



Hamilton College

**Custodial Services
Strategic Plan**

2005-2008

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CONTEXT FOR PLANNING

Hamilton College Custodial Services strives to become a leader in providing exceptional service to the Hamilton Community. Only through a clear vision of the desired future and a critical analysis of the past can the attainment of our desired goals be realized. This strategic plan is a product of that vision and analysis and identifies those actions necessary to lead our organization in a direction that will facilitate reaching our goals. The Custodial Services Strategic Plan is based on three primary drivers that lay the foundation that the College, Physical Plant, and Custodial Services will use to guide our future growth. The three drivers of this plan are The Hamilton College Strategic Plan, The Hamilton College Diversity Strategic Plan, and the Division of Administration and Finance REACH Initiative.

The Hamilton College Strategic Plan is the first primary driver of the Custodial Services Strategic Plan. In order to ensure a congruent pursuit of long term success, each level of the organization must align its goals with those of the organization as a whole. As stated in the third objective of the College's strategic plan's supporting strategies, "Hamilton will provide the infrastructure necessary to implement the core strategies". This infrastructure includes facilities that are clean, sanitary and conducive to a comfortable and healthy living, learning, and working environment. With this in mind, Custodial Services has established as our first goal "*To develop and sustain a high level of customer satisfaction through service delivery*", delivering services necessary to provide facilities support in order to sustain Hamilton's 24-hour-per-day, seven-day-per-week residential community. Additionally, Hamilton's strategic plan states that "A talented staff is also essential to carrying out Hamilton's mission. Sustaining a work environment that is supportive of all employees remains a college priority". In keeping with this strategic theme, Custodial Services has set as our second goal to "*Develop and implement a comprehensive and continuous training and development plan*". It is our belief that we must strive not only to develop the technical expertise of Hamilton's custodial staff, we must also work diligently to develop essential people skills such as effective communication, conflict resolution, and customer service skills.

The second primary driver of the custodial services strategic plan is the Hamilton College Diversity Strategic Plan. As stated in the college's strategic diversity plan, "Enhancing the diversity of the college workforce generally will enhance our educational mission while also making our community one in which everyone feels welcome and valued". Values identified include activities that benefit the college as a whole, and diversity initiatives should be integrated

into the fabric of the college community. Therefore, developing and fostering diversity within the custodial staff is directly aligned with the broader mission and goals of the college and will be embraced as an integral part of this Plan. Our commitment to diversity is first stated as a part of our vision and then carried through as an objective of the second goal of this plan. It is our belief that diversity within the custodial workforce will bring a broad range of perspectives to the work environment which will meld into an open and understanding organization able to serve the needs of the campus community. The foundation of the Hamilton College Diversity Strategic Plan is derived directly from the mission and goals outlined in the Hamilton College Strategic Plan. By carrying the focus on diversity of these two documents into that of the Custodial Services Strategic plan, we will be doing our part in the pursuit of the mission and goals of the college.

The third primary driver of the Custodial Services Strategic plan is The REACH Initiative as set forth by the Hamilton College Division of Administration and Finance. The REACH initiative outlines specific goals and strategies aimed at refining operations within the division. The goals of the REACH initiative are to:

- **Share and support the College’s mission and goals**
- **Operate as a team**
- **Deliver the highest quality services to the College community**
- **Innovate and collaborate**
- **Continuously improve the college**

The goals of the REACH initiative are echoed in the goals identified in the Custodial Services Strategic Plan. Goal D of this plan, “*Develop and sustain a high level of custodial staff job satisfaction*” is in direct alignment with the ENVIRONMENT strategy of the REACH Initiative. It is our belief that a highly satisfied workforce will foster a “supportive, pleasant, and respectful work environment that provides the flexibility to innovate and continually improve the quality of our services” as envisioned in the REACH initiative. Additionally, Goal C of the Custodial Services Strategic Plan states that we strive to “*Develop, implement and sustain an efficient resource allocation structure*” This goal is a supporting element to the RESOURCE strategy of the REACH initiative. Sound budgetary management is at the core of Custodial Services’ operational philosophy. We believe that striving to operate in an efficient manner and maximizing output from limited resources will drive innovation and creativity which in turn will lead to cost reductions and a preservation of the College’s resources.

