INTRODUCTION

This survey and self-analysis tool has been designed to identify most of the variables that impact institutional custodial operations, as well as to establish some reliable standardized benchmarks for the industry.

We encourage custodial managers to use this survey to assist them in organizing important information about their respective operations. Each manager will then be in a better position to describe the complexities of the custodial operation to the “powers that be.” By using the results of the survey, managers will be able to justify current operations, identify needs for additional funding, and/or improve their organizations in general.

This survey also clearly defines several benchmarks that should allow everyone in the industry who uses it to discuss and compare their operations more effectively and accurately.

How to Use

Complete survey questions that are only related to the custodial operations under the custodial manager’s direct influence. Do not include information from other campuses or parts of the institution that do not report to you.
If you are interested in comparing your results to other institutions, we recommend that your staff identify institutions that are similar in nature. Contacting counterparts at these institutions by phone, e-mail, or on-site visits will provide a detailed experience exchange that will prove to be beneficial to all parties.

Acknowledgments

APPA wishes to thank Greg Fichter of Indiana University/Bloomington for the development of this material. For more information or assistance, please contact him at 812-855-3121 or gfichter@indiana.edu. We also thank the many individuals who served on the task force to develop these custodial guidelines.

Order the Book!

Visit APPA’s online bookstore <www.appa.org/resources/publications> to place your order for *Custodial Staffing Guidelines for Educational Facilities*, second edition. View the table of contents.

---

*Custodial Staffing Guidelines for Educational Facilities, second edition*

APPA’s popular guide to custodial staffing has been completely revised and expanded. This new edition expands on the original concepts of the five levels of clean and includes information on such specialized facilities areas as dormitories, health care facilities, and more. Thirty-three room categories in all.


$95 ($75 APPA members)

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### Figure 1  Staffing Service Levels

<table>
<thead>
<tr>
<th>APPA Standard Space</th>
<th>Level #1</th>
<th>Level #2</th>
<th>Level #3</th>
<th>Level #4</th>
<th>Level #5</th>
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<td>8,500</td>
<td>16,700</td>
<td>26,500</td>
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<td>7,500</td>
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<td>40,400</td>
<td>53,500</td>
<td>80,900</td>
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<tr>
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<td>14,600</td>
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<td>21,700</td>
<td>24,000</td>
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<tr>
<td>Classroom with Carpet Floor-High Use</td>
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<td>12,700</td>
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<td>18,600</td>
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<tr>
<td>Classroom with Hard Floor-High Use</td>
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<td>9,600</td>
<td>10,100</td>
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<td>Washroom-High Use</td>
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<tr>
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<td>16,400</td>
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<td>36,900</td>
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<td>126,600</td>
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<td>Library with Hard Floor</td>
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<td>20,200</td>
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<td>47,000</td>
<td>57,000</td>
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<tr>
<td>Auditorium Seating &amp; Foyer</td>
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<td>14,000</td>
<td>32,600</td>
<td>67,200</td>
<td>408,000</td>
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<td>Auditorium Stage &amp; Wings</td>
<td>18,600</td>
<td>27,500</td>
<td>82,800</td>
<td>239,500</td>
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<tr>
<td>Gymnasium (Wood Floor)</td>
<td>17,300</td>
<td>36,500</td>
<td>80,700</td>
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<tr>
<td>Dormitory Washroom</td>
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<td>1,800</td>
<td>1,800</td>
<td>1,800</td>
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<tr>
<td>Dormitory Sleep/Study</td>
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<td>8,000</td>
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<td>24,700</td>
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<tr>
<td>Patient Conference Room</td>
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<tr>
<td>Patient Treatment Area — Carpeted</td>
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<td>3,300</td>
<td>3,300</td>
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<td>Patient Treatment Area — Hard Floor</td>
<td>2,900</td>
<td>2,900</td>
<td>2,900</td>
<td>2,900</td>
<td>2,900</td>
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<tr>
<td>Nursing Station — Hard Floor</td>
<td>5,700</td>
<td>5,700</td>
<td>5,700</td>
<td>5,700</td>
<td>5,700</td>
</tr>
</tbody>
</table>
GENERAL CAMPUS INFORMATION

Purpose: To identify the factors internal to your campus that have an impact on custodial services.

