

Happy New Year,

As the new AFC Sustainability Chair I would like to introduce myself, Greg Williams CFM, FMP from the University of Minnesota. I have been a Manager in the Facilities Management department for 17 years. Currently I oversee Operations, Maintenance and Customer Service in 26 University buildings of various types and usage; classrooms, offices, research labs, libraries, gymnasiums, clinic, student housing, student center and 2 large chiller plants serving our chill water loop. You know the typical campus potpourri. I am also an Instructor at the University of Minnesota in the School of Kinesiology where I teach the sport of Ultimate Disc. The combination of these two positions has given me the opportunity to design and teach a sustainability program to over 500 members of our custodial enterprise in 2011.

Just recently I have enrolled myself in the International Facilities Management Association – [Sustainability Facilities Professional](#) online course. Studying this coursework and passing the associated tests will allow me to gain another IFMA credential namely the SFP™.

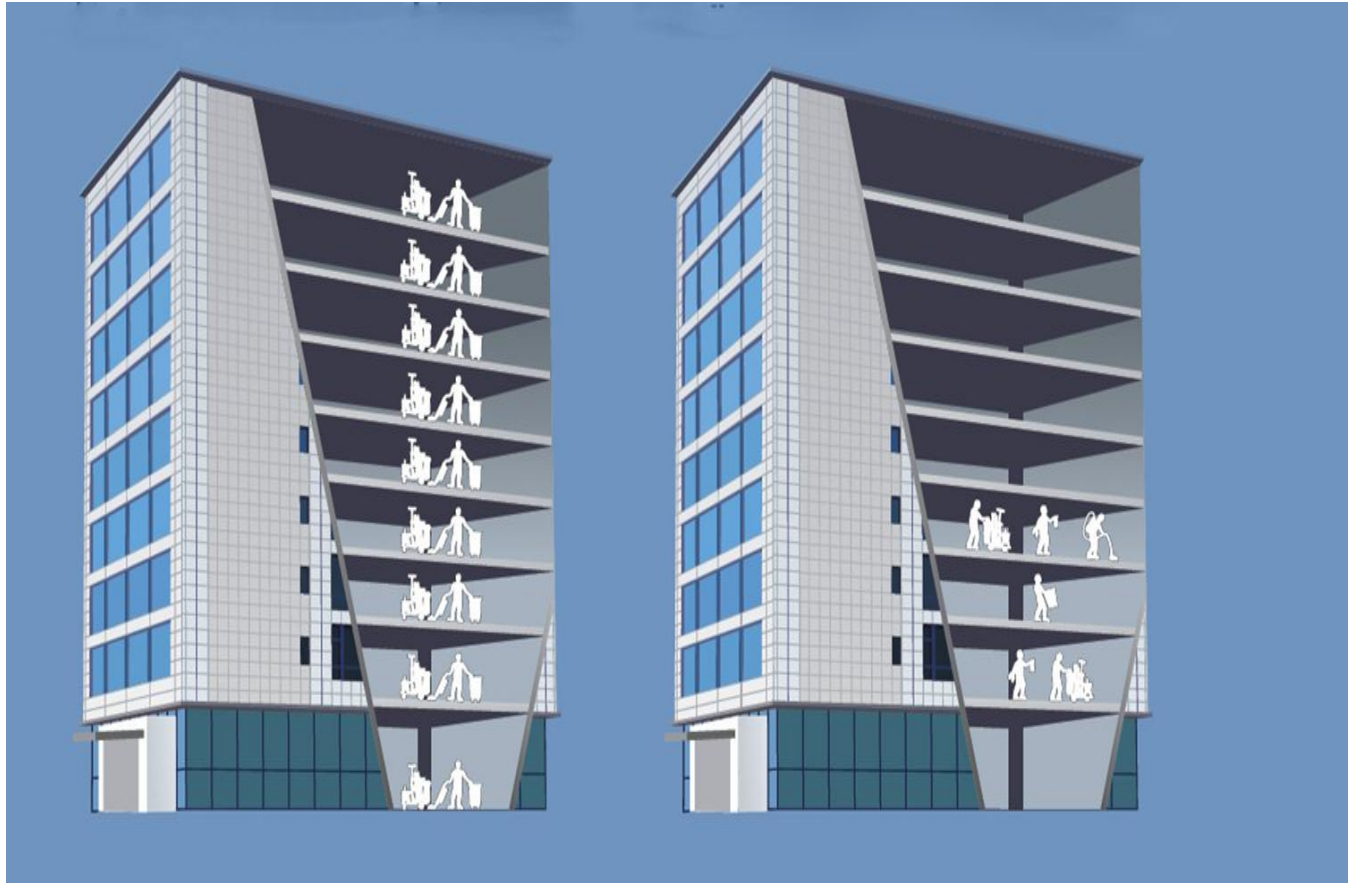
IFMA's TOP 5 reasons to earn the SFP™ credential

- **Support your environmental commitment with practical FM skills.**
Learn to use knowledge-based and data-driven methods to develop solutions that provide the highest value for your building, your organization and your community, regardless of the rating system.
- **Challenge the status quo.**
Challenge yourself and your organization to go beyond the current thinking, take full advantage of your FM skills and create a balance in your organization between sustainability and the corporate mission.
- **Impact your organization's triple bottom line.**
Implement best practices to impact your organization's economic, environmental and social bottom lines.
- **Earn a competitive advantage.**
The SFP™ credential will help advance your career and secure your future. You will gain credibility as an informed champion, partner and steward of the built environment within your organization and the communities in which you live and serve.
- **Join a professional network.**
Become part of a network of like-minded professionals who have achieved their SFP™ credential.

