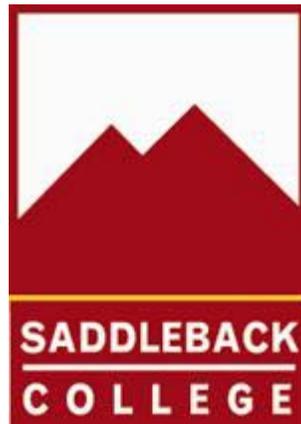


**Saddleback College
Program Review for Custodial Services Division**



Submitted Fall 2007

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Program Review Team Members and Approvals

Program Review Team Chair:

Anthony Rodgers

Program Review Team Members:

Roberto Araujo

James Delapaz

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Approvals:

Division Dean

Program Review Chair

Academic or Classified Senate President

Program Review Checklist

Date Completed	Action
March 2007	Contact Program Review Chair for orientation
June 2007	Form Program Review Team
July 2007	Gather documents (Org Chart/Staffing Profile/AUO Assessment Forms)
August 2007	Solicit input from faculty and students
August 2007	Determine if additional research is needed
September 2007	Contact College Research Analyst if necessary
Sept. thru Nov. 2007	Write Program Review report
November 2007	Submit report to Dean or VP and Program Review Chair for approval
January 2008	Report submitted to Academic or Classified Senate for approval
	Report submitted to Office of Instruction or Student Services for approval
	Report submitted to College President and the Office of Institutional Effectiveness
	Report posted to the IE web site
	Presentation to the Planning and Budget Committee

Section I: Unit Overview

A. The Mission of the Program and its Link to the College's Mission and Goals

Mission Statement:

Saddleback College Custodial Services Division is committed to provide a consistent and acceptable level of cleanliness. The department will promote a clean, safe and pleasant environment in the most efficient and effective manner possible within the boundaries of available resources that will assist with student instruction.

Our Vision:

To promote and inspire excellence in education through the use of clean, safe and user friendly building facilities.

Our Goal and Objectives:

The primary goal of Saddleback College, Custodial Services Division of the Facilities & Maintenance Department is to provide safe, clean and user friendly building facilities for the staff, students and community.

1. Establish a regular scheduled floor care program for carpet and tile floors.
2. Provide clean sanitized restrooms through daily regular scheduled maintenance.
3. Provide user friendly restrooms through the use of updated facility appliances.
4. Maintain a clean, sanitary and pleasant environment which promotes student learning and a positive public relations image to our public.
5. Provide clean and safe staff/faculty work areas.
6. Complete semi-annual floor care maintenance of all campus buildings for carpet and tile floors.
7. Provide clean chalk and whiteboards daily.
8. Establish effective cleaning procedures through updated training programs.
9. Establish a minimum number of FTE's equal to the square footage of the entire campus that will provide the world class services needed for the college campus.
10. Establish an equipment priority list that will assist in completion of the services provided by the custodial services division.
11. Create a custodial assistance survey form that will provide feedback for the division to use as a tool in improving their services.
12. Create an annual schedule for cleaning windows and pressure washing sidewalks.
13. Protect the property investment through proper maintenance care of all interior surfaces.
14. Report immediately all unsafe conditions to proper authority.
15. Insure the prudent use of available resources and provide the best level of service at the most reasonable cost.
16. Respond immediately or as soon as possible to all request for services within our realm of responsibility and to provide the services required.
17. Be knowledgeable and appropriately implement the latest technologies and procedures for improved custodial services.

18. Provide opportunities for employees to advance within the Custodial Services Division/Maintenance Department or to move into other opportunistic positions.

