

FP&M CUSTODIAL SERVICES STARPOINT STRUCTURE

In 1995 a team concept was discussed and a Design Team was formed. The Design Team analyzed Custodial Services's current way of working and developed a new organizational design that would ensure better business results and a better quality of working life for its members in the future. The Design Team also produced a broad implementation plan that served as a guide for the transition from what was its current state to today's FP&M Custodial organization.

In 2003 and again in 2011, the Starpoint design was reevaluated to represent best practice in the custodial industry, and to show what the teams were actually doing as team practice. In 2014 a Design Team evaluated the need of Starpoint Representatives, and for three of the representatives, developed Starpoint tasks for each team member. Remaining were the Administrative Starpoint Representative and the Starpoint Council Representative. These changes reflected the team's ability to be more effective and efficient in providing services to our customers.

The Starpoint Council Representative, the Organizational Starpoint, and the Facilitator will remain with roles that are assigned to an individual. All other Starpoints listed have become tasks to be performed by each custodian during the course of their daily work.



Mission

To provide a clean, safe, and healthy environment for the faculty, staff, students, and visitors at Iowa State university.

To provide superior service to all our customers, we will work together as a self-directed team with mutual respect and a shared sense of our common value.

The mission of Custodial Services is threefold:

1. Provide a clean, safe, and healthy environment for the faculty, staff, students, and visitors at Iowa State University; an environment supporting teaching, research, and service.
2. Monitor the physical condition of the University, directing feedback as appropriate to insure the long-term vitality of the campus; and by attending to the enduring quality of the campus, contributing to an environment that attracts quality faculty, staff, and students.
3. Provide directions, building information, and answer questions about University facilities with friendliness and helpfulness that contributes to the image of an excellent University.

Vision

The Custodial Staff uniquely understands the University as an academic institution and the role Custodial Services has in assuring excellence in learning.

We aspire to be a national leader in custodial services, recognized for our excellence in innovation and the way we work with available resources as stewards of the campus.

Through a partnership with customers, we will create and sustain an environment respected by all and known for:

- *Reliability* – services performed dependably and accurately;
- *Responsiveness* – needs met with speed and initiative;
- *Assurance* – service providers that are knowledgeable, courteous and trustworthy; and
- *Empathy* – care and concern, treating each customer as an individual.

The Custodial Staff are our most important asset. We believe that individual growth and development is the cornerstone of our collective strength and skill. We will actively support our efforts to improve our education and talents.

We will be open to all new ideas and innovative practices. We will fairly reward individual initiative and collective accomplishment. We will continue to enrich the collaborative relationship between AFSCME and Facilities Management.

We will build a climate that is fair, friendly, trusting, and respectful. We will communicate openly and honestly as individuals and as an organization.

Starpoint Council Representative Role:

- Represent the team at monthly Starpoint Council Meetings.
- Gather team concerns and issues from each team member, and take those concerns to Team Council Meetings to share and discuss.
- Responsible for bringing accurate and complete information and documentation back to the team.

Organizational Starpoint Role:

- Inform team of vacancies for the day to permit them to make assignment variations.
- Facilitate huddles and team meetings to help the team find a resolution to building issues, concerns, and develop a plan of action.
- Distribute team mail when received from facilitators.
- Identify absences due to call-ins to ensure coverage.

Everyone's Role:

Customer Service Tasks:

- Make contact with the key person/customer service coordinator in the building to clarify customer expectations, and share your work schedule with them. Team members will also ask for specific feedback on value we are providing as a custodial team.
- Direct information to team and/or facilitator.
- Make voluntary adjustments in assignments to reflect needed service improvements in team areas, within Standards and Frequencies boundaries.
- Bring any unresolved customer service concerns to the team for action at the Team Meeting.
- Maintain a listing of cleaning standards and frequencies of FP&M Custodial Services.
- Review the quality of services being provided with building customers and make alterations of services to meet the standards and frequencies of the department.
- Make alterations to standards and frequencies in conjunction with the team and manager of Custodial Services
- Develop a plan for and implement measurement of customer satisfaction, using the baseline measurement, as well as other measurement items as identified in the design documents.
- Complete training, both online and in class, as required by FP&M.
- Provide information to the team when leave requests are made.