A1. What is the total number of full-time students on your campus when in full session? 
   ____

   What is the total number of part-time students on your campus when in full session: 
   ____
   A1 Total_______

A2. What is the total number of faculty and staff on your campus when in full session? 
   A2 Total_____

A3. Identify the total gross square footage under your responsibility. (This is determined by measuring the sum of the floor area within the outside faces of the exterior walls for all areas.) _______ Total gross sq. ft.

Purpose: To establish a benchmark that quantifies the amount of use in the buildings.

A4. What is your ratio of customers per 10,000 gross sq. ft.? Divide the answer of A3 by 10,000 = A3(10K). Then divide the A3(10K) figure into the total of the A1 and A2 figures.

\[
\frac{A1 + A2}{A3(10K)} = \# \text{users for every 10,000 gross sq. ft. cleaned.}
\]

A5. What percentage of your student population resides in campus housing (residence halls, fraternities, sororities) _____% 

A6. To determine when the custodial work is completed, identify what percentage (%) of your FTE custodial staff works on the following work shifts:

   Days: ____%
   Evenings: ____%
   Late Nights ____%

A7. Identify the age of your facilities by estimating the following: Amount of gross square ft. completed or renovated to a new condition between:

   1985 - Now _____ GSF  
   1950-1984 _____ GSF  
   Prior to 1950 _____ GSF 

A8. In order for you to get a more complete picture of the type of space your staff maintains, use the following tables to identify the amount of space per classification and who cleans it:
a) By cleanable square footage (csf) (defined as square footage from wall-to-wall within an assignable space that is being cleaned).

<table>
<thead>
<tr>
<th></th>
<th>In-House</th>
<th>Contracted</th>
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</thead>
<tbody>
<tr>
<td>Medical/Health</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Athletic</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Academic</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Residential (dorms)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

b) By gross square feet

<table>
<thead>
<tr>
<th></th>
<th>In-House</th>
<th>Contracted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical/Health</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Athletic</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Academic</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Residential (dorms)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

A9. To give an overview of the cleaning schedules and frequencies your operation normally follows, **complete the chart called Description of Cleaning Schedules for your Institution, on page 10.**

A10. To identify and determine costs for duties your operation performs that are not cleaning-related, **complete the chart called Non-Cleaning Related Duties on page 11.**

**PERSONNEL INFORMATION**

B1. What is the cost of your benefit package by percentage of the total wage package? ____%. Benefits are any costs above and beyond the actual hourly wage of employees.

B2. In this section, identify the hourly wage rates (not including the benefit package) for each position of the wage range.
<table>
<thead>
<tr>
<th>TITLE</th>
<th>HIRING RATE</th>
<th>MINIMUM REGULAR RATE</th>
<th>MAXIMUM RATE</th>
<th>MOST COMMON OR AVERAGE RATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Custodial Supt/Manager</td>
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<td></td>
<td></td>
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<tr>
<td>Custodial Supervisor/Foreman</td>
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<tr>
<td>Custodial Crew Leaders</td>
<td></td>
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<tr>
<td>Custodian/Housekeeper</td>
<td></td>
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</tr>
</tbody>
</table>

B3. Is the cleaning staff at your institution represented by:

Yes  No  If yes, how many unions?

Union  ____  ____
Civil Service  ____  ____

B4. Do you have people in your operation that provide custodial services free of charge on a volunteer basis? If so, how many days per month on an average?

