

Productivity and Management



John Feeney

Janitorial and Cleaning Co-ordinator
East Renfrewshire Council
Education/Facilities Management

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Productivity and Management

- Calculating and Implementing high productivity



- Maximising the Efficient Deployment of staff



- Ensuring the service remains up to date



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Calculating and Implementing high productivity

Starting point:

- No staffing list held with SLA at unit level
- No on site management of hours (Absence cover)
- No school info regarding accurate square metres
- No investment in Machinery (Life Cycle)
- Old buildings

Changes:

- Look at Industry standard (BICSc *The Guide to Standards, Specifications and Productivity Rates*) and aim for efficiencies to be within these parameters , aim to exceed these.
- On site manager to control and audit hours
- Full support in place to manage non- attendance for agreed cover to keep within SLA
- Budget sheet held in every centre and live recording held centrally for all staff. Budget sheet then kept up to date with accurate staff movements
- Contract agreed for new Machinery
- Council investment in new buildings

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Staffing SLA

Start Date	Post ID	Janitor/Cleaner	Forename	Surname	Hrs Paid Daily	Hrs Paid Weekly	Grade	Periodic	Start Finish Times
31/08/2020	ERC003385				4.00	20.00	4	39	M,T&TH 16.00-20.00 W&F 15.30-19.30

SLA includes 46 weekly hours for trust= 9.20 hours daily

SLA Budget Cleaning 345.00

Start Date	Post ID	Day Cleaner	Forename	Surname	Hrs Paid Daily	Hrs Paid Weekly	Grade	Periodic	Start Finish Times
	ERC001513				4.00	20.00	1	39	M-F 12.00-16.00
	ERC001415				3.00	15.00	1	39	M-F 11.00-14.00

Valerie looking to transfer to here from morning clean

Start Date	Post ID	Cleaning Supervisor	Forename	Surname	Hrs Paid Daily	Hrs Paid Weekly	Grade	Periodic	Start Finish Times
	ERC001531				3.00	15.00	3	39	M-F 06.00-09.00

Start Date	Post ID	Morning Cleaners	Forename	Surname	Hrs Paid Daily	Hrs Paid Weekly	Grade	Periodic	Start Finish Times
	ERC007562				2.00	10.00	1	39	M-F 06.00-08.00
	ERC001546				2.00	10.00	1	39	M-F 06.00-08.00
28/03/2021	ERC001544				2.00	10.00	1	39	M-F 06.00-08.00

Start Date	Post ID	Cleaners	Forename	Surname	Hrs Paid Daily	Hrs Paid Weekly	Grade	Periodic	Start Finish Times
	ERC007507				4.00	20.00	1	39	M,T&TH 16.00-20.00 W 15.30-19.30 F 3-7pm
06/06/2022	ERC007469				4.00	20.00	1	39	M,T&TH 16.00-20.00 W 15.30-19.30 F 3-7pm
25/05/2018	ERC001471				4.00	20.00	1	39	M,T&TH 16.00-20.00 W 15.30-19.30 F 3-7pm
13/02/2013	ERC001568				4.00	20.00	1	39	M,T&TH 16.00-20.00 W 15.30-19.30 F 3-7pm
	ERC001534				4.00	20.00	1	39	M,T&TH 16.00-20.00 W 15.30-19.30 F 3-7pm
	ERC007712				4.00	20.00	1	39	M,T&TH 16.00-20.00 W 15.30-19.30 F 3-7pm
	ERC007560				4.00	20.00	1	39	M,T&TH 16.00-20.00 W 15.30-19.30 F 3-7pm
	ERC001578				4.00	20.00	1	39	M,T&TH 16.00-20.00 W 15.30-19.30 F 3-7pm
	ERC001532				4.00	20.00	1	39	M,T&TH 16.00-20.00 W 15.30-19.30 F 3-7pm
	ERC001571				4.00	20.00	1	39	M,T&TH 16.00-20.00 W 15.30-19.30 F 3-7pm
	ERC001555				4.00	20.00	1	39	M,T&TH 16.00-20.00 W 15.30-19.30 F 3-7pm
	ERC001539				4.00	20.00	1	39	M,T&TH 16.00-20.00 W 15.30-19.30 F 3-7pm

