



APPA

Using Data to Move Shop Leads and Supervisors from Worker-Bees to Strategic Thinkers

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Presenter Information

Patricia Hartell, Facilities and Services Administration

- Financial Administration at NMSU > 20 years
- NMSU Facilities and Services ~2.5 years
- APPA workshop participant

• Tim Dobson, Facilities and Services Operations



- 32 years of facility management experience
- 10 years in Higher Education at NMSU
- Current RMA Membership Chair
- Graduate of APPA IFM
- RMA 14's Mentor

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Objectives




- Provide background information on NMSU
- Factors driving a change in philosophy
- Identify, gather, and organize the essential data
- Review our data sharing process
- Share the observable positive outcomes

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NEW MEXICO STATE UNIVERSITY



- Land Grant University
 - 12 Agricultural Experiment Service Centers and 33 Cooperative Extension Service Centers
- Carnegie Doctoral Research - Higher
- Four Branch campuses
- Las Cruces Campus 14,289 Students
- 1,037 Faculty and 2,410 Staff
- 1200 Acres / 383 Buildings / 7 Million System GSF
- Facilities and Services ~329 FTE

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Driving Challenges



- Provide same level of services
 - System wide budget reductions
 - Waiver process
 - Salary savings swept
- Efficiencies and service improvements
- Successfully work within budget
- Provide excellent customer service





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Initial Implementation Strategies


- Maintenance and custodial service professionals
- Created service level agreements to provide routine maintenance and custodial services
- Annual fixed dollar contract
 - Based on square footage serviced
 - Same services provided to I&G facilities
 - Services to APPA Level 2 to 3
- FY 14 Transitioned Athletics
- FY 16 Transitioned Housing and Auxiliary Services




Athletic Facilities

- Facilities serviced
 - Maintenance 83,910 GSF
 - Cleaning 83,910 CSF
- Employees transitioned to Facilities and Services
 - 0 Maintenance Technicians
 - 2 Custodians
- Minimize overtime expenses for Athletics
 - Utilize weekend crew to provide pre and post game cleaning on straight time
- Transition was seamless and took a little time to educate all parties on routine services.




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Housing and Auxiliary Services

- Facilities serviced
 - Maintenance 1.64M GSF
 - Custodial
 - 0.3M CSF Common Areas
 - 0.8M CSF Dormitory and Family Residences
- Employees transitioned to Facilities and Services
 - 24 Maintenance Technicians
 - 20 Custodians
 - 4 Groundskeepers
 - 3 Facility Coordinators
 - 1 Customer Service Assistant
 - 1 Zone Supervisor
- Perform the same work with the same personnel
- Customers were unhappy with Custodial Services



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Opportunities


- FY 17 Hunter Consulting and Training conducts Custodial Services Management Assessment

Primary Objectives:

- Estimate FTE and budget requirements to achieve desired level of cleanliness
- Estimate the level of custodial service being delivered
- Gather information related to customer satisfaction with custodial services
- Benchmark performance indicators with other institutions
- Conduct cleanliness inspection of a representative sample of buildings
- Make recommendations to enhance services.




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Consultant Results

- To achieve APPA level 2 we need additional funding and staff.
- Currently cleaning campus to APPA 3.5
- Custodial Customer satisfaction rating during assessment was 65%
- Custodial Supervision team needs to increase their focus on being Supervisors and quality assurance
- Organizational enhancements will improve




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Custodial Organization

Manager					
Supervisor Team 1	Supervisor Team 2	Supervisor Team 3	Supervisor Team 4	Supervisor Team 5	Supervisor Team 6
17 Custodial Workers 1 Lead	25 Custodial Workers 1 Lead	23 Custodial Workers 2 Lead	18 Custodial Workers 1 Lead	10 Custodial Workers 1 Lead	18 Custodial Workers 1 Lead




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Consultant Observations

“Based on interviews with the management/supervisory staff, it is not clear what percentage of the Custodial Worker Leads time should be spent performing cleaning tasks and what percentage should be spent assisting the supervisors performing the following non-cleaning activities.”



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Consultant Observations

- Guidance and directions for the frontline custodial workers;
- Planning and coordinating the work of the frontline custodial workers;
- Conducting quality assurance activities (cleanliness inspections and audits) ;
- Communicating with building occupants on matters related to cleaning their building.

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Departmental Goals

- Communication beyond supervisory level
- Level of services able to provide versus expectations
- Efficient use of time
- Successfully work within budget
- Provide excellent customer service

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Improvements

- Developed Supervision 70/30 standard
- Developed Custodial Leads 50/50 standard
- Developed training program
- Working on employee recognition program
- Purchased additional equipment
- Purchased CleanOps software
- Developed mobile quality inspection program
- Conduct monthly building monitor tour
- Attend monthly financial review

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Identify, Gather, and Organize data

Total Productive Hours Allocation

- Recovery Hours
- Agreement Hours
- I&G Hours

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Data Sharing Process

Review Actual Hours

- Compare to Allocation of Productive Hours

Review Actual Recovery and Expenses

- Compare to Budgeted

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Identify, Gather, and Organize data

Productive Hours=

Total Annual Hours	2,080.00	8 hrs x 5 days x 52 weeks
Holidays, SL, AL	(368.00)	A/L (13.34 hrs* 12 months): S/L (8 hrs x 12 months): Holidays (14 days x 8 hrs)
Avail hrs per FTE	1,712.00	
Custodial		
Avail hrs per FTE	1,712.00	
10% shop time	171.00	charged to shop adm
2 15 min breaks per day	107.00	
Lunch	107.00	
8 hrs per yr per FTE	8.00	Training
	1,319.00	Total available hrs

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Custodial Shop hours

Shop Hours	Total Hours Available		Agreement Hours			Recovery Hours			I&G Hours	
	Nonvacant Employee	Available FTE at time of rate	Allocated Agreement hours	YTD Actual Agreement hours	Percent used for Agreements	Total Reimb Hours Required	YTD Actual Other Reimburse ment hours	Percent Eamed	Total Non-Reimb Hours	YTD Actual used for I&G
May-19	11750	154982.50	40,239.77	37,427.75	0.93	9,185.34	8,407.25	0.92	105,557.39	76,407.35
Custodial										0.72

Custodial Finances

Custodial Fiscal Year Budget						
Agreement	Rate	Total Recovery	Salary	Fringe	Non-Labor	Total
(696,936.69)	(328,125.31)	(1,025,062.00)	2,639,454.00	749,690.29	526,103.68	2,890,215.97
Custodial FYTD Actuals						
		(845,615.90)	2,164,024.83	789,872.56	531,682.91	2,539,764.50
Custodial FY Projected						
		(1,031,799.05)	2,472,611.75	749,690.29	580,017.72	2,770,620.71
					\$ Variance	% Variance
					0.04	

- ### Custodial transaction review
- Monthly financial transactions
 - Work orders
 - Purchase orders

- ### Results
- Greater understanding and engagement
 - Strategic planning participation
 - Team Lead accountability
 - Better work order tracking
 - Efficient use of time
 - First year spend under budget

Thank You

Questions

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