______ average days a month

B5. To identify the amount of non-supervisory full-time and part-time positions in your operation:

Full Time (40 hours a week)  #____
Part Time (20-39 hours)  #____
Part Time Students (1-19 hours)  #____
Temporary  #____
Other  #____

TRAINING

B6. In many institutions this issue is often neglected and underfunded. The productivity of most employees is directly correlated to the amount of quality teaching that occurs for each employee. How many workhours are spent on an annual basis per custodian for cleaning-skills training?

__________ workhours per custodian

B7. What is the estimated annual cost per custodian for this cleaning-skills training? (Use the # of workhours (B5) times the average hourly rate (B2) to get this annual training cost.)

$__________ per custodian
ORGANIZATIONAL STRUCTURE

B8. How many professional management people (supervisors) are on your staff? (Do not include "crew" leaders who spend a majority of their time actually performing cleaning duties.) #______

B9. How many full-time custodial employees are under supervision in your operation? (Include crew leaders) #______

B10. How many part-time custodians on an average are under supervision at any one time? #____

B11. How many full-time custodians exist, on an average, per front-line (professional) supervisor in your operation?

\[
\frac{\text{B9 total}}{\text{B8}} = \text{______ custodians per supervisor}
\]

B12. How many part-time custodians exist on an average per front-line supervisor in your operation?

\[
\frac{\text{B10 total}}{\text{B8}} = \text{______ p/t custodians per supervisor}
\]

GENERAL INFORMATION - These internal factors can affect the performance of your workforce.

B13. Calculate the total number of weeks per year, if any, that there is a legitimate "break" where your custodial staff can perform projects as opposed to routine cleaning. ___# weeks

B14. What is your annual employee turnover rate? (Determine by taking the total number of full-time custodial employees who left employment last year and divide by the total number of full-time custodial employees normally in your operation). ____%

B15. What is the average amount of time it takes for your operation to replace an employee? (Determine from last day of work to the first day of work by the replacement).

Check one:
0-3 weeks___ Over 4-8 weeks ___
Over 8-12 weeks___ More than 12 weeks ___

B16. What percentage of the academic buildings are extensively used for evening or night classes?

0-33%______ 34-67%______ 67-100%______

COMMUNITY ISSUES

C1. To determine the strength of the labor market in your region, indicate how many applications you or your Human Resources Department receive for each custodial position that is advertised. _____ # applications per position
C2. What is the present **unemployment rate** for your city or region? ____% 

C3. What is your city population? _____ # people 

C4. What is the advertised average or most common **starting wage** for entry-level service jobs in your community? $ ______

C5. What **environmental challenges** does your community face on a regular or annual basis? Check all that apply.

   Snow____  Heavy Rain ____  Sand____  Ice____
   Wind-Blown Sand____  Smog____  Other____

**QUALITY OF SERVICE**

D1. Is your operation using the APPA *Custodial Staffing Guidelines for Educational Facilities* (second edition) publication as a reference? ____yes ____no

D2. Refer to Figure 1 and the APPA Custodial Service Levels. Then evaluate each type of facility on your campus and determine the average "level of service" that your custodial operation is providing for each building type. (For example, Academic Buildings may be rated at 2.5, Medical/Health Buildings may be at 1.0, Residential at 3.5.)

   Medical/Health Buildings ___ APPA level of service
   Athletic Buildings ___ APPA level of service
   Academic Buildings ___ APPA level of service
   Residential (Dorms) ___ APPA level of service
   Other ___ APPA level of service
# DESCRIPTION OF CLEANING SCHEDULES FOR YOUR INSTITUTION

<table>
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<tr>
<th>AREA</th>
<th>ROUTINE CLEANING FREQUENCY</th>
<th>DAILY</th>
<th>ALTERNATE DAYS</th>
<th>WEEKLY</th>
<th>TWICE A MONTH</th>
<th>MONTHLY</th>
<th>QUARTERLY</th>
<th>SEMI-ANNUALLY</th>
<th>ANNUALLY</th>
<th>NO SERVICE</th>
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</tbody>
</table>

**MAJOR CARPET CARE** (EXTRACTION/SHAMPOOING)

- public areas
- offices
- classrooms

**MAJOR HARD FLOOR CARE**
stripping and refinishing
spray buffing
burnishing

**NON-CLEANING RELATED DUTIES**

These are duties that are generally absorbed by most custodial operations yet they are not cleaning-related and funded appropriately.