Developing strategies that will support and further the mission and goals of the College is the fundamental basis for the Hamilton College Custodial Services Strategic Plan. Our vision, mission, and core values have been developed such that each one will support and aid in the realization of current efforts to develop Hamilton College into a “National leader among liberal arts colleges for teaching students to demonstrate their knowledge and insights effectively through written, oral, and other forms of communication”.

OUR VISION:

It is Custodial Service's vision to be a productive, customer oriented service organization that values and respects all members of the Hamilton College community. We are committed to building and fostering a safe, enjoyable and diverse working atmosphere.

OUR MISSION:

Hamilton College Custodial Services strives to effectively serve the Hamilton community in a professional manner and to provide a safe, clean, and sanitary environment in which to live, learn, and work. Additionally, it is our mission to build a cohesive work team that supports trust, pride and open communications within the Hamilton community.

CORE VALUES:

- **Service:** We endeavor to provide top quality service by recognizing and fulfilling our customer's needs.
- **Integrity:** Earning the trust of the Hamilton community through professional conduct that includes honesty, reliability, and competency.
- **Teamwork:** Coordinating our individual contributions into a cooperative effort aimed at fulfilling a common purpose. Each individual is considered to be an integral part of a greater whole and is treated with respect and dignity.
- **Safety:** Operating under the principle that each of us is responsible for the safety and security of all members of the Hamilton community and conducting our business in a manner that is reflective of that belief.
- **Excellence:** Working diligently to continuously improve Custodial Services through creativity and innovation.

Internal/ External Assessment

Department description and key characteristics

Hamilton College Custodial Services provides cleaning and other support services for over one million cleanable square feet which fall into five primary area types. Each of these area types, which include academic, administrative, residential, auxiliary, and athletic, requires a unique type of service. In order to provide this unique service the custodial shop operates on a seven-day-a-week schedule from 6:00 am to 2:30 pm. Additional services are provided on a pre-scheduled overtime and emergency call- in basis. The Custodial shop is comprised of fifty-one full time custodians, six working forepersons, one Custodial Services Manager and an Assistant Director of Custodial Services. Our customers are generally divided into four primary groups, students, faculty, staff and administrators, and guests to the campus. Additionally, Custodial Services provide support to a number of multi unit faculty housing units on campus.

Competitors

Competitors to Hamilton College Custodial Services include outside vendors providing services to the College such as window cleaning, rental matting, and laundry services. Some of the service provided by these vendors could be integrated into the scope of work of the custodial shop. However, to do so would require additional training and staffing within the custodial operations. Therefore, it is generally considered more efficient to utilize outside vendors in their current capacity, and all indications are that the college will continue to do so. While not direct competitors, cleaning companies, janitorial services, school districts and other area organizations compete with Hamilton College for qualified and competent employees. As a stable internal service organization, Hamilton's Custodial Services faces only a minimal level of threat from competition.

Strengths

Hamilton College Custodial Services demonstrates strengths in the form of several core competencies and characteristics of the custodial shop. Most if not all of these competencies and characteristics can be directly attributed to the custodians themselves. 79% of the custodial staff has been employed with the college for more than three years and 40% being with the college for over ten years. Hamilton's custodians have developed a large and dependable body of knowledge about the daily operations of the college and use that knowledge to provide top

quality service to the campus community. Additionally, the custodial staff possesses a high level of technical expertise in custodial operations. These two elements combine with dependability, willingness, and commitment to synergize into a solid foundation of strengths to build upon.