B. Historical Background and Unique Characteristics of the Unit

Background:

The Custodial Services Division is a member of the Facilities & Maintenance Operations Department of Saddleback College. The department has been a part of the college campus since it's founding in 1967 when the South Orange County Community College District began. Over the years the district has grown from one college campus to three, consisting of Saddleback College in Mission Viejo, Irvine Valley College in Irvine and ATEP Center our newest location in the city of Tustin, CA. Although the college has grown from around 10 buildings and a few thousand square feet to approximately 51 buildings and over 720,000 square feet, the maintenance department mainly the custodial division has not, instead the division has been reduced during the years causing service problems. This was one of the reasons the division made the decision to go from Zone cleaning (one custodian per area) of buildings to Team Concept cleaning (team of custodians per building working together) to better enable the custodians to complete the work with limited staff.

Unique Characteristics:

The day crew working from 6:00 AM to 8:00 PM Monday through Friday completes the day task of replenishing paper items and removing trash in the restrooms. They also respond to service calls for deliveries, spills and clean-ups, and clean some building areas they cannot be done at night.

The division consists of 24 custodial staff on the night shift reporting to one operations supervisor and 3 custodial staff members on the day shift reporting to a maintenance and operations manager. The night shift crew works from 10:00 PM to 6:30 AM Sunday night through Friday morning and completes all of the daily detail and major cleaning. When custodial vacancies are filled, turnover is rare with most employees staying long term (five years or more). Currently, there is an open position; eleven employees have five or more years and rest of the staff (twelve) have four years of service or less. The majority of the custodial staff demonstrates a strong commitment to Saddleback College and for this reason many have expressed for department certification in current best-practice procedures from leading organizations in the cleaning industry. This is wanted by some employees who have communicated this to management, not only to improve department morale in terms of professionalism but also, as an objective indicator to the caliber of service the department can deliver and to make comparison with the private cleaning sector. The example that has been given is the University of Michigan Ann Arbor Campus Plant Building and Grounds Services Department (PBGS) certification to ISSA's Cleaning Industry Management Standards (CIMS).

The Custodial Services Division office is located in the permanent modular school building T-7 in the lower campus. The building houses the Transportation Division Offices and repair stations, the Locksmith Shop, and the custodial supply warehouse. The custodial office consists of only two rooms (one room with a division), the smaller room is the operations supervisor's office and the other is the sign-in/out meeting room for the custodial staff. Everyone in the bigger room shares a computer station and the leads have no desk or space of their own to perform any assigned paper work or computer task. The

custodial staff reports to this office at night and in the morning. After reporting, the custodians work in three teams, two teams of seven and one team of nine, Upper Campus Team # 1, Middle Campus Team # 2, and Lower Campus Team # 3 with a lead custodian over each team.

C. Progress Since the Last Program Review

This is the first support services program review to be conducted.

D. Current Strengths, Opportunities, and Challenges

Strengths:

One of the most important strengths the Custodial Services Division has is its long-term employees. Combined together they represent over 75 years of experience and knowledge. The majority of the employees that have over five years of service are the same people who exhibit a strong motivation to work hard and get the job done. Individually these long-term employees have made this work of such value that a member must have a strong work ethic, a department norm that in time determines which new employee will remain. This paired with their commitment to the college makes the employees the corner stone to enabling the division to complete the work, taken into the fact there is never enough staff to do everything, but they do come as close as possible. Many go the extra mile in completing their work assignments to ensure the work gets done correctly each day. These same employees will work on weekends and holidays when asked. For example, they work through the Christmas break each year when the department has a chance to complete special projects.

Another key strength is the management of the department. The director is dedicated to the college and very supportive of any methods or training procedures that will assist the employees in completing their work. He is not opposed to new ideas or equipment that will permit the department to achieve its goals. This is also true of the remaining management staff.

Opportunities:

In the maintenance of facilities and buildings there is always an opportunity for improvement, especially in the Custodial Services Division. This division is responsible for the first impressions students and the public receive when entering the campus, therefore it is of the utmost importance that the custodial division provides the best impression possible. The division can achieve this by making sure restrooms are cleaned and supplied at all times, lobby areas are cleaned and policed during the day, and insure entrance ways are free of debris.

