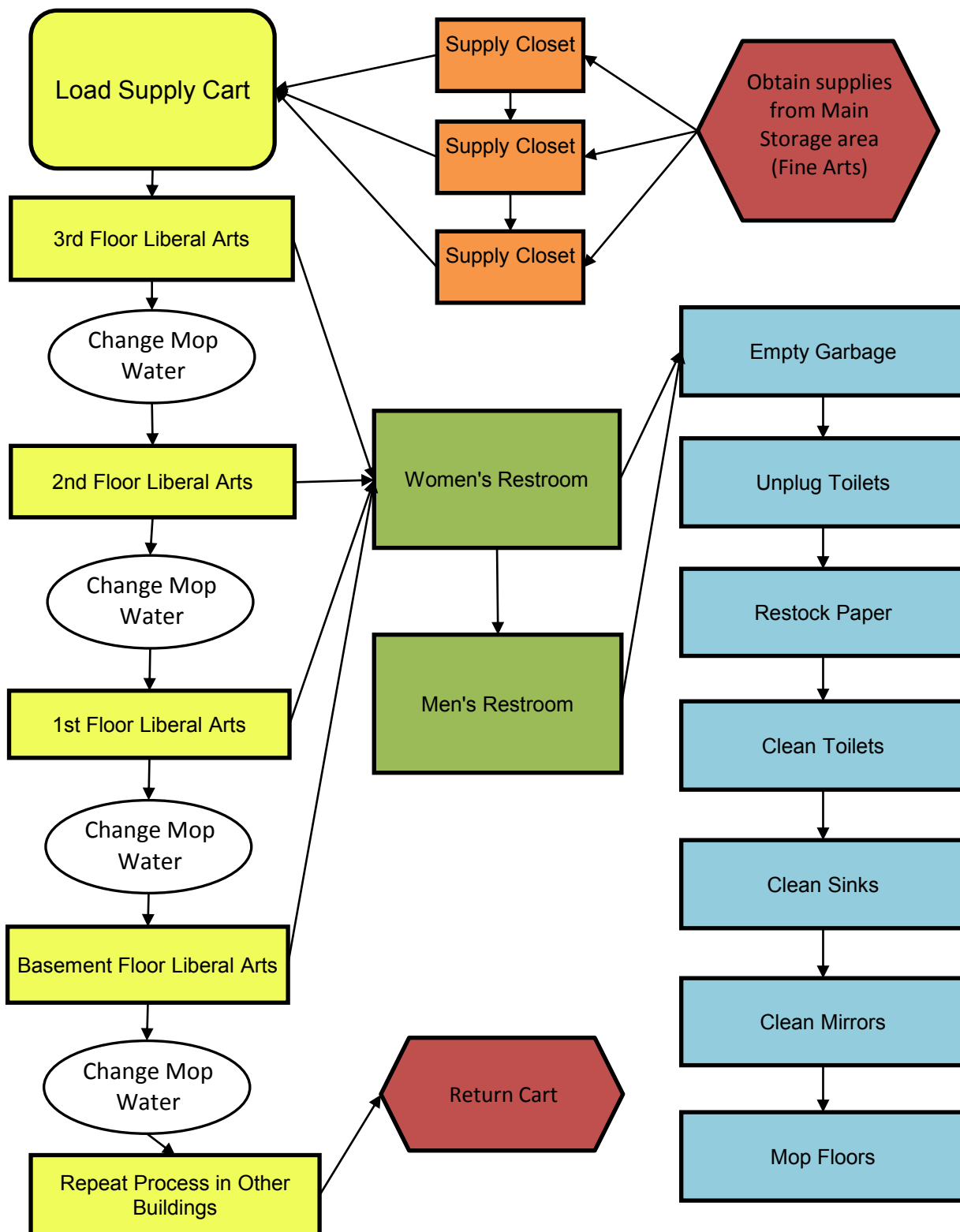
Current Chain of Command



Current Custodial Assignment Cycle



Current Restroom Cleaning Process - Liberal Arts



Current Supply Locations – Liberal Arts

Third Floor

L-334: Janitor Closet

L-345: Storage

L-345: Air Chase (NOT marked on LA 3rd Floor floor plan, located directly south of W. Fac L-344)

L-337: Roof and Elevator Equipment Access (NOT marked on LA 3rd Floor floor plan, located directly south of Men L-336)

L-338: Electrical Room (NOT marked on LA 3rd Floor floor plan, located directly south of L-337 – see above)

Second Floor

CUST: Janitor Closet (No room number designated, labeled “CUST” on LA 2nd Floor floor plan, located directly East of L-202 and North of M. Fac L-252)

L-260: Air Chase

L-255: Electrical Room

L-256: Storage (Used primarily as academic storage but does contain some maintenance equipment)