Weaknesses

Custodial Services has made great progress in identifying any potential weaknesses and is already working diligently to overcome them. However, there are still lingering remnants of an archaic organizational structure that need to be addressed. Hamilton's custodial shop still employs certain antiquated methods and policies that create friction and uncertainty and act as barriers to development. The primary weaknesses of the custodial shop are a lack of standardized operating procedures and an organizational culture that is deeply rooted in "the way it has always been done". A lack of standard operating procedures will ultimately lead to inconsistent work practices and a broad variation in the level of services being provided to the campus community. Additionally, a lack of standardization will also lead to inefficient use of resources and growing waste.

Opportunities

Hamilton's Custodial Services has identified several opportunities that, if captured and capitalized on, will serve as reliable drivers of success and progress. Regular training relevant to custodial operations, appropriate structuring, growth, and technology are those opportunities that have been identified as the means to forward progress within the custodial shop. All of these opportunities will serve to eliminate or at least minimize the barriers created by the custodial shop's previously discussed weaknesses.

Threats

Threats to Hamilton's custodial shop are very limited and pose little danger to the operation as a whole. Threats to an organization are generally of an external nature and in Hamilton's case, are minimized by the desire of the college to keep as many services as possible internalized. However, outsourcing still must be considered a threat due to the limits of the custodial staff to perform some of the activities currently outsourced. Regulatory compliance is another realm in which threats to the custodial operation may be encountered. Regulatory compliance may increase the demand on custodial staff in order to meet requirements in terms of storing, handling, and disposal of chemicals and regulated waste streams. Regulatory

requirements may also affect the type and cost of products and supplies currently being used and the manner in which they are used. This effect could also place greater demands on the custodial shop in terms of labor and other costs.

Assessment Summary

Evaluation of the preceding internal/external assessment has revealed the unique features of the operating environment that have an impact on the services currently being provided by Hamilton's Custodial Services. It also enables us to formulate a sound plan of action to push the custodial shop to the next level of excellence as an internal service provider for the Hamilton College community.

The internal assessment is a mechanism with which to measure the level of satisfaction our customers get from the services being provided, the level of satisfaction the custodial staff gets from providing the service, and the efficiency with which the services are provided. The information used to formulate these conclusions is both qualitative and quantitative and was gathered through a wide array of methods including surveys, interviews, and analysis of institutional records.

The external assessment yields insights into the impact outside influences have on Hamilton's custodial operations. While we are an internal service organization, we are tightly bound to the activities of the outside world. Cost, availability of qualified employees, and regulatory agencies all play a vital role in determining how efficiently the custodial shop can operate.

It is our fundamental belief that neither employee satisfaction nor customer satisfaction can exist independently of the other. Not only do we need to provide our customers with top quality service in an efficient, friendly, and cost effective manner, we need to strive to develop a pleasant and satisfying working environment that is inviting to employees to come to work and enjoy their workday.

The result of the close and careful examination of as much relevant information as possible with regard to Custodial operations at Hamilton College has led to the development of four primary goals of the custodial shop. Each of these four goals was developed to serve two major functions. First is to support and align the broader mission and goals of the College with those of the custodial shop and, secondly, to give direction and focus to the long term development of the custodial shop. We believe that the goals identified and set forth within this plan will meet with our expectations and fulfill our desire to continue to grow and develop as an organization.

Goals and Objectives

Goal A:

Develop and sustain a high level of customer satisfaction through service delivery.

Objectives:

- A.1:** Determine current level of customer satisfaction with service delivery and provide a convenient means of customer feedback in order to perform regular ongoing satisfaction evaluation.

- A.2:** Identify opportunities to improve customer satisfaction.

Goal B:

Develop a comprehensive ongoing training and development plan.

Objectives:

- B.1:** Identify and evaluate custodial training needs.

- B.2:** Explore and identify training opportunities and develop a regular annual training schedule.

- B.3:** Develop and implement standardized operating procedures.

- B.4** Develop and implement diversity focused selection and hiring practices.

