

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 Program

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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 semi-annual 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. 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. The installation of new air conditioning equipment at the Kalanimoku Building has been completed and work to replace the building's air handlers has begun.
2. The installation of new air conditioning equipment at the Keoni Ana Building has started. As with the Kalanimoku Building, the work will include the replacement of chiller with an air-cooled system.
3. Installation of a new fire alarm system for the Kalanimoku Building has been completed.
4. Design work for the re-keying of DAGS buildings has been initiated.
5. Contract to modernize the two elevators at the Keelikolani Building, Phase II has been awarded and work is scheduled to start during the first half of fiscal year 2020.
6. The program continues to systematically replace aging custodial equipment 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, 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 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 have been 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".