Labour Hours Cleaning

Daily

Weekly

64.00

320.00

Differential

25.00

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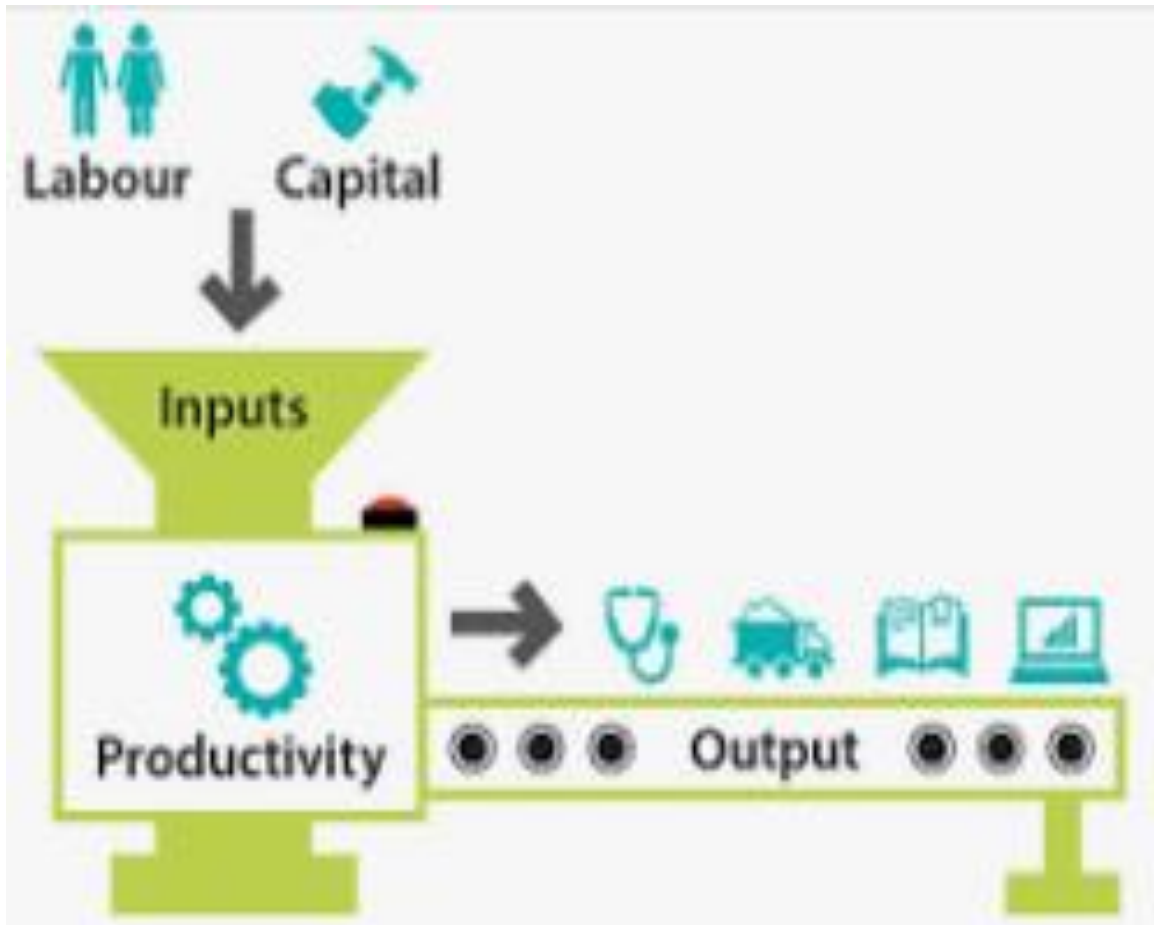


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Calculating and Implementing high productivity



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Capital Inputs

- We meet or surpass the industry standards by the investment of new Machinery
- Investment in New Schools, allowing an efficient flow clean with more open space



Move to more Mechanised Cleaning. Reduce manual cleaning including buffing



New build investment:
Previous M2=10791 [316 weekly hours]
New Build M2=16235 [295 weekly hours]
50% increase in building size M2
6.5% decrease in staffing