The entrance areas to buildings could be policed during the day to assist in keeping them clean and in order. The restrooms of each and every building should be checked during the day and evening to assist in keeping them clean and sanitary. There should be enough custodians to provide a trash pick-up at least once during the day in key classrooms and buildings that generate a large amount of trash each day.

There is an opportunity to improve floor care of carpets and tile floors on a semi-annual basis if given additional staff help to complete this task. An annual pressure washing of sidewalks around buildings that are used continuously and in some cases semi-annually should be implemented to aid in keeping the appearance of the buildings clean. Custodial coverage should be until 10:00 PM each day and not end

at 8:00 PM as it currently does when classes are still taking place. There is an opportunity to improve the communication and cooperation between the faculty/staff and the Custodial Services Division which would improve the working relationship between the two. Article from Clean link Housekeeping Solutions on appearance levels of 1, 2, 3, 4, 5 with 5 being the worse and 1 being the best entitled Great Expectations helped to set the tone of how this opportunity could be utilized. By meeting with the faculty and staff and designing levels of expectations for the building areas you can improve the expectations of both groups and improve the cleanliness. This process has taken place in the Health Science Building/Department and it has made a tremendous difference in the upkeep of the classrooms, offices, restrooms and the entire building.

Challenges:

The Custodial Services Division has the only employees on campus who are directly responsible for the daily cleaning of the classrooms, buildings and removal of trash. The college keeps growing in size and programs offered, but the number of custodians needed to perform the maintenance of the campus does not keep up. A big challenge of the custodial division is to acquire additional custodian positions to complete the workload that the department has been given.

The challenge of getting the faculty, deans and department heads to cooperate and communicate with the custodial division would be of a great benefit to both parties. Trying to meet the needs of an individual or department is inadequate if you can not communicate with each other. It fosters a lack of trust and understanding in both parties involved and provides room for rumors to flourish in the departments, creating attitudes and a lack of cooperation for outcome expectations.

Additional weekend custodial coverage could be a challenge for the division due to the lack of positions available to the department but should be seriously looked at because of so many weekend events taking place on campus; From weekend classes, student testing for Saddleback College and the community to theatre performances, sporting activities and outside cultural events.

Section II: Review Report

A. Staffing and Organizational Structure

The Custodial Services Division is one of the divisions of the Facilities Maintenance & Operations Department that provide all of the campus maintenance functions for the college. The total full-time staff in the Custodial Services Division is 28. The Operations Supervisor manages all of the custodial operations and other activities of the campus on the night shift from 10:00 PM to 6:30 AM. The supervisor reports directly to the Director of Facilities Maintenance and Operations. The night shift custodial crew is broken up into three teams; each team has a lead custodian to direct the team. Team #1-Upper Campus has 6 custodians and a lead, Team #2-Middle Campus has 6 custodians and a lead, and Team #3-Lower Campus has 8 custodians and a lead. There is also one special project person who completes all floor care projects and furniture cleaning along with other special project work.

There are 3 day shift custodians who are part of the Custodial Services Division but answer to the manager of facilities operations. The day custodial crew work from 6:00 AM to 8:00 PM, Monday through Friday and 7:00 AM to 3:30 PM, Wednesday through Sunday. The day custodians are responsible for cleaning of AGB. They attend to the restrooms of the major buildings, the classrooms on campus and respond to calls for spills and other custodial tasks that may come up during the day and evening business hours.