First Floor

L-114: Janitor Closet

L-114A: Air Chase

Lower Level

L-17: Janitor Closet

L-20: Electrical Equipment

Paint Shop: Electrical Equipment, storage, equipment

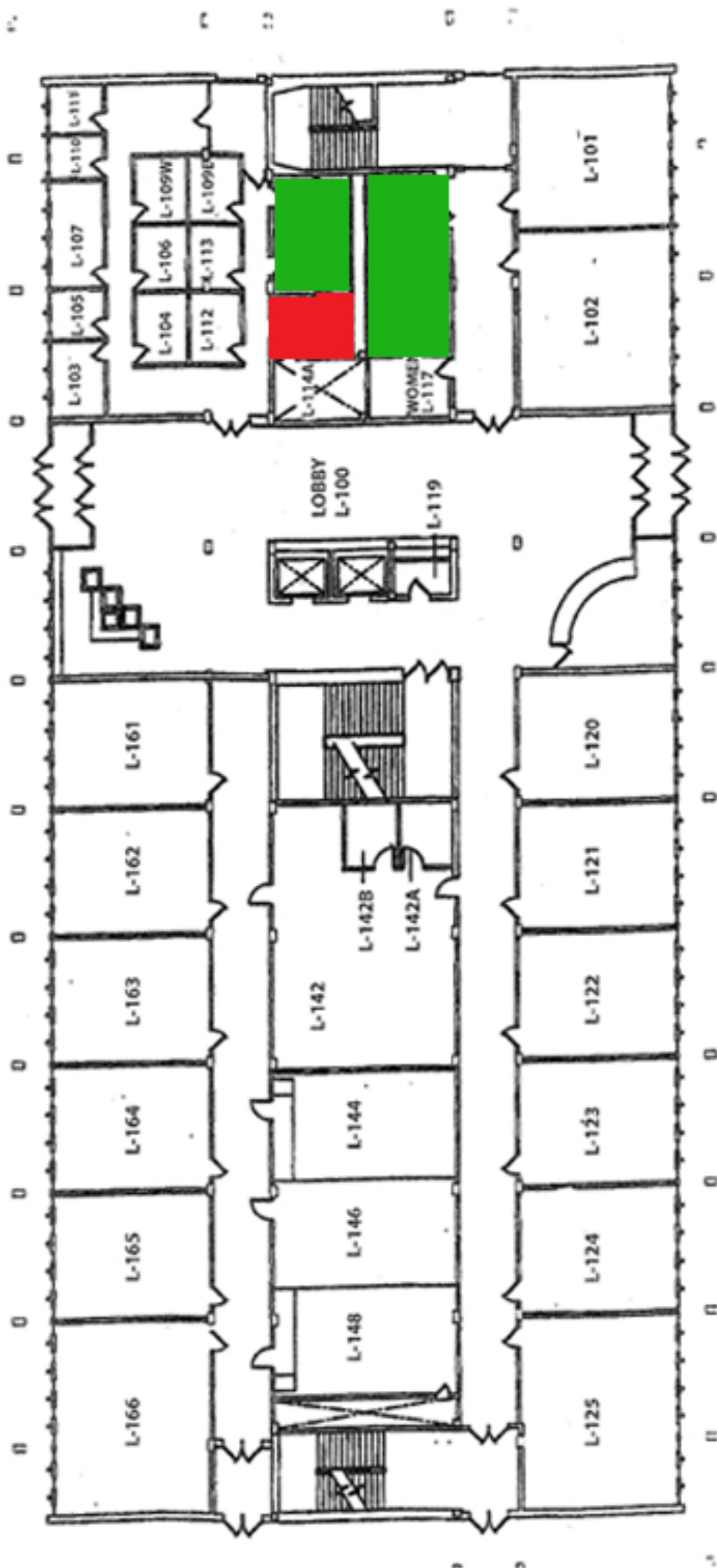
L-26: Mechanical, storage, equipment



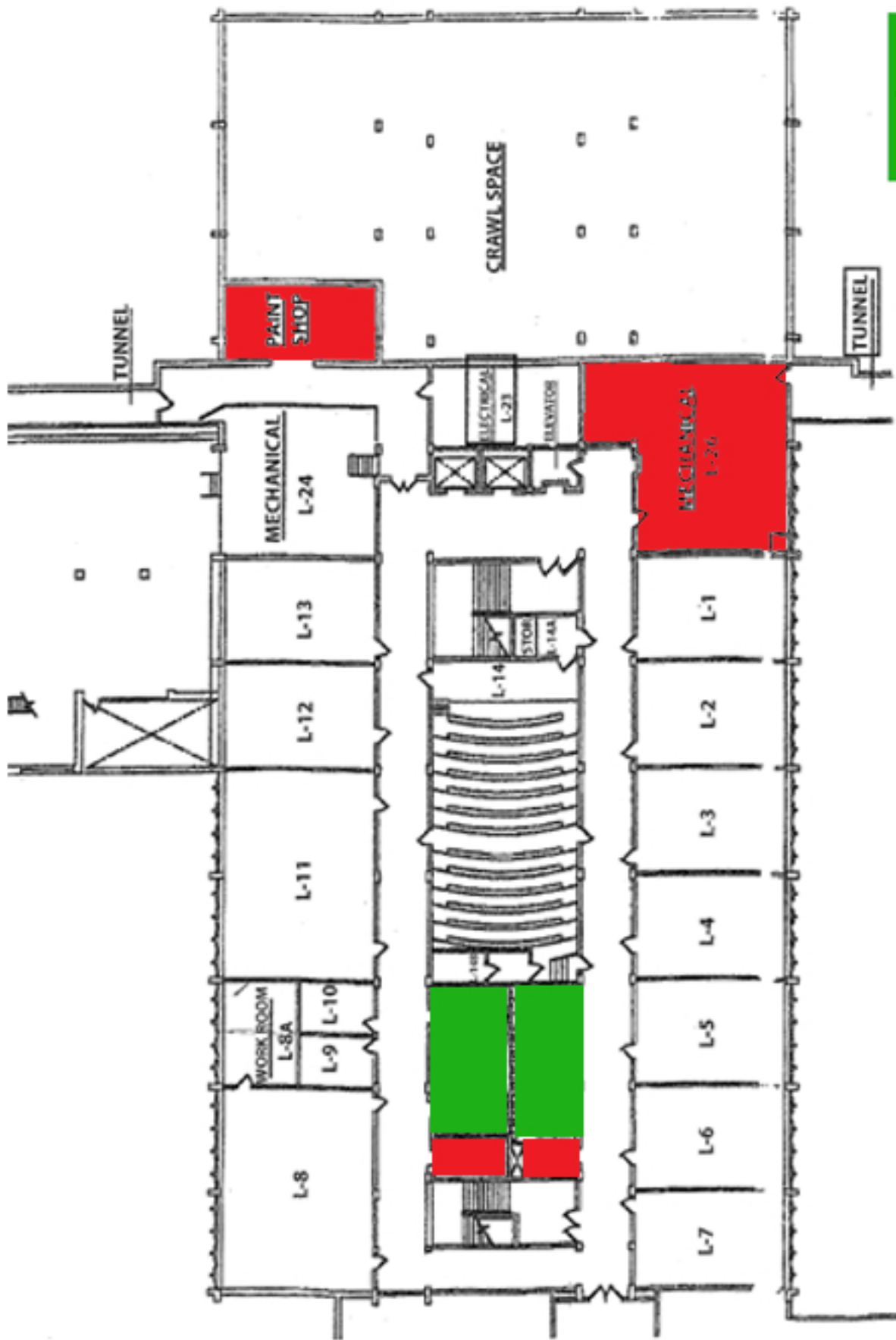
Liberal Arts - 3rd Floor
Current Custodial Storage Shown in Red



