

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

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

Contact Person/Phone: James Hisano/831-6734

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 80% 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 in order to attain a satisfaction level of 80% or better.
  - 2. Develop a training program for the Janitor II and Janitor III positions to make them effective in performing minor repairs and groundskeeping.
  - 3. Collect and evaluate semi-annual customer satisfaction surveys for all buildings on Oahu.
  - 4. Investigate ways to streamline support procedures to allow staff to concentrate on customer service and responsiveness, instead of

paperwork.

5. Continually develop and refine the program's measures of effectiveness to determine how well the program is delivering services.
6. To implement the inspection checklist for worksites by the Janitor III's and to follow up on deficiencies.
7. Investigate ways to better coordinate repair requests with trades staff from the Building Repair and Alterations Program.
8. Refine in-house training program to include formal classroom training, as available.
9. Improvement of the workforce through the refinement of the employee selection process by focusing on good customer service 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. Initiated recruitment and filled 15 Janitor II positions that were funded by the 2012 Legislature.
2. Refined on-line custodial survey that was initiated last year. The survey allows building occupants to provide feedback related to services being provided.
3. Developed an emergency response data base for each DAGS facility to notify key management personnel of situations, such as natural disasters, fire, power outages and terrorism, that would require the initiation of the appropriate emergency response.
4. Request the restoration and funding of 3 Janitor II positions that were abolished by the Legislature.
5. Selected contractor, Ameresco, Inc., for Phase II of an Energy Saving Performance Contract (ESPC) that will include the remaining DAGS facilities on Oahu, Hawaii, Maui and Kauai. Continued to assist with the refinement of energy conservation measures (ECM) to be included in the investment grade audit (IGA).

6. Continued the evaluation of DAGS office buildings to identify low or no cost areas that could be used to obtain points that could be applied towards Leadership in Energy and LEED silver certification from the U.S. Green Building Council.

B. One Year

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

1. Continue to expand the use of environmentally friendly cleaning products and procedures in facilities serviced by the division.
2. Refine surveys as a method to measure the level of satisfaction of building occupants with the services being provided.

C. Two Years

1. Continue the use of the Breeze Custodial Inspection software to monitor staffing levels based on guidelines established by the Association of Physical Plant Administrators.
2. Increasing participation and the skill level of the custodial staff in accomplishing minor building repairs.

D. Five Years

1. 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.
2. 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 user 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”.