Equipment and Safety:

- Maintain an inventory list of all emergency equipment in their building work assignment and where equipment is located.
- This list is to be kept in 1st floor closet, a copy in team room, and a copy sent to Facilitator annually.
- Interact with members to receive condition reports on all team equipment.
- Fill out an equipment repair request form online as needed.
- Complete monthly Custodial Space Safety Inspections to insure timely completion.
- Coordinate use, tracking, and evaluation of test machinery when available.
- Inspect equipment used in the building monthly, and prior to use, for proper safety.
- Tag unsafe equipment, take it out of service, and send equipment repair request via email.
- Review Custodial Space Safety Inspections with the team after inspections are completed.
- Report unsafe conditions in facilities and submit a service request to the Small Projects Center.
- Review all building custodial equipment, safety concerns, issues, and/or activities with the team.

Supplies/Laundry:

- Coordinate the flow of custodial supplies for each facility.
- Fill out supply orders for their area and routes them to the facilitator.
- When receiving supplies, review the received goods for accuracy and report discrepancies to the facilitator.
- Interact with Central Stores for needed corrections.
- When using new products, the custodian using new products shares the MSDS with the rest of the team.

Team Image: MC/KC Starpoint Tasks

It is the responsibility of each team member to act/interact with others meeting the following criteria. When thinking of services we provide, we want our customers to see us as:

- As a unified team
- Quality focused
- Professional
- Dependable
- Trustworthy
- Respectful
- Team orientated

Facilitators

The facilitator is charged with providing guidance and development of teams in their journey towards self-management. All facilitators will receive and must successfully complete Facilitator Training.

The facilitator has four areas of responsibility:

1. Team Building. Building self-directed teams, providing direct facilitation to teams.
2. People Development. Assisting in managing differences, developing individual team-based skills, facilitating team feedback.
3. Performance Management. Helping teams develop performance measures, setting improvement goals, facilitating problem-solving (TQM), providing recognition for team accomplishments.
4. Boundary Management. Linking the team to wider organizations, insuring inter-team coordination, interface with FP&M systems.

Self-Directed Team System

The Design was chartered with developing a self-directed team system for accomplishing the goals of Custodial Services.

The Design Team concluded that customers desired fast, flexible, and fitting responses to their needs. A self-directed, multi-skilled team structure is the best approach to assuring all three of these capacities.

A multi-skilled team is flexible. Developing self-contained full-service skills in each team enables a flexible response to standing customer needs, and fitting responses to changing conditions.

A self-directed team enables custodians to respond quickly. Decisions and information are local. The team knows its customers' needs and can respond quickly – avoiding the delays and errors of going up and down the management hierarchy.

The Steering Committee will be charged with overseeing the development and achievement of the self-managed teams in Custodial Services.

Each Starpoint will have a Council comprised of all current starpoint members in a particular area. The Council will meet once a month (more frequently if necessary to oversee the responsibilities in the starpoint area).

The Council will serve as an education and coordination venue. Starpoints will learn and educate themselves, and insure adequate coordination and consistency among all teams in the starpoint area.

Teams may choose to rotate Starpoint positions. Rotations take place once every four months and in alignment with semesters.

Jan-Feb-Mar-Apr

May-Jun-July-Aug

Sept-Oct-Nov-Dec

The team will rotate or elect an Organizational Starpoint person and one Starpoint Council Representative. Backups will also be determined.

Organizational Starpoint person and Council Representatives are expected to keep their back-ups well informed and provide training to the back-up when appropriate. In case of vacancies prior to rotation/election, the team will make a temporary assignment until the next rotation/election.

Organizational Starpoint Person and Council Representatives positions rotate every four months. Every team member takes his/her turn, except the 7:30 a.m. person, which is to be determined by the team if they will be included in the rotation.

New employees will be trained in a back-up role for every Starpoint position prior to serving as a lead Starpoint, and will only be entered into the rotation cycle after their six-month probationary period.

All team members should inform the Starpoint Council Representative of issues and concerns to be brought to the Starpoint Council Meeting for discussion and resolution. The Starpoint Council Representative will communicate these issues and concerns at the next Council Meeting, and report all information from the Starpoint Council Meeting to the team at the following Team Meeting.

Meeting Frequency

Custodial Teams

1. Daily “huddle” – 15 minutes
2. Bi-Weekly (26 times per year) team meeting – 1 hour

Starpoint Councils

1. Monthly Meetings

Steering Committee

1. Quarterly coordination session
2. Other times as needed