Liberal Arts - 2nd Floor
 Current Custodial Storage - Shown in Red

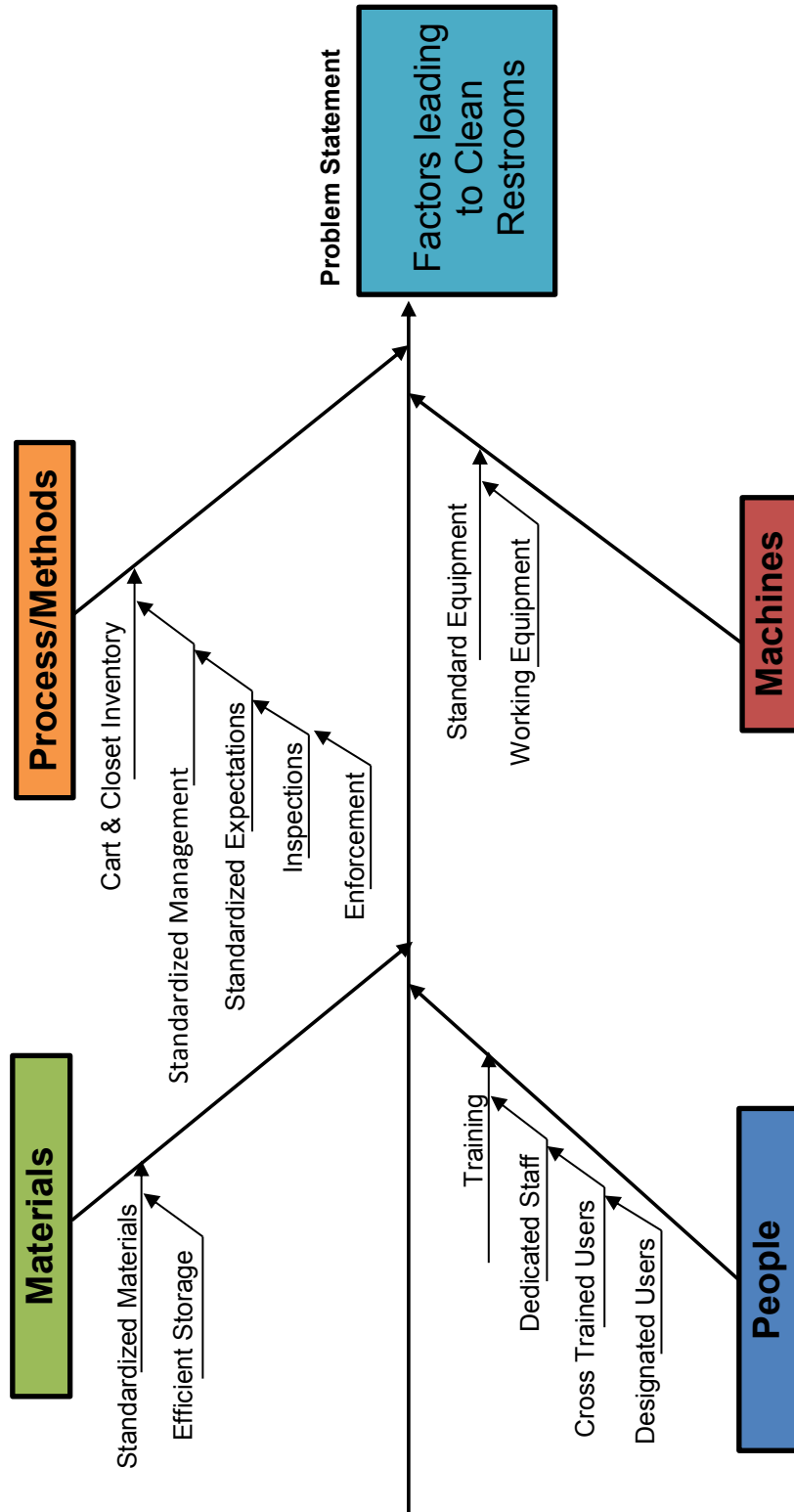


Liberal Arts - 1st Floor
Current Custodial Storage - Shown in Red



Liberal Arts - Basement
Current Custodial Storage - Shown in Red

Analysis Diagram - Factors Leading to Clean Restrooms



Develop Improvement Theory and Implementation Plan

Improvement Theory

A cleaner, better organized, happier, and superior campus environment can only be achieved through a re-imagined organization of the Facilities Department characterized by purpose, commitment, and order.

Changes in System

1. Rigid adherence to standardized methods.
2. Improved communication between all levels of the operation.
3. Greater accountability assigned to every employee.
4. Concrete, non-malleable job assignments.
5. Back-up plans – an end to winging it.
6. Faster response to customer dissatisfaction.

Anticipated Positive Results

1. Vastly improved restroom cleanliness
2. Planting the seeds for vastly improved campus cleanliness
3. A more efficient, effective Facilities department.
4. Happier customers, happier employees.

Cooperation of Key Personnel

Full or partial implementation of the recommendations presented requires support from the following:

1. Office of Human Resources, providing key support in training managers and enforcing policies in aid of adherence to new operational methods and standards.
2. DSOEA (Dearborn Schools Operating Engineers Association) and HFCC-SSA (Support Staff Association) employee associations, assisting in flow of information between labor and management.
3. Information Technology Services, supplying IT support in facilitation of recommended customer complaint notification system
4. Human Resources, providing key support in understanding, enforcing, and training employees in aid of compliance to new methods and standards.

Recommendations and Estimated Cost

1. Standardize job descriptions, supply closet inventory, custodial cart supplies, paper products, and dispenser types.
Cost: To be determined based on dispenser and product type. Savings can be incurred through standardization.
2. Implement new restroom supply distribution process at Liberal Arts.
Cost: Supply distribution is zero dollars. A reallocation of manpower.
3. Implement a new policy in which employees assigned to restrooms are never pulled from their assignment unless there is an emergency requiring the joint effort of all employees available to resolve a situation. Scheduled event set-ups and back-filling other assignments should be excluded.
Cost: New policy of not pulling a rest room cleaner....possible additional sub costs/extra hours for part time custodians
4. Implement "Keeler" inspection initiative.
Cost: Implementation of previously purchased "Keeler inspection system.
5. Clearly identify job duties and responsibilities.
Cost: Possible OT in hourly increments if scheduling issues arise.
6. Train primary restroom specialist, reserve specialists, Lead Custodian, and respective shift Engineers on recommended standardized cleaning procedures to include Kai Vac training.
Cost: Possible OT in hourly increments if scheduling issues arise.
7. Train part time restroom custodians on recommended standardized cleaning procedures.
Cost: Possible OT in hourly increments if scheduling issues arise.
8. Implement phone notification process for sub-par restroom conditions.
Cost: Implement phone notification costs will be minimal. Working with Joe Zitnik for a simple cost effective system.
9. Develop maintenance committee to investigate new technology to improve communication between custodians and supervisors. (smart phones, tablets..etc)
Cost: To Be Determined.

10. Create two new part-time custodian assignments and re-assign personnel to the existing two to provide for a unisex bathroom cleaning team to function exclusively during business hours. The team found inability to enter and/or close restroom designated to the opposite gender to be a significant drain on time and compliance to uniform procedure.

Cost:

Part time Custodian/step one is $\$12.04 \times 1.3245 \text{ multiplier} = \$15.95 \times 1040 \text{ hours} = \16588

i. top step is $\$17.90 \times 1.345 \text{ multiplier} = \$23.71 \times 1040 \text{ hours} = \24658

Two part time custodians at step one = $\$33176$

1. top step = $\$49316$

Full time Custodian/step one is $\$12.04 \times 1.5445 \text{ multiplier} = \$18.60 \times 2080 \text{ hours} = \38688

ii. top step is $\$17.90 \times 1.5445 \text{ multiplier} = \$27.65 \times 2080 \text{ hours} = \57512

11. Train employees in, and promote acquisition of non technical skills as defined by the C.I.M.S (Cleaning Industry Management Standards -see appendix). Develop In-service program for future training.

Cost: Will vary based on type and location of training

12. Move sales of sanitary products from women's restrooms to vending locations outside restroom.

Cost: Minimal cost. Move product to existing vending supply machines

13. Record facility restrooms, fixtures, sinks, paper products used, and material-types according to attached spreadsheet (See Appendices). As spreadsheets are created or updated for all buildings on Main, East and Heights campuses, changes should be stored to HFCC G Drive.