<table>
<thead>
<tr>
<th>TASK</th>
<th>ANNUAL COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>SECURITY (unlocking)</td>
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</tr>
<tr>
<td>RECYCLING</td>
<td></td>
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<tr>
<td>SNOW REMOVAL</td>
<td></td>
</tr>
<tr>
<td>MOVING &amp; SETUPS</td>
<td></td>
</tr>
<tr>
<td>RELAMPING</td>
<td></td>
</tr>
<tr>
<td>PEST CONTROL</td>
<td></td>
</tr>
<tr>
<td>GROUNDSKEEPING</td>
<td></td>
</tr>
<tr>
<td>MAIL DELIVERY</td>
<td></td>
</tr>
<tr>
<td>DEMOLITION/REMODELING JOBS</td>
<td></td>
</tr>
<tr>
<td>LIST OTHERS BELOW:</td>
<td></td>
</tr>
</tbody>
</table>

This total dollar figure will be used for question E4.  

Total: 
CUSTODIAL COSTS & BENCHMARKS

To determine a valid cost per square foot for cleaning services, follow specifically the guidelines listed below:

E1. **Direct Cleaning Costs** for last year

   Total Labor Wages *(including entire benefit package value)* $_____
   
   Total Management Salaries *(including benefit package)* $_____
   
   Total Annual Supplies Cost $_____
   
   Total Annual Equipment Purchased *(do not include depreciation costs)* $_____
   
   Total Annual Cost for Contracted Services $_____
   
   Any Other Direct Costs $_____
   
   **Subtotal** $_____ 
   
   Chargeback Labor Revenue generated by your staff while working on regular shifts. *Subtract* $_____

**TOTAL DIRECT CLEANING COSTS** E1 Total $_____

E2. **Indirect Costs** (clerical support, office supplies, travel, postage, pre-employment physicals, other)

   Wage & Benefits (total) $_____
   
   Miscellaneous Operating Costs (travel, postage, etc.) $_____

   **E2 Total** $_____ 

E3. Total of E1+E2 = **Total cost of your Building Services operation** E3Total$_______ **

E4. Cost of Non-Cleaning-Related Duties total from page 6) E4Total-$_______ *

E5. Total E3 minus E4 = **(Actual cost for cleaning of buildings on an annual basis)**. $_______ **

**OTHER CUSTODIAL PRODUCTIVITY BENCHMARKS**

To determine the average number of gross square feet assigned to each custodian, use the following formula:

E7. Identify the total number of full-time custodial employees (include crew leaders) = #________

E8. Add total number of hours worked by all other part-time custodial employees together and divide by 2080 hours to establish an FTE equivalent total. See section B9.

\[
\text{Total Hours} = \frac{\text{E7} + \text{E8}}{2080}
\]

E9. \[
\frac{\text{E3 Total}}{\text{A3 (Total GSF)}} = \text{cost per gross sq. ft. for entire Building Services operation} \quad \$\text{________**}
\]

E10. \[
\frac{\text{E5 Total$}}{\text{A3 (Total GSF)}} = \text{cost per gross sq. ft. for actual cleaning of buildings} \quad \$\text{________**}
\]

Another method of defining productivity can be found by determining the total work hours per 1000 GSF. To calculate this benchmark, use the following steps:

E11. Multiply (E7+E8) x 2080 hours = TOTAL HOURS WORKED.

