

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

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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 85% 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 85% or better.
  - 2. Collect and evaluate semi-annual customer satisfaction surveys for all buildings on Oahu.
  - 3. Investigate ways to streamline support procedures to allow staff to concentrate on customer service and responsiveness, instead of paperwork.
  - 4. Continually develop and refine the program's measures of effectiveness to determine how well the program is delivering services.
  - 5. To implement the inspection checklist for worksites by the Janitor III's and to follow up on deficiencies.

6. Investigate ways to better coordinate repair requests with trades staff from the Building Repair and Alterations Program.
7. Refine in-house training program to include formal classroom training, as available.
8. 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 with Timetable

#### A. Past Years Accomplishments

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

1. Assisted the Public Works Division with the implementation of the construction phase of Phase II of the Energy Saving Performance Contract (ESPC) with Ameresco, Inc. Phase II includes the remaining DAGS facilities on Oahu and DAGS facilities on this islands of Hawaii, Maui and Kauai.
2. Created and filled four (4) Janitor II positions to provide custodial services for the Princess Kamamalu Building.
3. Worked with the Public Works Division to move staff in, occupy and provide managerial and custodial services for the Princess Kamamalu Building.
4. Continued efforts to restore positions and funding of three (3) custodial positions lost due to the Reduction of Force (RIF) and Legislative action.
5. As requested by the Department of Human Resources and Development, submitted a list of additional positions and other resources needed to assume BU 1 work that is currently being contracted. This work includes, custodial services now provided under contract.
6. Continued to work with the DAGS Personnel Office to streamline the process of recruiting Janitor II's to fill vacancies and obtain better qualified applicants.
7. Continued the systematic replacement of aging custodial equipment to improve worker productivity by purchasing vacuum cleaners and floor buffers, as funds are available.

#### 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. Continue to refine surveys as a method to measure the level of satisfaction of building occupants with the services being provided.
3. Continue to monitor building operations as related to improving energy efficiency, and the utilization of other resources.

C. Two Years

1. Increasing participation and improving 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 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 the Program's 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".