Cost: No cost

14. Follow procedures recommended in C.I.M.S. and other nationally recognized standards.

Cost: No cost

15. Start a "Please Flush" campaign using existing media and marketing methods.

Cost: No cost unless signage is created

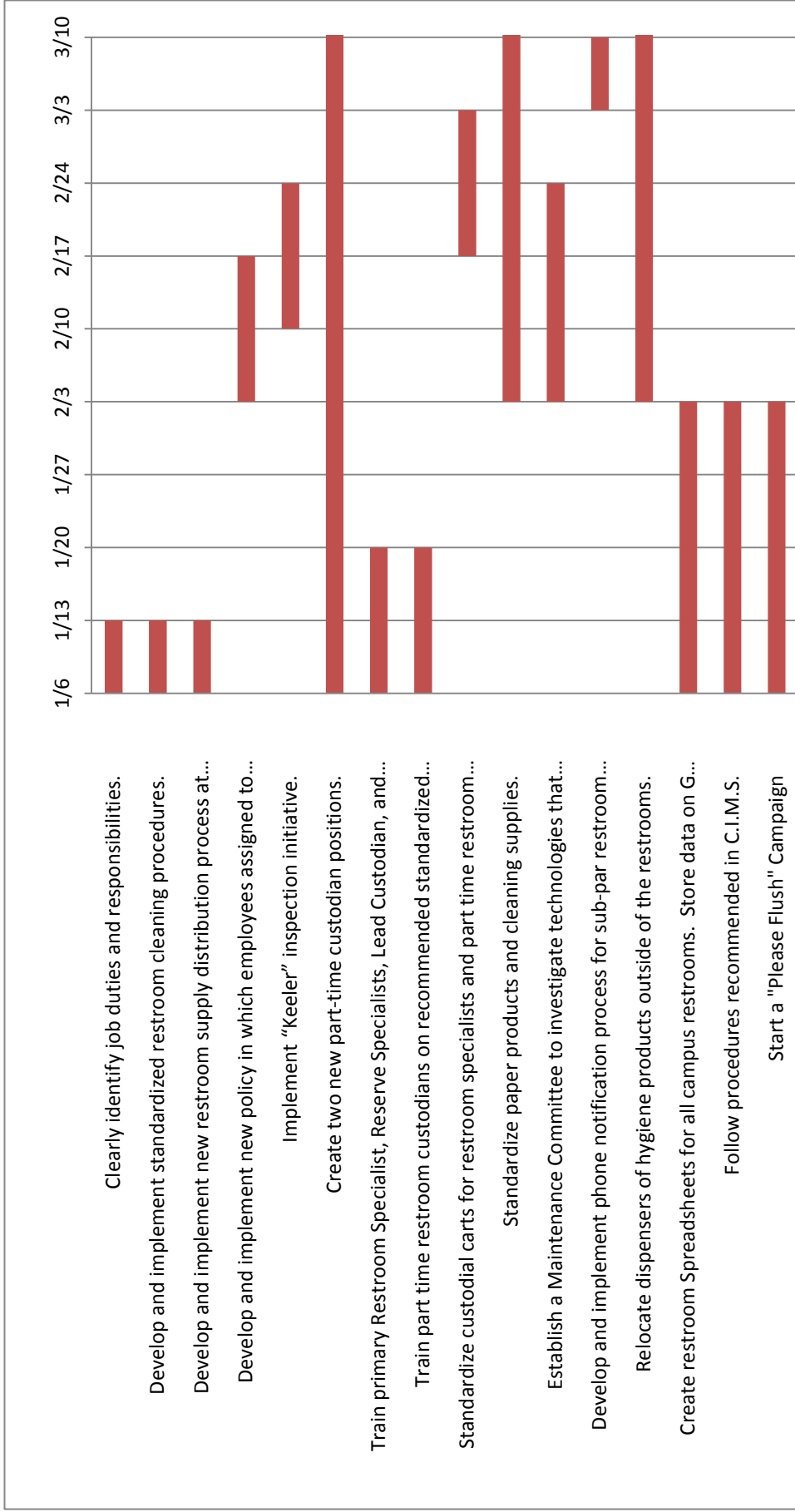
Henry Ford Community College
Continuous Process Improvement - Facilities Team
Restroom Cleaning Standards for Liberal Arts

PROJECT TIMELINE

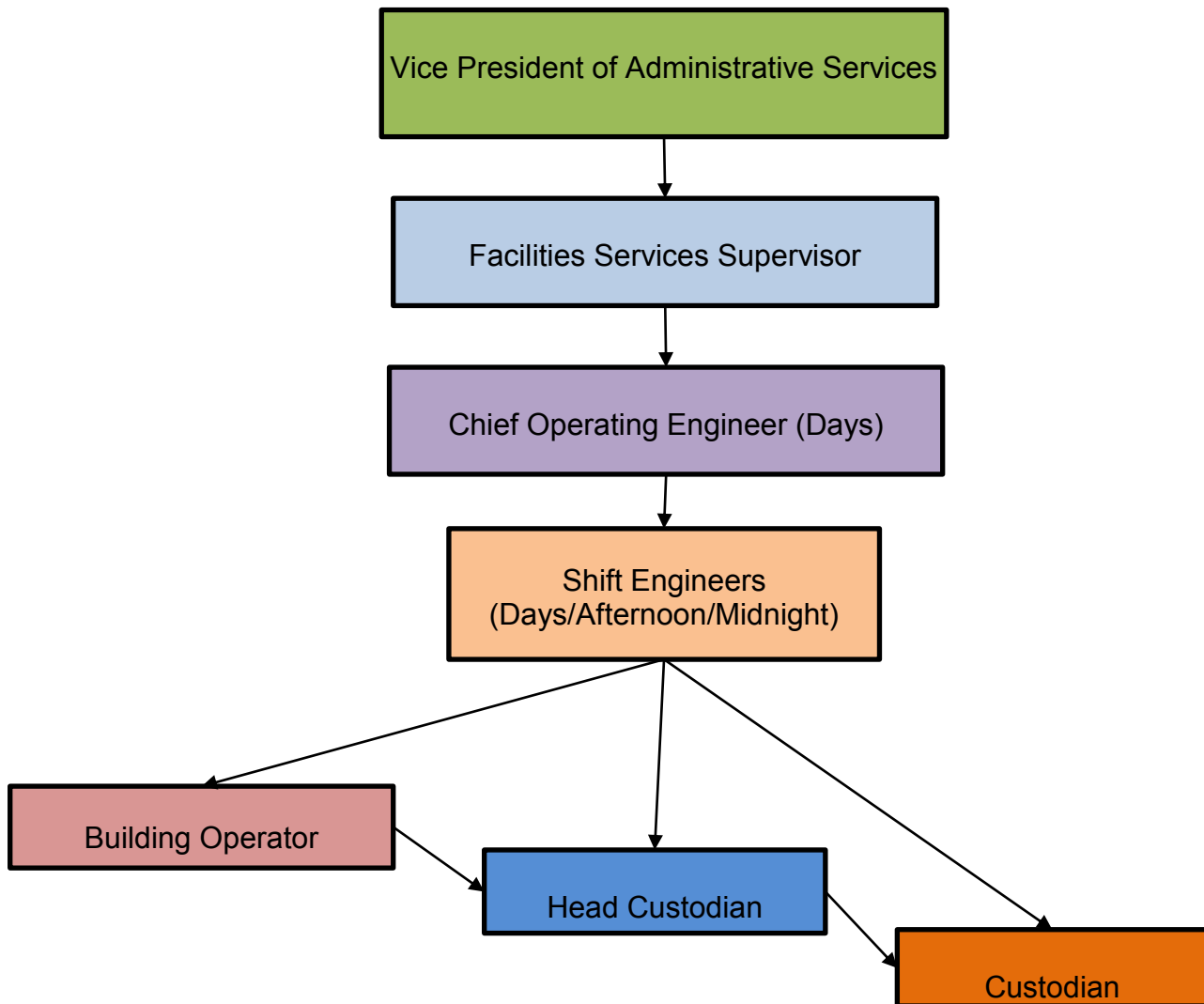
Task	Start Date	Duration	End Date	Assigned to:
Clearly identify job duties and responsibilities.	1/6	7	1/12	Facility Supervisor and Engineers
Develop and implement standardized restroom cleaning procedures.	1/6	7	1/12	Facility Supervisor and Engineers
Develop and implement new restroom supply distribution process at Liberal Arts and Science.	1/6	7	1/12	Facility Supervisor, shift Engineers, Steiner
Develop and implement new policy in which employees assigned to restroom cleaning are not pulled from assignments.	2/3	14	2/16	Facility Supervisor and Engineers
Implement "Keeler" inspection initiative.	2/10	14	2/23	Facility Supervisor, shift Engineers, Sandro
Create two new part-time custodian positions.	1/6	90	4/5	Eschenburg, Supervisor-TBD
Train primary Restroom Specialist, Reserve Specialists, Lead Custodian, and respective shift Engineers on recommended standardized cleaning procedures to include KaiVac training.	1/6	14	1/19	PSS Pete, Facility Supervisor, Shift Engineers
Train part time restroom custodians on recommended standardized cleaning procedures.	1/6	14	1/19	Facility Supervisor and Shift Engineers
Standardize custodial carts for restroom specialists and part time restroom custodians.	2/17	14	3/2	Facility Supervisor and Shift Engineers
Standardize paper products and cleaning supplies.	2/3	90	5/3	Facility Supervisor, Shift Engineers, Steiner
Establish a Maintenance Committee to investigate technologies that improve communication between custodians and supervisors; e.g., smart phones, tablets, etc.	2/3	21	2/23	Sandro, Zitnik, Facility Supervisor, Steiner, Shift Engineers
Develop and implement phone notification process for sub-par restroom conditions.	3/3	7	3/9	Sandro, Zitnik, Facility Supervisor, Steiner, Shift Engineers
Relocate dispensers of hygiene products outside of the restrooms.	2/3	60	4/3	Steiner, Facility Supervisor, Shift Engineers
Create restroom Spreadsheets for all campus restrooms.	1/6	28	2/2	Facility Supervisor, Shift Engineers, Cynthia Berrien
Store data on G drive	1/6	28	2/2	Reuben Bruckley
Follow procedures recommended in C.I.M.S.	1/6	28	2/2	Communications Office
Start a "Please Flush" Campaign	1/6	28	2/2	