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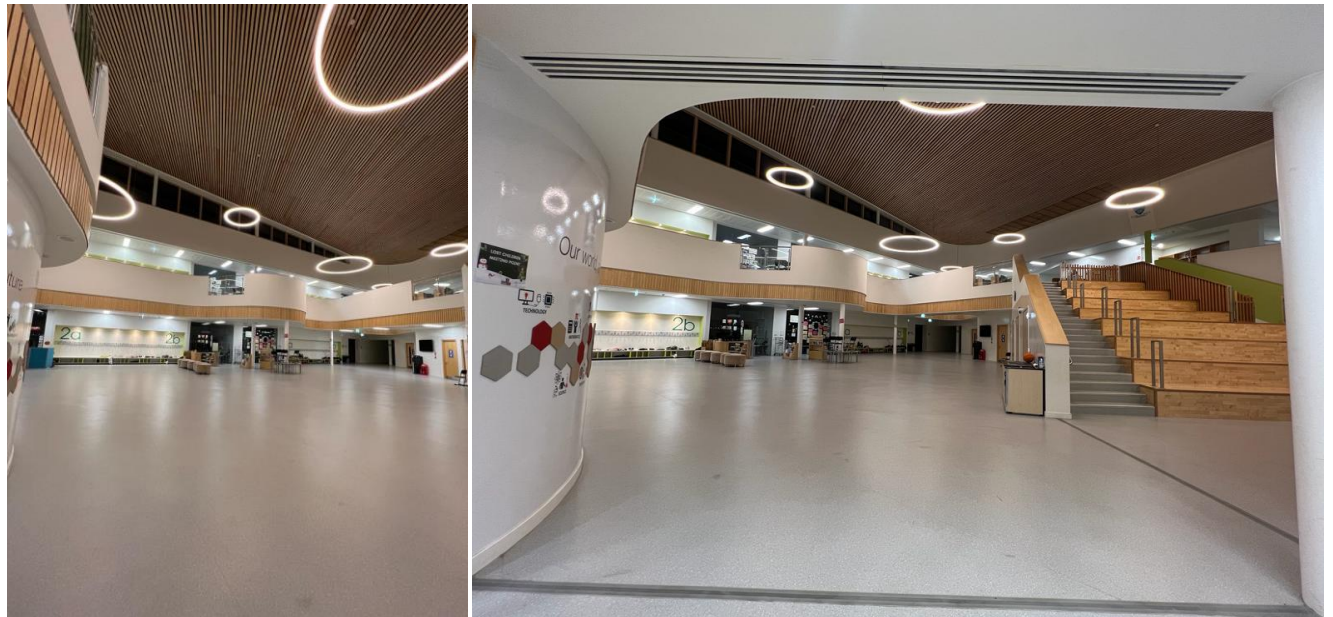
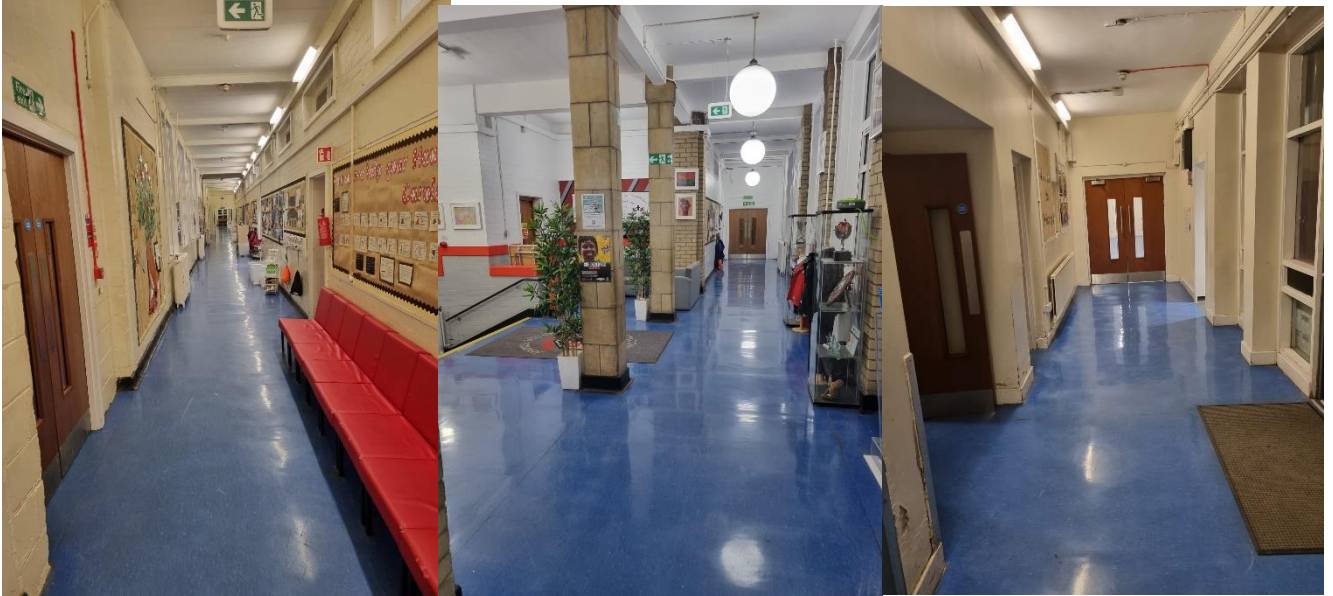


