

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

January 2009

Program ID/Title: AGS-231/Central Services-Custodial

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I. Goal

The goal of the Custodial Program is to deliver timely and quality services, while continuously seeking the needed feedback to improve its services to users and occupants of its assigned buildings.

II. Objectives and Policies

As a means of attaining the stated goal, the program will implement the following objectives:

- A. As a short-term objective, the program will maintain an 80% or higher customer satisfaction rating as measured through quarterly surveys of building occupants. The 80% percentile has been selected to align with the program's annual variance report, Part II "Measures of Effectiveness."
- B. Within a five-year period, policies will be implemented to improve the satisfaction to a level of 90% or better.
- C. In order to realize the stated goal and objectives, the following action plan has been developed.
 1. Implement on-going training for each custodian to improve efficiency, productivity and effectiveness.
 2. Develop a training program for the Janitor II and Janitor III positions to make them effective in performing minor repairs and groundskeeping.
 3. Investigate the feasibility of having certain janitorial staff work non-traditional shifts to maximize productivity and cost savings.
 4. Develop and implement an automated inventory system to facilitate the identification and tracking of supplies used at every building serviced.

5. Collect and evaluate semi-annual customer satisfaction surveys for all buildings on Oahu.
6. Change over to the "team approach" to cleaning and maintaining assigned buildings.
7. Maintain staffing levels at or below, space and cost standards established by the Association of Physical Plant Administrators.
8. Investigate ways to streamline support procedures to allow staff to concentrate on customer service and responsiveness, instead of paperwork.
9. Continually develop and refine the program's measures of effectiveness to determine how well the program is delivering services. Private sector comparisons will be made whenever possible.
10. To implement the inspection checklist for worksites by the Janitor III's and to follow up on deficiencies.
11. Investigate ways to better coordinate repair requests with trades staff from the Building Repair and Alterations Program.
12. Monitor the fluctuating cost of world oil prices in order to project and maintain the cost and usage of electricity at various DAGS managed buildings.
13. Initiate bid-based purchasing of green custodial cleaning supplies.
14. Refine in-house training program to include formal classroom training, as available.
15. Prepare bid documents for other recycling services other than paper and cardboard at selected locations and expand the recycling effort to include all DAGS facilities.
16. Develop an on-line custodial satisfaction survey to reduce paperwork.
17. Develop an on-line emergency response data base for each DAGS facility accessible to key management personnel. The data base will include information such as, evacuation plans and telephone trees.

18. Improvement of the workforce through the hiring of personnel with good attitudes, communication skills, supervisory potential, and strong custodial and building maintenance skills.

III. Action Plan and Timetable

A. Past Years Accomplishments

Highlights of the past year's program activities are as follows:

1. Solicited bids for a custodial management software package that would be used by the building managers as a tool to compare the performance of custodians with national standards, identify areas that require improvement, and raise the overall satisfaction level of the services being provided by the custodial program.
2. Continued the transition to the use of environmentally friendly cleaning products, the eventual goal being to convert to 100% usage of these products.
3. Completed the planning process of reducing waste (paper products, plastic bags, etc.) and developed policies to further encourage recycling in building serviced by the division.
4. Expanded recycling efforts to include computer components and other electronic office equipment.
5. Completed the preliminary work for the implementation of an emergency notification system. The system will allow key state personnel to receive notification of emergencies and other situations that might require immediate response by cellular telephones.
6. Distributed a database that would provide senior occupants and building coordinators a convenient way of accessing information related to evacuation plans, routes, building floor plans and contact telephone numbers for use in the event of emergencies.
7. Surveyed DAGS buildings to identify areas where low- or no-cost action could be initiated to qualify for LEED (Leadership in Energy and Environmental Design) EB certification.

B. Year One and Two

In addition to the above, work continues in the following areas:

1. Refine surveys as a method to measure the level of satisfaction of building occupants with the services being provided continue to be utilized.
2. Staffing levels continue to be monitored for consistency with guidelines established by the Association of Physical Plant Administrators.
3. Increasing participation and the skill level of the custodial staff in accomplishing minor building repairs.
4. Improving the productivity of the night floor maintenance crew.
5. Continued implementation of the departmental energy management plan.

C. Year Three Through Five

The program will continue to refine objectives that were previously identified such as, training in custodial and building maintenance skills, broadening the involvement of the custodians in the area of building maintenance and the streamlining of procedures to reduce paperwork.

The program will follow-up on unfinished objectives and any new initiatives that may be identified. As needed, priority items will be expedited.

IV. Performance Measures

A. Customer Satisfaction Measure

Semi-annual users surveys are utilized to obtain feedback to determine program effectiveness, and to identify areas that require improvement. Follow-up action will be taken to assure satisfaction whenever and wherever possible.

B. Program Standard Measure

Using the private sector as a model, performance standards will be established and used to base worker performance, expectations, and to conduct and verify internal inspections.

C. Cost Effectiveness Measure

Costs will be obtained from private sector sources and used as a guideline to determine the competitiveness of the program. comparisons will be based on the concept of "prevailing wages".