B. Programs and Services

The Custodial Services Division is responsible for all of the cleaning and custodial maintenance of all the buildings on the college campus. The campus is divided into three sections for the department; Upper Campus, Middle Campus, and Lower Campus. Each section has an assigned team of personnel to take care of all maintenance needs. The schedule of services the custodial division provides is as follows;

Daily and Weekly Cleaning Schedule:

- Restrooms are supplied and cleaned daily.
- Trash removed, chalk and white boards cleaned daily.
- Classrooms are butter broom or swept daily.
- Vacuum of all classrooms once per week.
- Sweep, vacuum or wet mop hallways and lobby daily.
- Wet mop classrooms twice per week.
- Vacuum offices once per week.
- Dusting once per week or as requested.
- Clean drinking fountains, daily.
- Change burned out lights once per or as needed or requested.
- Desk tops cleaned as needed, daily to once per week.
- Entrance door glass cleaned daily and mats vacuumed.
- Sidewalk outside of entrance doors swept daily.
- Classroom desk and chairs aligned daily.
- Trash receptacles outside of entrance doors emptied daily.

Special Work Projects Monthly, Semi-Annually or by Work Order:

- Carpet and furniture shampooed.
- Tile floors stripped and waxed.
- Restrooms floors scrubbed with floor machine.
- Windows washed 1st floor “Only” by request.
- Office blinds dusted.
- Restroom floor drains serviced.
- Pressure wash sidewalk outside of building entrances.
- Strip and wax all lab and classroom tile floors annually to semi-annual.
- Shampoo all classroom and office carpets annually or as requested.

The demand for the above services is never ending for the division. The campus is used by many different functions, activities and people in the course of a month that it is almost impossible at times to provide the services that everyone has requested. Many of the services have to be completed using overtime which is not always the answer due to employee burn out and fatigue. However, these services are needed by the district and other departments to help the college meet its mission and goals.

Presently, the custodial division measures and evaluates the services it provides from inspections conducted by the operations supervisor and lead custodians and feedback (when given) from other departments on campus.

One of the strategies used in recent years to improve delivery of custodial services for support of the college’s goals and mission was to move the division from Zone cleaning to Team cleaning. Zone cleaning is using one custodian to clean a section of a building in an 8 hour period, thereby needing several custodians to complete one building. Team cleaning is using a team of custodians working together (usually 4 to 6 custodians) to clean several buildings, and by using this method you are able to cover more building areas with fewer custodial staff. Cleaning & Maintenance Management (CMM) publication says of team cleaning “Like a precision machine, a cleaning program that operates at maximum efficiency and with minimal problems is a product of careful design”.

One of the division’s biggest weaknesses is not having enough time to complete major annual and semi-annual projects that need to be completed not only for the building appearance but also to assist in maintaining the building and classrooms at an acceptable level of care and safety. Another weakness is staffing positions; although the department has changed to the Team Cleaning Concept it still can not solve all the many service requests put on the custodial division. Only the addition of needed custodial positions will help in this area.

The number one change to the division’s services would have to be in training. Implement new current industry training methods, procedures and standards with a follow-up program to provide accountability. Software program designed for custodial would greatly assist in improving the overhaul work product of the division.

C. Student/Constituency Satisfaction

No method has been used by the department or division to measure this section.

D. Facilities, Technical Infrastructure, and Resources

Currently the Custodial Services Division is housed in the T Building on the Lower Campus Section the college grounds. The meeting/sign-in room and office are located in room T-7 with the custodial warehouse of all major supplies located in room T-4. This building is also shared with the locksmith office and the Transportation Division. With the college growth of buildings and programs the current facilities for the custodial division are not adequate for the needs of the department in achieving the college's goals. The T-7 room is entirely too small for the division all of the custodians can not fit in the room at the same time. There is no space available for the lead custodians. Each lead must use a shared computer and small table in the outer office with no printer. The inner office is used by the operations supervisor but is also small and inadequate for the supervisor's needs. The T-4 warehouse room is not big enough to hold all of the yearly cleaning and paper supplies needed each year for the division to function and complete their service duties. There is also no assigned break area for the custodians to use while on duty and the individual department break rooms do not care to share their break rooms with the custodians.