Henry Ford Community College
Continuous Process Improvement - Facilities Team
Restroom Cleaning Standards for Liberal Arts

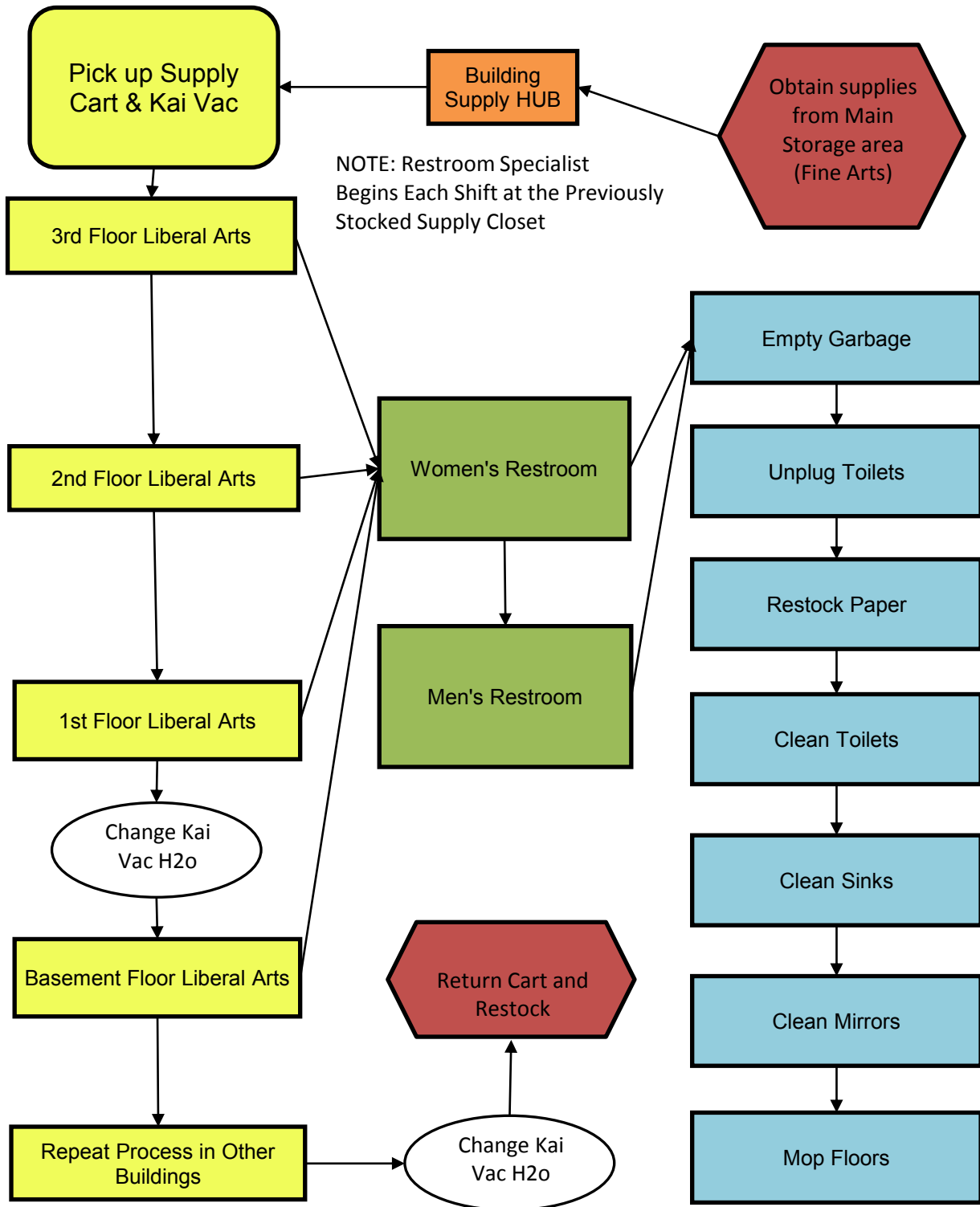
PROJECT TIMELINE



Proposed Chain of Command



Proposed Restroom Cleaning Process



Custodial Closet Supply Stock

1. Command Center Chemicals (glass cleaner, disinfectant, power cleaner, multi-surface cleaner)
2. Hand towels
3. Toilet paper
4. Neat seats
5. Sanitary napkin disposal bags
6. Gloves
7. Various sizes trash liners
8. Soap refills
9. Mop heads
10. Closet auger
11. Plungers
12. Wet floor signs
13. Closed for cleaning signs
14. Appropriate ladders
15. First aid kits/eye wash
16. Blood borne pathogen kits
17. Measuring cups
18. Rags
19. Trash grippers
20. Dust pan/counter brush

