APPAS

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



- 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



### Objectives

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







12 Agricultural
Experiment Service
Centers and 33
Cooperative Extension



- Four Branch campuses
- Las Cruces Campus 14,289
- 1,037 Faculty and 2,410 Staff
- Facilities and Services ~329 FTE





# **Driving Challenges**





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

# **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





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### 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.



# Housing and Auxiliary Services

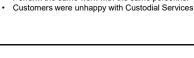
- Facilities serviced

  - 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





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# Opportunities

FY 17 Hunter Consulting and Training conducts Custodial Services Management Assessment

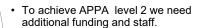


- Estimate FTE and budget requirements to achieve desired level of cleanliness
- Estimate the level of custodial service being delivered
- Gather information related to customer satisfaction with custodial services
- Benchmark performance indicators with other institutions
- Conduct cleanliness inspection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



# Consultant Results

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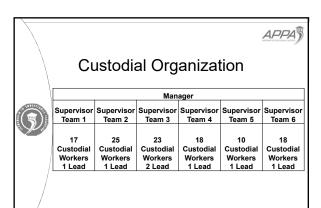


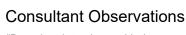
Custodial Customer satisfaction rating during assessment was 65%

Currently cleaning campus to APPA

- Custodial Supervision team needs to increase their focus on being Supervisors and quality assurance
- Organizational enhancements will









"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 noncleaning 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.



# **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

# **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



# **Data Sharing Process**



**Review Actual Hours** 

 Compare to Allocation of Productive Hours

Review Actual Recovery and Expenses

· Compare to Budgeted

# Identify, Gather, and Organize data Productive Hours= Total Annual Hours 2,080.00 8 hrs x 5 day A/L (13.34 hr

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 x12 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