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The Vision Old/New



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Labour Inputs

Starting Point:

- No Line Management structure at school level
- Co-ordinator in charge of all 295 cleaning staff in 64 sites
- Cleaning supervisor on site, no on-site support, very little supervisory training.

Changes:

- Aggrigate all schools
- Divide Schools into manageable clusters
- School janitor promoted and given Line Management responsibilities
- Janitor has support with new Senior Cluster Janitor
- Cluster managed by Senior Supervisory Cluster Janitors
- Live Attendance cards for each school. Completed on a daily basis, collated centrally.

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- Maximising the Efficient Deployment of staff

First Line Manager Structure

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
1	23	Total Number of Primary Schools			6	Total Number of Nursery Schools/ Family Centres not including nursery direct attached to schools			7	Total Number of High Schools			1	Total number of Special schools		
2	255	Posts														
3	238	Staff														
4	Cluster 1 Barrhead Cluster			Cluster 2 Isobel Muir Cluster		Cluster 3 St Lukes Cluster		Cluster 6 Woodfarm Cluster		Cluster 4 St. Ninians Cluster		Cluster 5 Eastwood Cluster		Cluster 7 Carolside Cluster		
7	17	Barrhead High Ralph Fyfe Grade 7 ERC0080	7	Isobel Muir Robert Todd Grade 6 ERC0090	14	St. Lukes High Steven Devine Grade 6 Junior386	8	Eastwood High Scott Harkness Grade 6 ERC0681	2	St. Ninians High Ann Casack Grade 7 ERC0088	13	Eastwood High Tam Edgar Grade 6 ERC0082	12	Carolside Inc Nursery Jim Kerr Grade 6 ERC0061		Temp Reliefs
10		Barrhead High Scott Boyd Grade 5 ERC0073		Isobel Muir Joe Hart Grade 5 No Post ID		St Lukes J McGoran Grade 5 ERC0095	18	Woodfarm High Linda Irshad Grade 5 ERC0682	17	St Ninian's James McCullum Grade 5 ERC0086		Eastwood High Ann Rossall Grade 4 ERC0101		Carolside Inc Nursery Ann McGill Grade 4 ERC0100	1	Neil Woods Grade 5 ERC0018
13		Barrhead High Ann Lomas Grade 4 ERC0116		Isobel Muir Michelle McManis Grade 4 ERC0113		St Lukes Isobel Oswald Grade 4 ERC0123		Woodfarm High Agnieszka Linińska Grade 4 ERC0118	12	Willowwood High School No Juniors	5	Crookier Jim Goodwin Grade 5 ERC0062	10	Netherlee Inc Nursery Bill McCae Grade 5 ERC0068		
16	6	Cross Arthurie Jake Cummings Grade 5 ERC0063	13	Carlside Primary Inc Nursery No Juniors	7	St Mark's Mick McDonnell Grade 5 ERC0075	6	Giffnock David Blair Grade 5 ERC0065	6	Moura Castle High School No Juniors	12	Crookier David McArthur Grade 4 ERC1263	9	Netherlee Inc Nursery Irene Campbell Grade 4 ERC 0106	1	37 hr TT PERM Grade 5 ERC0092