Goal C:

Develop, implement, and sustain an efficient budget allocation structure.

Objectives:

- C.1:** Accurately identify account funding needs and allocate appropriate funds accordingly.

- C.2:** Identify and implement cost saving practices, policies, and technologies.

- C.3:** Develop an efficient and sustainable resource allocation plan.

Goal D:

Develop and sustain a high level of custodial staff job satisfaction.

Objectives:

- D.1:** Develop and foster trust and cooperation among the custodial staff, management, and the entire Hamilton community.
- D.2:** Develop and implement programs that recognize, motivate, and reward safe workforce performance.
- D.3:** Develop and foster a cohesive team perspective.

Activities and Implementation Steps

Goal A: Develop and sustain a high level of customer satisfaction through service delivery.

Objective A.1: *Determine current level of customer satisfaction with service delivery and provide a convenient means for customer feedback in order to perform regular and ongoing satisfaction assessment.*

Activity/Implementation step: Develop processes and procedures for systematically and dependably gathering customer satisfaction information regarding custodial and support services provided.

Methodology: Develop and utilize the custodial web page to include a mechanism for gathering regular customer input. Engage Hamilton's IT department to guide the development and implementation of web based customer feedback channel.

Performance measures: Improved perception of the quality of service being provided to the campus and increased interaction between campus and custodial services, creating greater responsiveness to customer needs.

Objective A.2: *Identify opportunities to improve customer satisfaction through service Delivery.*

Activity/Implementation step: Evaluate current structure, scheduling, procedure and practice for alignment with desired operational outcomes.

Methodology: Comparative Analysis/Benchmarking of Hamilton's current custodial operation against custodial operations of peer institutions nation wide.

Performance Measure: level of primary qualitative and quantitative data obtained from peer institutions identified by Hamilton's Office of Institutional Research.

Responsibility: Bobby Evans Mike Stottlar

Goal B: Develop a comprehensive ongoing custodial training and development plan.

Objective B.1 *Identify and evaluate custodial training needs.*

Activity/Implementation step: Determine current level of custodial technical proficiency and current needs in terms of conflict resolution, communication, and group interaction skills

Methodology: Examination of training records and recommendations of custodial staff through an Individual Development Plan. Comparison of peer institutions' training programs.

Performance measure: Establishment of a baseline of training needs within the custodial shop and identification of training strategies for the custodial staff.

Objective B.2 *Explore and identify training opportunities and develop an annual training schedule.*

Activity/Implementation step: Gather information about and evaluate appropriateness of training programs offered by trade, professional, and service organizations and select programs deemed to be the most likely to lead to the desired outcomes.

Methodology: Contact each organization and obtain information describing training programs offered and evaluate each for effectiveness and appropriateness.

Performance measure: Development and implementation of a consistent and appropriate annual training program.

Objective B.3 *Develop and implement Standard Operating Procedures.*

Activity/Implementation step: Evaluate existing standards as set forth by recognized trade organizations and identify desired policies and procedures to be adopted by Hamilton's custodial services.

Methodology: Research and compare information outlining industry standards and evaluate such standards for appropriateness for Hamilton's custodial operations.

Performance measure: Development and adoption of a set of standard operating procedures and development of a SOP manual.

Objective B.4 *Develop and implement a diversity focused recruitment and hiring plan.*

Activity/Implementation step: Identify and implement custodial recruiting, interviewing and hiring practices that support Hamilton’s affirmative action goals and lead to diversity as defined by Hamilton’s Diversity Strategic Plan.

Methodology: Review Hamilton’s affirmative action statement and diversity strategic plan and adopt strategies outlined.

Performance measure: Diversity within the custodial shop representative of Hamilton’s definition of workforce diversity.

Responsibility: John McGovern Mike Strong Chris Burmaster
 Aubery Owens

Goal C: *Develop, implement, and sustain an efficient budget allocation Structure.*

Objective C.1 *Identify account funding needs and allocate funds accordingly.*

Activity/Implementation step: Determine necessary account funding needs for each of custodial services’ 18 account lines in order to operate according to identified standards.