I studied for my FMP credential online while being laid up for 8 weeks; I then went after my CFM in the same year. The SFP™ is a very important credential to me. It not only establishes your sustainability professionalism, it provides the wherewithal to keep our current and valuable assets in a sustainable manner greatly impacting the Triple Bottom Line.

University of Minnesota Green Team Cleaning

Major Organizational and Cultural Change



I lead the design of and taught our new “Green Team Cleaning” program. This training encompassed our whole custodial enterprise of 477 custodians. Our management went through the 2 day 16 hour certificate training course. This included our Associate Vice President and District Directors on down. After the training and passing the technician exams the participants were given “Green Team Cleaning Technician” certificates. I also designed and taught “Team Building and Leadership”, “Effective Communication” and “Business Etiquette and Customer Service” training programs for our newly created Senior Buildings and Grounds custodial lead positions.

GREEN TEAM CLEANING INITIATIVE UNIVERSITY OF MINNESOTA

by Gregory D Williams CFM, FMP

HISTORICALY FISCAL YEAR 2010 – 2011 AND BEFORE

- 11M cleanable square feet on Minneapolis/St. Paul campuses
 - \$30M budget
 - 477 teamster custodial budgeted positions
 - Work areas primarily assigned to 1 person who completes all routine custodial tasks
 - Average of 13% of workforce not at work each day
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BUDGET - CHALLENGE

- Department required to meet a 10% departmental budget reduction
- \$3.1 million reduction for Custodial function
- Equals 62 FTE's if accomplished solely through staff reductions

THE CHALLENGE WAS MET –

- Due to New Team Cleaning initiative
 - An Early Retirement Option was offered which hit targeted FTE numbers
 - Reduced custodial staff now cleaning more square footage more efficiently
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STANDARD SERVICE DELIVERY GUIDELINES

- Clean & Safe Environment – “Cleaning for Health”
 - Maintain a healthy and sustainable indoor environment
 - Consistent Service
 - Cost-effective Process
 - Deploy resources and equipment in the most efficient way
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ASSESSMENT

- We needed to assess our new situation
 - Accurately measure and identify exactly what it is we need to clean and where
 - A custodial auditing team was developed of Custodial Supervisors who went into the field and accurately identified, measured and categorized all cleanable space in every university building
 - After this assessment was done it would allow us to load level areas for the Team Cleaning endeavor
 - This had previously been an unreliable quantity, much thanks goes out to their hard work
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THE NEED FOR TRAINING

- A workforce culture change was needed to improve moral, reduce entitlement of unionized workforce
 - The organization did not have a training program for custodial staff
 - Only some new employees received a brief initial formal training
 - The NEW workforce culture change is currently increasing productivity, with employee buy-in and investment in process as time goes on
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RESEARCH

We researched how other universities, businesses and organizations were providing their custodial services that were proven successful in:

- Efficiency
- Profitability
- Sustainability
- Customer Service
- Hygiene
- Budget
- Employee Satisfaction

I chose the best aspects from all we researched and added technology and applied science

Cleaning For Health

GREEN TEAM CLEANING

- Teams of 1-6 Custodians per building or groups of buildings depending on cleanable square footage, type, usage
- Working from the top of the building to the bottom or in logical sequence
- Each team member is trained in all of the 4 duties of the team
- Team members rotate weekly between the 4 duties of the team and reevaluate with Custodial input after 3 months.

Zone/Area Cleaning



ZONE/AREA CLEANING: HISTORICALLY
CUSTODIANS ARE ASSIGNED TO AN AREA

RESPONSIBLE FOR ALL SERVICES:
FLOORS – DUSTING – RESTROOMS - TRASH
REMOVAL

VERY PHYSICAL AND ISOLATED WORK
DUPLICATION OF EQUIPMENT – (MORE COSTLY)

AREAS WOULD BE TOO LARGE TO BE
SUSTAINABLE USING ZONE CLEANING

FM Team Cleaning



FM Team Cleaning: Scientific and Researched
Custodians Specialize In One Function

Point Technician – Vacuum Technician - Restroom Technician Utility
Technician

- Regular Rotations – determined by site preference
- Ergonomic Equipment (Easier to Use) and Safer Chemicals
- Less Equipment Needed (Less Costly)

TEAM CLEANING BENEFITS

- To have better and more consistent staffing
 - To be more flexible to respond to unique events
 - Added safety for team members – will not be all alone in a building
 - More eyes on the same spaces increases opportunity for better service
 - Cleaning with healthier more ergonomic “Green Seal” chemicals and equipment
 - Commitment to the Team’s success
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THE SERVICE PRODUCT

GREEN TEAM CLEANING

Teams of 1-6 Custodial Workers working sequentially from the top of the building to the bottom. Each team member is trained in all of the 4 duties of the team. Team members move through an area performing their specialized "Technician" duties described below:

POINT TECHNICIAN

- First one into the area (office, classroom, etc.) empties trash, picks up large debris and moves chairs etc. for the Vacuum Technician

VACUUM TECHNICIAN

- Vacuums using new ergonomic, lightweight, HEPA filtered backpack vacuum. This increases the IAQ by removing dirt and dust load from the building. More efficient than upright bag type.

RESTROOM TECHNICIAN

- Cleans all restrooms in the building following new faster, more hygienic techniques, equipment and "Green Seal" chemicals

UTILITY TECHNICIAN

- Cleans public space, stairways, entrances, changes lights, cleans elevators, walls, glass

All team members regularly rotate through the Technician roles