



# Looking Back Looking Forward

My Jan San Journey

- 1985 OSU career began as staff LA
  - Grounds Director promoted to Plant Director
  - Staff LA to department director
  - 8 LA inhouse designers
- Early 90's new plant director hired
  - Department restructured/ University Engineer Office
  - OSU in deep freeze
  - Began multiple years of stagnant budgets
  - Hiring/purchasing/merit freezes

**Looking Back**

- Mid 90's Physical Plant is flattened
  - Custodial and Grounds merged
  - Reporting to former custodial director - BAD
  - 50/50 contract/in house
- Late 90's Moved to new role as ULA
  - Career on hold
- 2001 GWM Director position opens at UM

**The Ohio State University**

- 2001 Started at UM in GWM
- 2002 mandatory 2% reductions begin
- GWM department thrived
- 2005-6 Custodial Director goes on medical
  - Succession of interim Directors
  - Self directed work teams
  - CSPIT-Custodial Services Process Improvement Team
- 2007 Hiring committee chair
- Grounds and Custodial combined

**University of Michigan**

- 2007-9 Cleaned house
  - Service reductions
  - Zone cleaning
  - Very little standardization
- Learned of task team cleaning
  - Researched programs
  - Due diligence
- 2009 (OS1) pilot began
- 2009-2012 (OS1) rolled out to 200 plus buildings
  - Change management plan
  - Metrics to measure success

**Why (OS1)**

- Results
  - Absorbed \$6.5M = 100 FTE +/-25%
  - Improved service delivery by 10%
  - Improved scores in customer and employee satisfaction surveys
  - Multiple awards
    - First organization to receive CIMS
    - 1<sup>st</sup> place in Higher Education Green Cleaning Award
- (OS1) Contributions
  - New programs, EX. Pandemic Response Plan
  - Visitors boot camp
  - ANSI standards

# Results

- Teamwork is key but building is difficult
- Only constant is change
  - F&O transformation
  - Centralization of training programs
- Involve all staff in process
  - Use peers as ambassadors
- Educate on importance of custodial profession.....continuously

**Looking Forward-Lessons learned**

- Training program rethink
  - A3 process, lots of little things
  - Speed of original roll out
  - New custodial staff and managers
  - Some regression
- (OS1) roll out (the sequel)
  - Take the best first-low hanging fruit
  - Audit, workload, job cards, boot camp and basic
  - Re-examine functional management – Succession planning
  - Tech, tools, right-sizing, budget realignment

**Looking Forward – Next steps**



- Comments from my experts

**Questions?**