



Preparing our Custodial Department for a Custodial Pilot Program

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Brookhaven National Laboratory

- BNL is a multidisciplinary research institution operated by Brookhaven Science Associates for the U.S. Department of Energy's Office of Science. BNL has seven Nobel Prize-winning discoveries and over 70 years at the frontiers of science.
- Brookhaven Lab sits atop 5,320 acres at the eastern end of Long Island, NY with more than 2,800 employees, 4,500 visiting facility users, 1,400 guest researchers
- The Site Resources Division contains Skilled Craft Labor, Roads and Grounds, Planners, Service Contracts, Machining Work and Custodial (~300 people)
- The Custodial Department consists of 1 Manager, 3 Supervisors, 1 Coordinator/Trainer/Workload Specialist and 48 Custodians for ~ 120 buildings regularly serviced with ~2,100,000 cleanable sq. ft.

The Way We Were...

- “Every Organization is Perfectly Designed to get the Results They are Currently Getting” attr. W. Edwards Demming
 - Good people doing ~~good~~ things – individual standards
 - 2800 people setting expectations... at times daily?
 - We’re really good, no need to change
 - We know the “way to clean:” Bill trained Betty who ...
 - We’re empowered: You pick what products you like best
- Complex Manager – observe and comment
 - Controlled budget, managed customers and watched
 - Blue Stuff in the Bowl and a 1952 Hoover
- As Division Manager
 - I own it! Performance, Cost and Schedule
 - There’s More than Meets the Eye

Recycle, recycle, recycle.....

- Mixed Paper
 - Office paper, newspapers, junk mail, catalogs, magazines,
- Cardboard
 - Corrugated (ribbed)
 - Low-grade cardboard



- Plastic, Glass, Metal
 - Beverage & food containers must be rinsed out before placing in designated containers (typically yellow)
- Printer/Toner cartridges

Creating a New Vision:

- Have Ownership:
 - It's our site, others just work here
- Create Pride:
 - Custodial is a profession...we should be professionals
- Set a New Standard:
 - External Evaluation – measure against standards
- ManageWho?... ManageMen®... Why them?
 - Success at another National Laboratory
 - Consistent standards and measures
- The Report Card...how low?
 - Scoring got our attention
 - Thankfully, not out of alignment with other 1st timers

Progress... Such Kuroski

- A Questioning Attitude...
 - Choices: Stay the same? Change some? OS1© ...
 - Change: Can we, how do we, can we afford it?
 - What if: We don't change, we fail at the change, it doesn't match our culture, it doesn't...
- Progress?
 - Leadership change – more than a name
 - What can we afford ... 1st contract
 - What can we do?
 - Excitement shared with team...
 - Custodial Closets

First Steps:

- A commitment to change -- OS1®
 - Reorganized Custodial Department
 - Sent team members to a series of trainings
 - Obtaining a contract with MM to implement
 - Purchased tools based on learning at classes
- A Leadership commitment:
 - Laboratory Leadership is on-board (PEMP)
 - Management is enthusiastic
 - Workers are energized
 - Did something
 - 5 - S closet improvement in process (money savings)

5S: Sort, Straighten, Shine, Standardize, Sustain



Preparing to Pilot

- You have good people who are doing exactly what you expect them to do – it's not the people
- Ask yourself are there different and better ways
- Use “Quality Tools” such as 5 - S
- Engage experts and make friends
- Learn all you can and then some, bring it home
- Set the vision and lead the team with excitement
- Energize the people and watch them run...
- Perfection is the enemy of good...do something

Remember, no presentation is complete until the questions are answered!