19		Cross Arthurie Elsie Meyer Grade 4 ERC0102	5	Nailton Alan Cuthbert Grade 5 ERC0067	4	St Mark's Linda Hamilton Grade 4 ERC0113	7	Giffnock Agnieszka Wytomska Grade 4 ERC0118	7	OLM Jim Daly Grade 5 ERC0069	7	St Cadoc's Alec Campbell Grade 5 ERC0072	5	Busy Phil Maxwell Grade 5 ERC0059		
22	7	Eaglesham Alan Stern Grade 5 ERC0064	5	Nailton Sheena Fleming Grade 4 ERC0105	7	St John's Inc EMIS Roddie Milnes Grade 5 ERC0073	6	Thornbank Inc Nursery Bridie McBride Grade 5 ERC0077	6	OLM Caroline Colquhoun Grade 4 ERC0108		St Cadoc's Lorraine McGratten Grade 4 ERC0110		Busy Diane Stewartson ERC0098		
25		Eaglesham Isobel Middle Grade 4 ERC0103	4	St Thomas' Bobby Carey Grade 5 ERC0076	3	St John's Inc EMIS Vacant Grade 4 ERC0111		Thornbank Inc Nursery Jason Weir Grade 4 ERC0115	5	OLM/Roblee Michelle Gillan Grade 4 ERC0070	7	Kirkhill Michael Connor Grade 5 ERC0066	6	St Joseph's Steven MacIsaac Grade 5 ERC0074		
28		McCready Centre Wilma MacLean Grade 4 ERC0056		St Thomas' Elizabeth Gillespie Grade 4 ERC0114	2	Arkwile F/C Served from St Marks	1	Glen Family Centre Caroline Lamb Grade 4 ERC0052	1	OLM/Roblee Hazel McBain Grade 4 ERC0107		Kirkhill Mark Nicholson Grade 4 ERC0479		St Joseph's Irene Carson Grade 4 ERC0112		
31	2	Hazeldene Tommy Burns Grade 4 ERC0054	2	Uplawmoor Karen Gorrie Grade 4 ERC0078	5	Springhill & Aschback Allan Keenan Grade 5 ERC0071	2	Glenwood Elizabeth Docherty Grade 4 ERC0053	1	Modern Apprentice Tommy Burns Jr ERC 1232	5	Calderswood Lodge Jack Watson Grade 5 ERC0060	5	Braidbar Tommy Carroll Grade 5 ERC0058		
34		Madras Michelle Millen Grade 4 ERC0055		Uplawmoor Robert Wright Grade 4 ERC0112		Springhill & Aschback Marie Todd Grade 4 ERC0109					Calderswood Lodge Sharon Dyer Grade 4 ERC0099		Braidbar Michael McNeill Grade 4 ERC0097			
37		Modern Apprentice Sean Morrison ERC1366				Modern Apprentice Brandon Pauglase ERC1367					Modern Apprentice Cameron McIntyre ERC1231		Modern Apprentice ERC1368			

Ensuring Service Remains up to date

Starting Point:

- No formal audit Documentation/Programme
- Outdated machinery
- Absence management chaotic
- No formal Training Plan

Changes:

- Devise audit sheet
- Full audit programme sent to all schools, weekly audits by on site janitor, sent to cluster manager. Senior janitor term audits which is more in depth
- Formal machine contract put in place with regular client meetings.
- Live attendance cards
- On site training given on a regular basis, by means of a tool box talk, care of machinery etc.