E12. \[
\frac{\text{A3(GSF)Total}}{1000 \text{ GSF}} = \# \text{ of (1000 GSF) units}
\]

E13. \[
\frac{\text{E11 Total}}{\text{E12 Total}} = \# \text{ work hours per (1000 GSF) annually}
\]

You have reached the end of the APPA Custodial Operation Self-Analysis Program. Please refer to the Introduction for suggestions on how to use this information.
APPACUSTODIAL SERVICE LEVELS

Level 1 - Orderly Spotlessness
Level 1 establishes cleaning at the highest level. It was developed for the corporate suite, the donated building, or the historical focal point. This is show-quality cleaning for that prime facility.
- Floors and base moldings shine and/or are bright and clean; colors are fresh. There is no buildup in corners or along walls.
- All vertical and horizontal surfaces have a freshly cleaned or polished appearance and have no accumulation of dust, dirt, marks, streaks, smudges, or fingerprints.
- Washroom and shower tile and fixtures gleam and are odor-free. Supplies are adequate.
- Trash containers and pencil sharpeners are empty, clean, and odor-free.

Level 2 - Ordinary Tidiness
Level 2 is the base upon which this study is established. This is the level at which cleaning should be maintained. Lower levels for washrooms, changing/locker rooms, and similar type facilities are not acceptable.
- Floors and base moldings shine and/or are bright and clean. There is no buildup in corners or along walls, but there can be up to two days worth of dirt, dust, stains, or streaks.
- All vertical and horizontal surfaces are clean, but marks, dust, smudges, and fingerprints are noticeable with close observation.
- Washroom and shower tile and fixtures gleam and are odor-free. Supplies are adequate.
- Trash containers and pencil sharpeners are empty, clean, and odor-free.

Level 3 - Casual Inattention
This level reflects the first budget cut, or some other staffing-related problem. It is a lowering of normal expectations. While not totally acceptable, it has yet to reach an unacceptable level of cleanliness.
- Floors are swept clean, but upon close observation dust, dirt, and stains, as well as a buildup of dirt, dust, and/or floor finish in corners and along walls, can be seen.
- There are dull spots and/or matted carpet in walking lanes, and streaks and splashes on base molding.
- All vertical and horizontal surfaces have obvious dust, dirt, marks, smudges, and fingerprints.
- Lamps all work and all fixtures are clean.
- Trash containers and pencil sharpeners are empty, clean, and odor-free.

Level 4 - Moderate Dinginess
Level 4 reflects the second budget cut, or some other significant staffing-related problem. Areas are becoming unacceptable. People beginning to accept an environment lacking normal cleanliness. In fact, the facility begins to constantly look like it requires a good “spring cleaning.”
- Floors are swept clean, but are dull. Colors are dingy, and there is an obvious buildup of dust, dirt, and/or floor finish in corners and along walls. Molding is dull and contains streaks and splashes.
- All vertical and horizontal surfaces have conspicuous dust, dirt, smudges, fingerprints, and marks that will be difficult to remove.
• Less than 5% of lamps are burned out, and fixtures are dingy.
• Trash containers and pencil sharpeners have old trash and shavings. They are stained and marked. Trash cans smell sour.

**Level 5 - Unkempt Neglect**
This is the final and lowest level. The trucking industry would call this “just-in-time cleaning.” The facility is always dirty, with cleaning accomplished at an unacceptable level.
• Floors and carpets are dirty and have visible wear and/or pitting. Colors are faded and dingy, and there is a conspicuous buildup of dirt, dust, and/or floor finish in corners and along walls. Base molding is dirty, stained, and streaked. Gum, stains, dirt, dust balls, and trash are broadcast.
• All vertical and horizontal surfaces have major accumulations of dust, dirt, smudges, and fingerprints, as well as damage. It is evident that no maintenance or cleaning is done on these surfaces.
• More than 5% of lamps are burned out, and fixtures are dirty with dust balls and flies.
• Trash containers and pencil sharpeners overflow. They are stained and marked. Trash containers smell sour.