The information technology available to the division is more than adequate to meet the current goals of the college and department, however additional computer stations for the lead custodians would be a big help in keeping up with current campus news and requests. A separate software package dedicated to the Custodial Services Division would also be a big improvement in meeting the needs of the college. It will be used for required training schedules, maintenance schedules, equipment maintenance, supply ordering, building and room locations, annual building service maintenance, custodial personnel issues and building/area inspections.

The financial resources of the department for the custodial division have been adequate to meet the college's needs and goals.

E. Outreach and Collaboration

Currently the custodial division has a collaborative relationship of communications, tasks and inspection levels and quality request with the Health Science, Nursing and Emeritus Institute, the college warehouse, and P.E. department. This has assisted all of the custodial units in meeting the many challenges of the students and faculty in their programs. The custodial division has also begun discussions with other department units to set up some type of collaboration.

The dean of the Health Science's program is a key spokesperson for effectively communicating this information around the campus through their many meetings and other faculty relationships. Having many years of experience from the health care industry, the dean knows best practice methods and ways of implementing them into the custodial unit through division collaboration.

The Custodial Services Division is weak in the area of making information and data available to staff and faculty around campus. It needs to research a way to improve on this issue. Some colleges have overcome past attitudes through suggestions and put them into action.

One change that should be implemented as soon as possible is what delivery method to use and when to inform (to what degree) that the college is in compliance. Use this information to plan out collaboration with active involvement throughout the year or semester. One way would be providing more data on the

colleges recycle program and yearly report to the state that the college is in compliance with the state's mandate.

Section III: Needs Assessment

A. Human Resource Needs

It is recommended that the college hire 4 additional custodian positions. 1 For the day shift to assist in coverage for the major building areas that currently they cannot provide service. Also to assist with their weekend coverage due to lack of positions they are not able to cover adequately. The remaining 3 positions will be hired for the night shift to provide assistance with the project crew which now consists of 1 custodian.

Annual projects, special work orders, and absence coverage would also improve using fewer substitutes in improving the overall maintenance services to the college that the Custodial Services Division provides and assist in meeting APPA guidelines for appearance levels.

b. Instructional/Service Needs

The Custodial Services Division should invest in new updated training procedures and methods for educational facilities and staffing, this will assist in improving the overall morale and performance of the custodians in the department. It will also help to meet standards and guidelines from Cleaning Maintenance & Management, APPA, ISSA, and I.E.H.A.

C. Research Needs

The Custodial Services Division Team is meeting with other college staff and faculty to create a customer satisfaction survey form that will be used as a tool in collecting data for customer satisfaction and improving the services of the division.

D. Technical, Equipment and Other Resources Needs

The purchase of a custodial software program package designed for educational facilities and the addition of two more computer stations for the lead custodians would make a huge impact on the performance of the leads, the morale of the department and improve the performance of the custodians in completing their custodial task. A larger custodial office/area space would be required to fulfill this need.

The addition of new custodial equipment for floors, carpets and restroom facilities would assist in improving the cleaning duties the custodians perform around the college campus.

The purchase of an additional custodial truck or van would also enhance and improve the services of the night shift custodians by providing them with needed transportation around the college saving time and effort, instead of having to wait for a vehicle someone else is using to delivery supplies, move equipment and complete special projects.

E. Facilities Needs

The Custodial Services Division is in need of a larger location for their offices and supply warehouse. The current warehouse is entirely too small to store the amount of yearly supplies that are needed to supply the campus buildings and classrooms. The office space is not adequate for the number of custodians,

leads and supervisor that utilize this space each and every night and during the day. The room holds the custodians lockers, sign-in desk, file cabinet for all of the custodian/employee forms, training video Television and videos, water cooler, copier, computer table and monitor and other needed custodian items plus the supervisors office. It would be also beneficial to the morale of the division if a lounge area for the custodians were designed, located or assigned to them.

