

To: CCIT Team Members
From: Mike Berthelsen, AVP
Date: 05.25.12
Re: Charge for the Custodial Continuous Improvement Team

For the last several years FM has created Pillar Teams to address specific operational areas like Maintenance and Custodial. Moving forward, we have identified the need to establish standing committees who will concentrate on improving our core functions. You have been selected to serve on the Custodial Continuous Improvement Team (CCIT).

As FM focused on implementing team cleaning, we have enjoyed success in many areas but there is room to improve and standardize our program. The CCIT will have a core team guiding the overall process and coordinating the work of three sub-teams that will each concentrate on a specific area of our custodial program. The three sub-teams are:

Team Cleaning

This sub-team's top priority will be to review custodial tour notes, identify common themes and propose standard improvements that can be made to the team cleaning process. Their recommendations will be due June 15 which will provide FM time to implement them before the Fall semester. This will include:

1. Document issues from tour notes and current challenges noted by supervisors and line staff
2. Conduct listening sessions with: 1) Team Leads; 2) Custodial/Facility Supervisors; 3) Senior B&Gs
3. Using input from listening sessions and line staff to prioritize the issues to address
4. Involve custodial line staff in field testing potential solutions

In addition this sub-team will have assignments that reflect the Senior Management Team's expectations and FM's FY 13 Work Plan as well as providing ongoing review of routine team cleaning procedures, supplies and equipment such as:

- Equipment needs/chemical needs
- Procedures/task lists/consistency/reporting needs
- New technologies
- Laundering SOP/contract/costs

Quality Assurance & Training

This sub-team's number one priority will be to review FM's existing QA process and create a more robust program that engages all levels of FM as well as our customers. Their recommendation for the process will be due June 22 so it can be put into practice by July 23. If the team determines a different software solution is needed, they will need to propose the appropriate roll-out schedule.

In addition this sub-team will have assignments that reflect the Senior Management Team's expectations and FM's FY 13 Work Plan as well as to review:

- Quality assurance tools and performance metrics
- New employee training
- Work process training
- Equipment training

Project Work & Major Equipment Standards

This sub-team's first order of business is to review and then implement a custodial PM program that can be planned, tracked and audited. Their recommendation on how to implement what the District Directors have already agreed to is due June 15 so it can be carried out immediately.

In addition this sub-team will have assignments that reflect the Senior Management Team's expectations and FM's FY 13 Work Plan as well as examining the following for carpet and hard surface floor care:

- Recommend capital and process standards for installing and maintaining carpet and semi-permanent floor finishes
- Standardize chemicals/equipment/SOP's
- New technologies
- PM's- document type of cleaning for each PM
- Spot cleaning
- Burnishing

The Core Team will be chaired by Denise Thomas, and have an Assistant Director from each District as well as members of the BRIDGE group. Each of the sub-teams will be chaired by an AD from the Core Team and includes different representatives from throughout each district as well as Safety and U Stores (see attachment).

Besides working with representatives from outside FM, the CCIT will also need to engage frontline staff. This could be in the form of focus groups, Teamster volunteers for product testing or asking squads to be part of small pilot projects.

The work of the CCIT is important and our timeframe for initial sub-team recommendations is aggressive. Once these first items have been addressed the CCIT will adjust its meeting schedule to reflect their ongoing work.

Thank you for your willingness to serve on this critical team.