Custodial Carts Supplies –Recommended

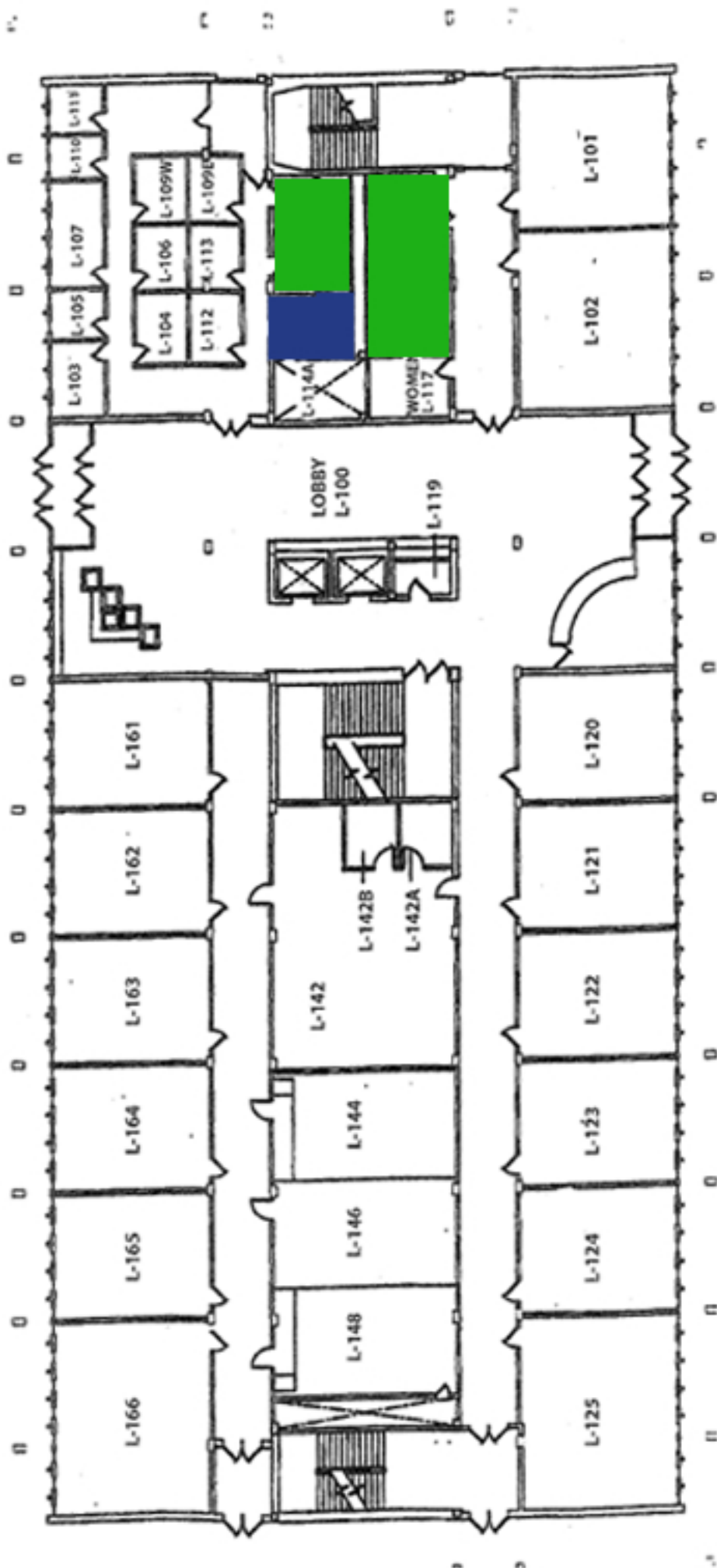
1. Window cleaner bottle (1)
2. Speedball bottle (1) *multi-purpose cleaner bottle
3. Gum freeze spray
4. Door stops (2)
5. Putty knife (1)
6. Razor scraping (1)
7. Silent butler
8. Dust mop (18"/24")
9. Window squeegee (2 – small and large)
10. Hand gloves (1 box)
11. Huck rags (3)
12. Micro-fiber rags (minimum 2)
13. Hi-dusters (1)
14. Paper towels
15. Mop and wringer
16. Pen/Pencil



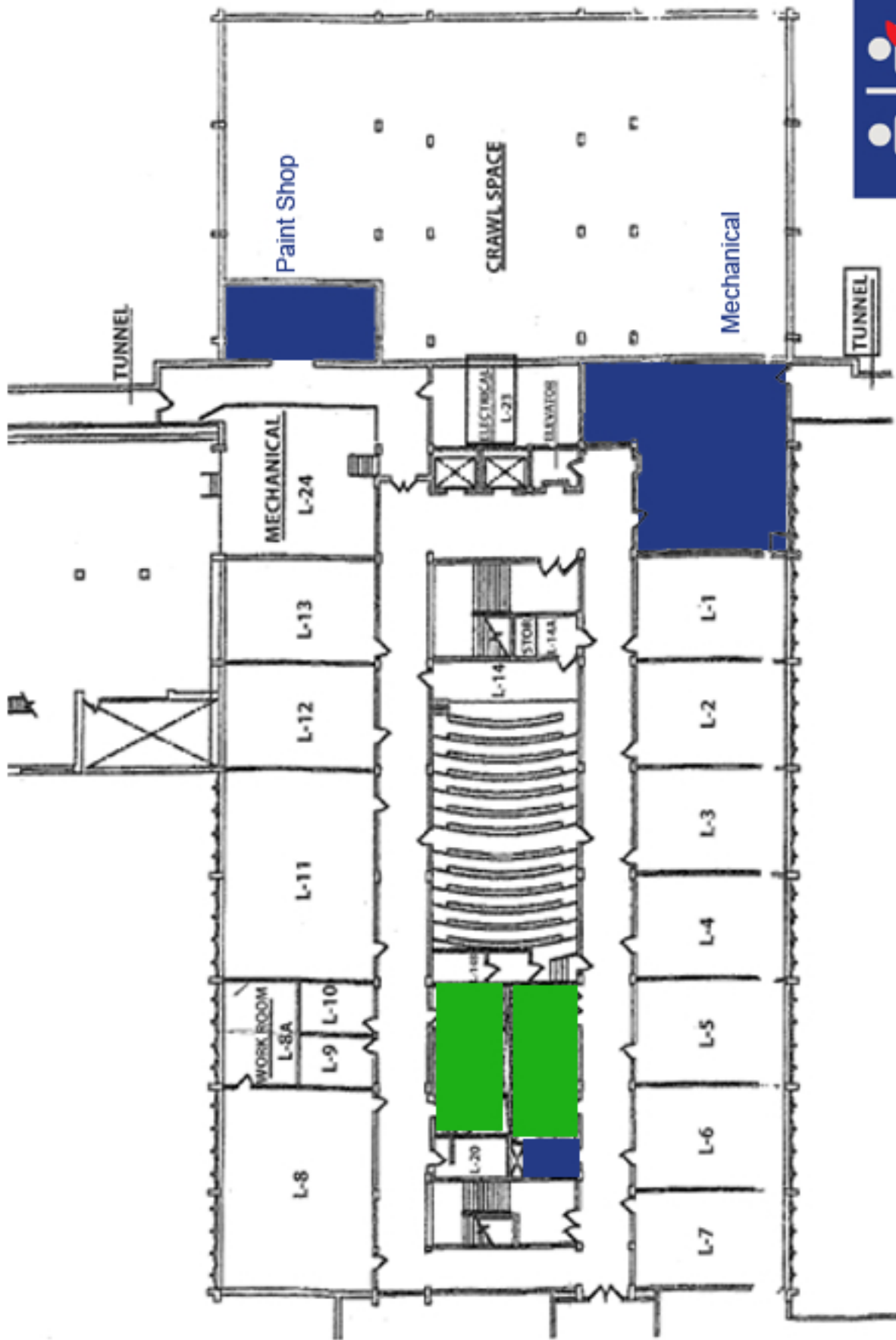
Proposed Custodial Storage Shown in Blue



Proposed Custodial Storage - Shown in Blue



Liberal Arts - 1st Floor
Proposed Custodial Storage - Shown in Blue



Liberal Arts - Basement

Proposed "HUB" for paper product storage- Shown in Blue



Proposed Restroom Cleaning Process – 4 Hour

Sweep floor (spot sweep)

Dump garbage

Check paper dispensers

 Toilet paper

 Hand towels

Empty sanitary napkin receptacle

Check toilets – flush as needed

Disinfect (Spray bottle disinfectant – Crew)