F. Marketing and Outreach Needs

The Custodial Services Division needs to form a task force to find ways of marketing and promoting their services to the college campus, making the campus aware of all of the services the division provides and does not provide. This will bring awareness of the expectations of the division and the campus at large. The custodial division also needs to market the college's recycle program, what it consists of, how much are we recycling each year and are we meeting the states mandate for recyclables.

G. Retention Needs

The Custodial Services Division does not have a significant problem in retaining custodians, but there is some difficulty in recruiting qualified lead custodians and filling any custodian vacancies when they do occur. Because of the timeliness of the job announcement going out it may take anywhere from four to eight months to replace one custodian vacancy.

Section IV: Appendices

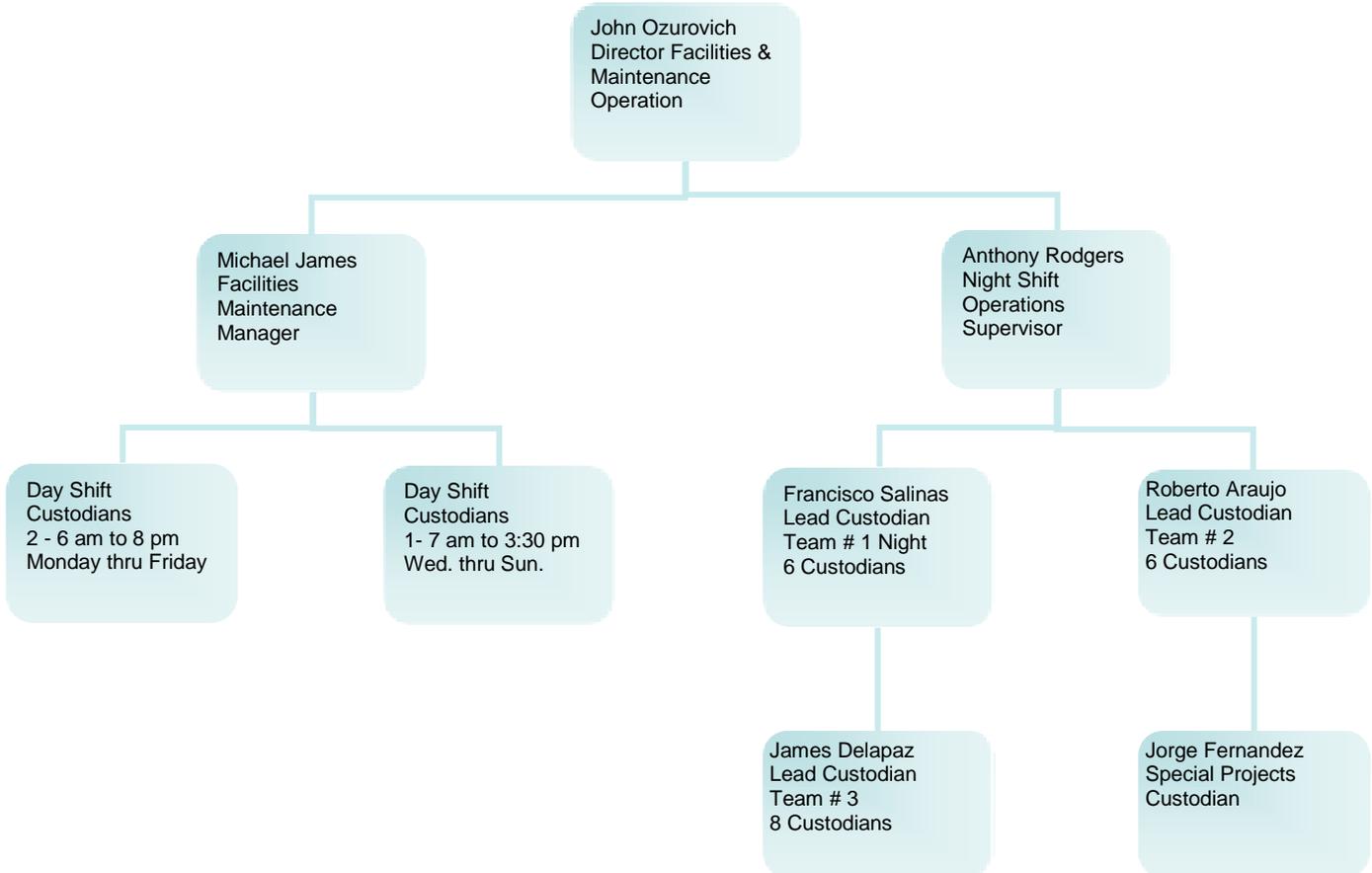
- A. Unit Organizational Chart**
- B. Five-Year Program Staffing Profile**
- C. Custodial Work Load Study**
- D. Supporting Data – CASBO Custodial Staffing and Service Time Standards**
- E. Future Equipment Needs**
- F. Future Technology Needs**
- G. References**