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School Attendance Card

Attendance card-BHH

		A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA	AB	AC	AD	AE	AF	AG	AH	AI	AJ	AK		
1	Staffing Calendar 2015	IS	IN SERVICE	SH	SCHOOL HOLIDAYS	PH	PUBLIC HOLIDAY	1	STAFF ABSENT																															
2	Premises Name	Barrhead HS																																						
3	JANUARY	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	Monthly Total	Overall Total	Comments					
4		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31								
5	Forename	Surname	PH	PH																																				
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20	FEBRUARY	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	Monthly Total	Overall Total	Comments								
21		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31								
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37	MARCH	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	Monthly Total	Overall Total	Comments								
38		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31								
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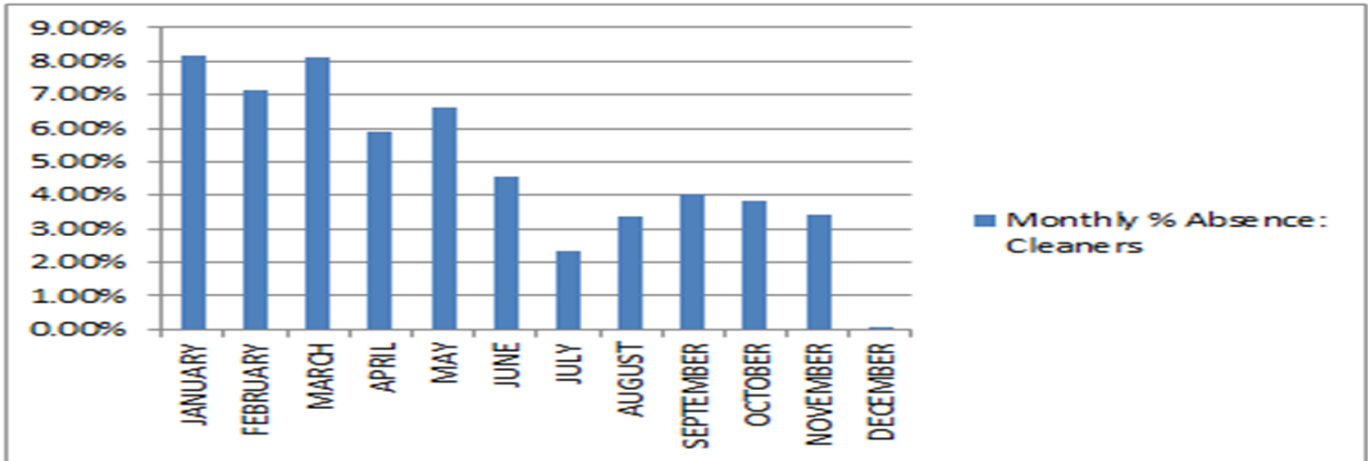


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Attendance Review



	Monthly percentage absence	
January	8.19%	
February	7.12%	Attendance Cards Start
March	8.13%	
April	6%	
May	7%	
June	5%	
July	2%	School Holidays
August	3%	School Holiday
September	4%	
October	4%	
November	3%	
December		

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School Audit Sheet

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P												
School Audit Sheet: Primary and Nursery/Family Centres:																											
School Name/Address/Postcode				<table border="1"> <thead> <tr> <th colspan="4">Points Score</th> </tr> <tr> <td>05</td> <td>1</td> <td>15</td> <td>25</td> </tr> <tr> <td>F</td> <td>F</td> <td>G</td> <td>E</td> </tr> </thead> </table>				Points Score				05	1	15	25	F	F	G	E	School:							
Points Score																											
05	1	15	25																								
F	F	G	E																								
1. Extracurricular activities																											
Varieties (Sports)																											
Varieties (Arts and Culture)																											
Varieties (Performing Arts/Clubs/Other/Other)																											
Schools/Leisure/Other																											
2. Gardening																											
Varieties (School)																											
Flora																											
School/Other/Other																											
School/Other/Other																											
Other/Other																											
Other/Other																											
3. Parents/Staff/Community Involvement																											
Varieties																											
Flora																											
Other																											
Varieties																											
Other/Other																											
Other/Other																											
4. Other Facilities including Staff Facilities																											
Varieties																											
Flora																											
Other																											
Varieties																											
Other/Other																											
Other/Other																											
5. Other																											
Varieties																											
Flora																											
Other																											
Varieties																											
Other/Other																											
Other/Other																											

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Investment in Training



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HEALTH AND SAFETY – Chemicals and harmful substances

- All staff should be trained on correct handling procedures prior to commencing any task using chemicals or harmful substances.
- Close attention should be paid to any type of warning signs that are used to identify different types of harmful substances.
- Only use a product in accordance to the manufacturer's instructions.
- Never mix chemicals or store in any other container other than the original container.
- Care should be taken to use correct protective equipment when using chemicals or harmful substances.
- You should ensure that chemicals are used in accordance with COSHH regulations – details of all chemicals should be displayed on COSHH poster (kitchen hygiene schedule) in prominent position in work area.
- All chemicals and harmful substances should be kept in a separate secure area and only trained staff should access this.
- Any concerns should be reported to line manager immediately

BE RESPONSIBLE FOR YOUR OWN SAFETY

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