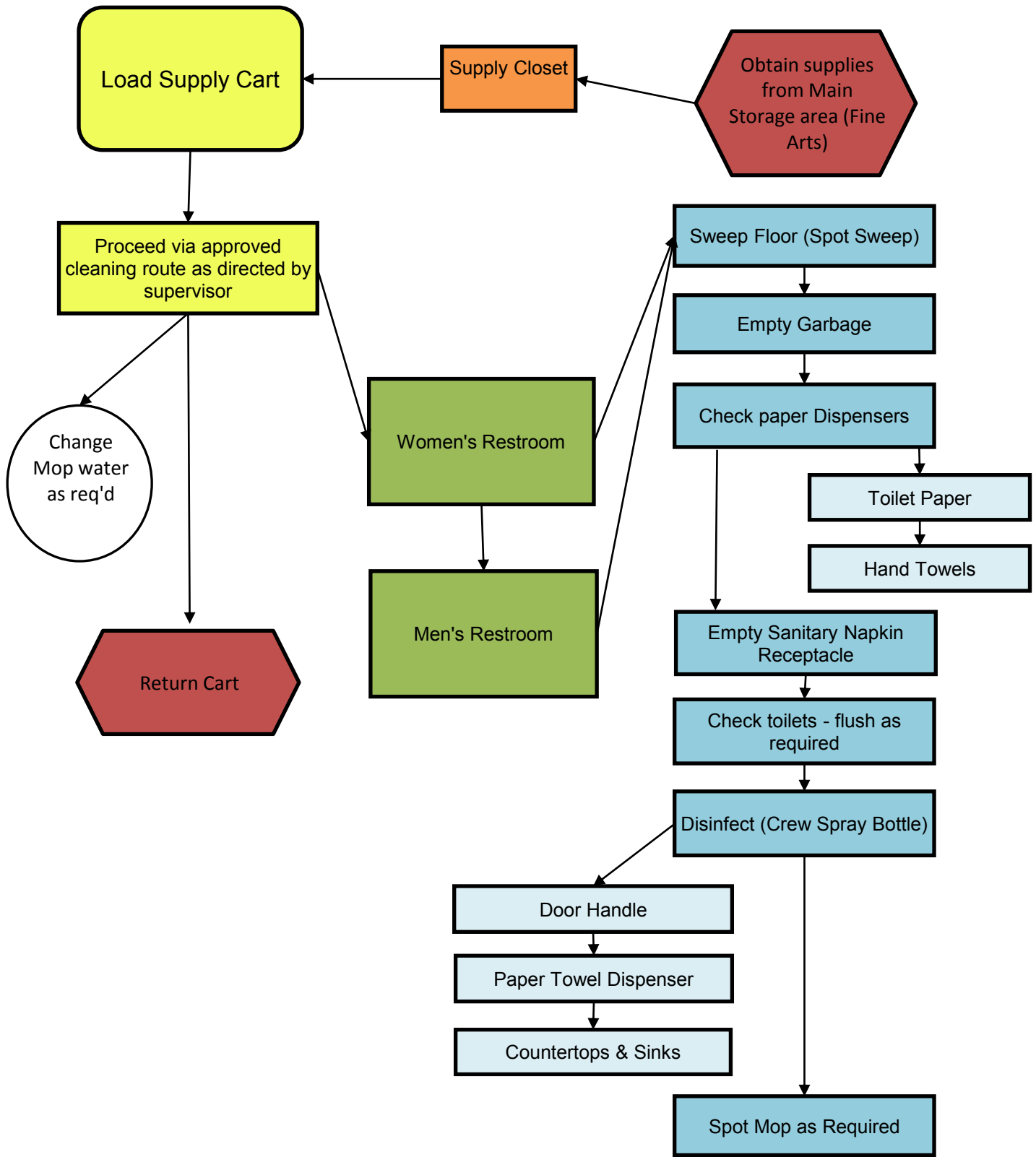
 Door handle

 Paper towel dispenser

 Counter tops

Spot mop as needed

4 hour - Restroom Cleaning Process



Expectations for Daytime Restroom Specialist - Cart

1. Paper products
2. Plunger
3. Closet Auger
4. Waste Barrel and Bags
5. Micro-Fiber Rags
6. Blood born kit
7. Case of Gloves
8. Neat Seats
9. Toilet Brush and Mop
10. Sink Brush
11. Broom and Dust Pan
12. Glass Cleaner
13. Hand Soap
14. "Closed" sign
- 15 "Wet floor" sign

HENRY FORD COMMUNITY COLLEGE RESTROOM MANAGEMENT PROGRAM CHECKLIST

Room #: _____
Wk Start: _____

D A Y	Shift	Cleaning Type	Date	Sinks	Stalls	Toilets	Floors	Supplies	Completed By	Problems	Checked By
MONDAY											
	Day	Policing / Spot Ck									
	Afternoon	Policing / Spot Ck									
	Midnight	Deep Cleaning									
TUESDAY											
	Day	Policing / Spot Ck									
	Afternoon	Policing / Spot Ck									
	Midnight	Deep Cleaning									
WEDNESDAY											
	Day	Policing / Spot Ck									
	Afternoon	Policing / Spot Ck									
	Midnight	Deep Cleaning									
THURSDAY											
	Day	Policing / Spot Ck									
	Afternoon	Policing / Spot Ck									
	Midnight	Deep Cleaning									
FRIDAY											
	Day	Policing / Spot Ck									
	Afternoon	Policing / Spot Ck									
	Midnight	Deep Cleaning									
SATURDAY											
	Afternoon	Policing / Spot Ck									
SUNDAY											
	Midnight	Policing / Spot Ck									
FIXTURE CHECK (BOS)											
	Periodic										

Cleaning Type Definitions:

Deep Cleaning KaiVac floors, Toilets, Urinals, Sinks - **Stock** hand soap, Paper towel, Toilet tissue - **Clean** Mirrors- **Wipe** Sinks/Counter tops - **Empty** trash cans & sanitary boxes

Policing Spot clean partitions - **Disinfect** handicap rails, door handles.

Check & Stock as needed - Hand soap, Paper towel - Toilet tissue - **Press** down trash/**Pull** as needed -

Studying Results

Studying Results

1. Track/analyze new phone reporting issues
2. Track/analyze Keeler inspection system reports
3. Track/analyze shift supervisor/rest room cleaners feedback
4. Track/analyze employee evaluations regarding rest rooms
5. Three months after initial implementation gather the CPI group to review and possibly tweak the process. Send recommendations to Executive Council. Possible send a sub group to give a face to face report.
6. Six months after implementation gather the CPI group for one last analysis.

Engraft Improvements Into the System

1. Once the process is initially implemented all custodial staff will be trained on the process. Custodians responsible for cleaning other restrooms will begin to follow the process themselves. Their input will be added to those in step 5.
2. All shift Supervisors/head Custodian/rest room cleaners/other custodial staff will be given all checklists.
3. All will be made aware of the inspection process.
4. All complaints will be monitored. "No fault " complaints will simply be handled. "At fault" complaints will be handled by due process.
5. A token reward system (Free lunch/leave an hour early are low cost examples) for superior performance or for a great idea

Ideas for Other Teams

Suggested Areas of Exploration for Future Teams

- 1) Better definition of an organizational flow chart.
- 2) Greater application of practices set forth for restroom cleaning; target other areas of HFCC buildings such as classrooms or common areas.
- 3) Re-deployment of cleaning staff and methods of job assignment per employee.
Developing a college-specific method of cleaning and maintaining buildings.

Honor Roll

The facilities team for fall semester 2013 would like to extend its collective gratitude towards the following individuals or departments

Dr. Jensen and our team sponsors, Dr. Cynthia Eschenberg and Dave Murphy, for providing us the opportunity to take part in the project;

Lynn Borczon, Lief Gunderson, Kevin Caruana, Greg Dombrowski, and Sandro Silvestri for taking the time to talk to us and enabling us to provide better content;

Joe Zitnik, for his consultation regarding the electronic restroom notification system recommended herein;

And lastly, to the team members themselves for their time and genuine dedication.