Appendix A

Custodial Services Division

Custodial Services Organizational Chart

Custodial Services Organizational Chart



Appendix B

Custodial Services Division

Five-Year Program Staffing Profile

Position	Staffing Levels for Each of the Previous Five Years					% Change from Year 1 to Year 5
	2003	2004	2005	2006	2007	
Operations Supervisor	1	1	1	1	1	0%
Classified Staff FT Lead Custodian	3	3	3	3	3	0%
Classified Staff FT Custodian (nights)	17	21	22	23	23	35%
Classified Staff FT Custodian (Days)	3	3	3	3	3	0%
Manager Facilities Maintenance	1	1	1	1	1	0%

Appendix C

Custodial Services Division

Custodial Work Load Study

- The following study results have been accumulated over a course of ten months, studying the work load of each custodial team in each team location of the campus. This study has tried to take in account the additional work areas already given to the division and any future buildings or areas that may become part of the assigned work areas of the custodial division.

- This study describes the present work load situation and how the work load could improve with the addition of just three additional custodians.
- We have already created a project/floor crew consisting of two custodians, however when there is several absences the floor must be broken up to assist in these areas. By adding the additional staff this would stop this practice and provide a more positive floor care program.

- In conclusion the department currently maintains approximately over 600,000 square feet of floor space including offices, classrooms, gyms, labs, restrooms and showers. This will increase with the opening of the Village in January 2007.
- This also includes carpet floors, tile, wood, cement, and ceramic tile with a crew of two staff members. We currently complete about 70% of the campus floors on a regular scheduled basis but could improve this percentage with the addition of the three staff members and new cleaning procedures and training.

Appendix D

Custodial Services Division

Future Equipment Needs 2008-2010

- Carpet Extractor.....\$ 3,500.00
- Carpet Wet Vacuum Cleaners (4ea.).....\$ 2,000.00
- Regular speed floor buffers (2ea.).....\$ 1,800.00
- High speed buffer 2000 RPM (2ea.).....\$ 2,500.00
- Pressure washer heated.....\$ 6,000.00
- Auto Scrubber 30".....\$ 5,000.00
- King Cobra 1200 Pro – Dual-Surface Cleaner.....\$ 6,000.00
- Sensor 15" upright vacuum cleaner (6ea.).....\$ 2,600.00
- Pick-up truck (small).....\$15,000.00
- Floor blowers/fans (6ea.).....\$ 2,000.00

Appendix E

Custodial Services Division

Future Technology Needs 2008-2010

- Custodial/Housekeeping Software program with hand held Scanner for inspections and inventory of supplies.....\$5,000.00
- Copier/Scanner.....\$300.00
- Custodial/Training Software program.....\$2,000.00
- Computerized Auto Scrubber and floor cleaner Robot.....\$10,000.00

Appendix F

Custodial Services Division

References

Cleaning Management Institute

<http://www.cminstitute.net/index.cfm>

Membership & Custodial Technician Training Program

International Executive Housekeepers Association, Inc. (I.E.H.A.)