Methodology: A comprehensive review of past spending patterns coupled with accurate projections of future costs.

Performance measure: operating within budget parameters while maintaining service at established standards.

Objective C.2 *Identify and implement cost saving practices, policies, and technologies.*

Activity/Implementation step: Implement a proactive stance on managing custodial operations utilizing the most cost effective methods, materials, and equipment to deliver service at established standards.

Methodology: Continuous comparative cost analysis of all facets of custodial operations and competitive purchasing of materials, equipment and services employed by custodial services.

Performance measure: Adherence to allocated funding and a stabilization or reduction in overall custodial operating cost.

Objective C.3 *Develop an efficient and sustainable resource allocation plan.*

Activity/Implementation step: Review methods used to determine resource allocation and evaluate for effectiveness and suitability for practical application to Hamilton’s custodial operations.

Methodology: Review of past practices used to develop resource allocation and comparative analysis against peer institution resource allocation methods.

Performance measure: A balanced allocation of resources across account lines within the custodial budget and a controlled spending structure.

Responsibility: Casey Wick Mike Strong

Goal D: Develop and sustain a high level of custodial staff job satisfaction.

Objective D.1 *Develop and foster trust and cooperation among the custodial staff, management, and the entire Hamilton community.*

Activity/Implementation step: Build a foundation of trust and cooperation by providing the custodial staff an opportunity to attain a vested interest in the performance of the custodial shop.

Methodology: Engage the custodial staff in decision making processes and operate the custodial shop employing participative management techniques.

Performance measure: An increase in the perception of employee appreciation and a feeling of being valued among the custodial staff leading to a reduction in employee absenteeism.

Objective D.2 *Develop and implement programs that recognize, promote, and reward safe workforce performance.*

Activity/Implementation step: Research, identify, and adopt reward and incentive programs that outline and reward performance according to established safety standards.

Methodology: Engage Hamilton’s Office of Environmental Protection and Safety to guide development of incentive programs and secure funding for programs.

Performance measure: Reduction in time lost due to accidents occurring while working and an increase in hazard awareness.

Objective D.3

Develop and foster a cohesive team perspective within the Custodial shop.

Activity/Implementation step: Identify and implement team building exercises and workshops and engage the custodial staff in activities that will form a strong sense of togetherness.

Methodology: Employ qualified internal and external facilitators to recommend and deliver clinics and workshops aimed at building a team perspective within the custodial shop.

Performance measure: An increased perception of teamwork within the custodial shop leading to an increase in employee cooperation and satisfaction and a reduction in absenteeism.

Responsibility: Patty Critelli Sherri Fidler-Rose Holly Macri

Conclusion

Time and time again it has been clearly demonstrated that any system is only as strong as its weakest component. Considering this, organizational excellence at Hamilton College must be a product of careful building and strengthening of all departments within the college, coupled with coordinated planning across its entire breadth. To succeed at such an elusive task, members from all levels of the college must be engaged and inspired to seek innovative ways in which to become stronger individually in order to become stronger collectively. Each department, unit, and office at Hamilton must strive to attain its full potential while facilitating the strengthening of all others within our sphere of influence. It is therefore the responsibility of every member of the Hamilton community to work diligently to ensure the success of the Hamilton College in fulfilling our mission and attaining our stated goals.

As an integral part of the system here at Hamilton College, it is Custodial Services' duty to do all we can to support the vision and mission of the College. With that end as our guiding focus, this strategic plan is built on a successful implementation of The Hamilton College Strategic Plan, The Hamilton College Diversity Strategic Plan, and The Hamilton College Division of Finance and Administration REACH Initiative. Taken together, these plans share a common focus on efficiency, effectiveness and diversity at every level of the college, and therefore they have been adopted as the primary drivers of the Hamilton College Custodial Services Strategic Plan.