Appendices

SSA Contract Exerpts

The following excerpts from the SSA contract have been referenced in the body of this report.

ARTICLE 6 (Partial) – WORK ASSIGNMENTS

H. Employees in Custodial classifications may request, in writing to their supervisor, their preference of assignment. Assignment preferences must be submitted by the second Friday of each May. Assignment requests will be considered on the basis of classification seniority within their shift and location. The supervisor will attempt to make the assignment as requested; however, right of assignment will remain with the Director of Building and Grounds. This article is not subject to the grievance procedure.

ARTICLE 11 – PERFORMANCE COACHING

A. Informal Evaluation. Performance coaching shall be a continuing process through verbal guidance, directives and clarification of job performance.

B. Formal Evaluation. The objective of formal review is to provide feedback to the employee related to areas of performance that exceed expectations, meet expectations, and do not meet expectations. The overall purpose is to improve the employee's performance and the overall quality of College operations.

1. Probationary employees. Employees serving a probationary period shall be subject to continuous evaluation, including written evaluations by the immediate supervisor. Probationary employees will be evaluated on a form furnished by the College and the results of this evaluation will be discussed with the employee and a copy will be placed in the employee's personnel file.

2. Regular employees. A Performance Evaluation will be completed for each Association member on an annual basis and will include the following factors:

- Job Performance
- Customer Service
- Contributions to the College
- Contributions to the Community

All Regular employees will be evaluated on a form furnished by the College at least once per year. The results of this evaluation will be discussed with the employee and a copy will be placed in the employee's

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personnel file. An employee shall have the right to include comments on the review form. This review shall not be used for disciplinary actions

Sample – Keeler Cleaning Chart

Building Name	Level #	Room #	Space Category	Time	SF
Liberal Arts	1ST	L115 STAFF RESTROOM	RR (SINGLE) W/HARD FLOOR	6.60	50.00
Liberal Arts	1ST	L116 STAFF RESTROOM	RR (SINGLE) W/HARD FLOOR	6.60	50.00
Liberal Arts	1ST	L117 WOMENS	RR (Kaivac)	21.80	220.00
Liberal Arts	1ST	L118 MENS	RR (Kaivac)	19.10	193.00
Liberal Arts	2ND	L253 MENS	RR (Kaivac)	22.50	227.00
Liberal Arts	2ND	L258 WOMENS RR	RR (Kaivac)	16.60	168.00
Liberal Arts	3RD	L335 MENS FACULTY RR	RR (SINGLE) W/HARD FLOOR	6.60	50.00
Liberal Arts	3RD	L336 MEN	RR (Kaivac)	22.50	227.00
Liberal Arts	3RD	L342 WOMEN RR	RR (Kaivac)	17.60	178.00
Liberal Arts	3RD	L344 WOMENS FACULTY	RR (SINGLE) W/HARD FLOOR	6.60	50.00
Liberal Arts	LL	L15 MENS	RR (Kaivac)	22.00	222.00
Liberal Arts	LL	L16 MENS FACULTY RR	RR (SINGLE) W/HARD FLOOR	6.60	50.00
Liberal Arts	LL	L21 WOMENS FACULTY RR	RR (SINGLE) W/HARD FLOOR	2.60	20.00
Liberal Arts	LL	L22 WOMENS RR	RR (Kaivac)	19.40	196.00
Science Bld	1ST	S104 MEN	RR (Kaivac)	18.50	206.00
Science Bld	1ST	S116 WOMEN	RR (Kaivac)	19.70	219.00
Science Bld	LL	S004 MENS	RR (Kaivac)	18.60	207.00
Science Bld	LL	S006 MENS STAFF	RR (Kaivac)	12.10	134.00
Science Bld	LL	S008 WOMENS STAFF	RR (Kaivac)	10.40	116.00
Science Bld	LL	S020 WOMEN	RR (Kaivac)	21.90	243.00
Science Bld	LL	S022 UNISEX	RR (Kaivac)	8.70	97.00
Science Bld	New Wing	S165	RR (Kaivac)	20.30	225.00
Science Bld	New Wing	S166	RR (Kaivac)	20.30	225.00
Science Bld	New Wing	S169	RR (SINGLE) W/HARD FLOOR	6.00	50.00

WELCOME CENTER Restroom Data, Fall 2013

room #	WOMEN W203	MEN W204	UNISEX W206	MEN W104	UNISEX W106	WOMEN W103	WC NORTH WOMEN	WC NORTH MEN
sinks	3	3	1	3	1	3	3	3
toilets	4	2	1	2	1	4	4	2
urinals	0	2	0	2	0	0	0	3
hand towel	2	2	2	2	2	2	2	2
type	Single	Single	Single	Single	Single	Single	Single	Single
product	GP 3000	GP 3000	GP 3000	GP 3000	GP 3000	GP 3000	GP 3000	GP 3000
TP disp	4	2	2	2	2	4	4	2
type	Never Out	Never Out	Never Out	Never Out	Never Out	Never Out	Never Out	Never Out
product	19018	19018	19018	19018	19018	19018	19018	19018
hand soap	4	2	1	2	1	2	2	2
type	Foam B/C	Foam B/C	Foam B/C	Foam B/C	Foam B/C	Foam B/C	Foam B/C	Foam B/C
product	2373449	2373449	2373449	2373449	2373449	2373449	2373449	2373449
neat seat	4	2	1	2	1	4	1	1
product	2255555	2255555	2255555	2255555	2255555	2255555	2255555	2255555
trash container	2	2	1	2	1	2	1	1
size	12-16; 56 gal	12-16; 56 gal	12-16 gal	12-16; 56 gal	12-16 gal	12-16; 56 gal	56 gal	56 gal
bag used	see note	see note	H4832HB-R01	see note	H4832HB-R01	see note	TM434720BR	TM434720BR
fem nap disposal	4	n/a	1	n/a	1	4	4	n/a
product	25025088		25025088		25025088	25025088	25025088	
fem nap dispenser	Yes	n/a	No	n/a	No	No	No	n/a
product a - Pads	Yes							
product b - Tampons	Yes							
mirrors	2	1	1	2	1	2	1	1
changing table	No	No	No	No		No	No	No
product								

Who cleans	Dervishi	Dervishi	Dervishi	Dervishi	Dervishi	Dervishi	Jergovich	Jergovich
How much time/Keeler								
How much time/ISSA								
cleaning method								
KaiVac	X	X	X	X	X	X	X	X
Microfiber	X	X	X	X	X	X	X	X
mop bucket	X	X	X	X	X	X	X	X
Cleaning product glass	J-D Glance	J-D Glance	J-D Glance	J-D Glance	J-D Glance	J-D Glance	J-D Glance	J-D Glance
cleaning disinfectant	J-D Alpha HP	J-D Alpha HP	J-D Alpha HP	J-D Alpha HP	J-D Alpha HP	J-D Alpha HP	J-D Alpha HP	J-D Alpha PH
cleaning other	Kaivac; see note	Kai Vac; see note	Kai Vac; see note	Kai Vac; see note	Kai Vac; see note	Kai Vac; see note	Kai Vac; see note	Kai Vac; see note
wall type								
ceramic	X	X		X		X	X	X
brick/block								
drywall								
combo			X		X			

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