<http://www.ieha.org/>

Possible Membership & Frontline Program

ISSA

<http://www.issa.com/?id=education&lq=>

Education

Cleaning Industry Management Standard (CIMS)

APPA

<http://www.appa.org/education/>

For education resources for example

Custodial Operation Self-Analysis Program

CASBO

<http://www.casbo.org/>

California Association of School Business Officials

Executive Summary

The Custodial Services Division of the Facilities Maintenance & Operations Department provides the cleaning and maintenance for all buildings on the college campus. Every instructional program, faculty member, administrative and staff employee, campus events and public community affairs are touched in some way or another by the services this division provides. The level of services is at a medium point for this review with overhaul customer satisfaction somewhere above the medium point.

The purpose of this review and study was to evaluate the services provided by the Custodial Services Division, to the students, faculty, staff and the community.

Overview of program review used

The program review included several steps including key points of information from the division's management, long term staff and lead custodians. First, because the division did not have mission statement we devised one that would partner with the mission of Saddleback College. Secondly, we devised the custodian division's vision of which direction the unit is going and again tying it into the college's vision. Thirdly, we formulated a list of goals and objectives that the division should if not already be achieving. This process was completed through a focus group the operations supervisor, custodians and leads with assistance from some faculty and administrative staff.

The review group identified a list of strengths and weaknesses through group meetings, question and answer sessions and interviews with some key instructional staff around the campus. Information was also taken and used from a Work Load Study Report completed by the operations supervisor in October of 2006, which played an important role in data analyzed for this evaluation and review. However, no formal written survey was conducted, instead the review committee decided to wait until after the review was completed and then take the time needed to devise a complete and thorough survey document.

The information gathered for the review consisted of internal interviews, historical reports/data and outside data from professional associations (Cleaning Management Institute, Cleaning Industry Management Standard), groups (International Executive Housekeepers Association, Inc.), educational resources (APPA), and national companies who specialize in the facilities/custodial field (International Sanitary Supply Association). There was also interviews and input taken from academic staffs that were willing to participate in the process.

Findings – Program Strengths

The long-termed employees of this unit are one of its biggest strengths, together they combine over 75 years of experience and knowledge in the custodial field. The majority of the employees that have over five years of service exhibit a strong motivation to work hard and get the job done. These long-term employees have made this work of such value that a member must have a strong work ethic for any new member to remain.

The loyalty of the division members is outstanding, which is one of the reasons they are able to complete such a large amount of work with such a small number of staff.

The director and management staff are committed to providing the best possible service the division can with current resources. Not afraid to change or try something new to get the work completed, an example of this attitude took place when the division changed from Zone cleaning to Team cleaning.

Shift hours (10:00 PM to 6:30 AM) are the best and most reasonable time to complete the work assignments without any interruptions from students, staff and the public.

Findings – Program Weaknesses/Areas for Improvement

From the data collected in the work study review completed in October 2006, and the evaluation process conducted during this review the areas of improvement include; FTE's are too few for the areas covered more staff are needed, building space for the custodians group is too small, the unit needs an additional truck/van for use on the night shift, there is a need for updated certificated training for the custodian group, a specialized software program designed for the custodial unit would also assist in the training and managing of the division.

Recommendations

The program review suggests the following recommendations from its evaluation of this division: (1) Develop an immediate plan to hire 4 additional FTE's, one for the day shift and 3 for the night. (2) Acquire a larger building space for the division staff and supplies. (3) Purchase and or acquire an additional truck or van. (4) Immediately develop or purchase and implement a Certificated Custodial Training Program for the leads and custodians. (5) Develop a custodial survey form to be used annually. (6) Research for a software program designed for the custodial division and acquire funding to purchase it.

Appendices

The six appendices contain information related to the data collected, reports used, and the work load study 2006, that were analyzed and used for the review evaluation process of this division. The organizational chart, job descriptions, and five year staffing plan are also included.