

School Custodial Services Review – Board Report

SUMMARY OF FINDINGS AND APPROVED RECOMMENDATIONS

NOVEMBER 2017



Background

Why are we doing this?

- Complaints regarding:
 - ✓ School cleanliness
 - ✓ Service delivery
 - ✓ Resources spread too thin across schools
 - ✓ Model wasn't sustainable
 - ✓ Human and Financial resources depleting

Focus of review:

- Current custodial service model
- Department organization
- Feedback from BPVPA / District Staff
- Feedback from CUPE / BTA / DPAC
- Examine school use and capacity
- Data gathering from Lower Mainland school districts

Stakeholder Consultation Sessions

Development of Budget Report

- Maintenance Manager 2 meetings
- Principal Group 3 meetings
- Custodial Foreman 1 meeting
- CUPE / BTA Presidents 1 meeting
- Michael J Fox Theatre 1 meeting

Board Report

- Custodial Foreman/CUPE 3 meetings
- CUPE Sub-Foreman 2 meetings
- DPAC 2 meetings
- Burnaby Leadership Team 1 meeting
- Principal Group 1 meeting
- BTA Executive 1 meeting
- DSAC 1 meeting

Meetings with Custodial Foreman/CUPE, CUPE President, BTA and Principal group in September.
DPAC presentation November 20, 2017.

Some Considerations for Improvement

1. Provide service in schools between 2:00 pm and 3:30 pm
2. Augment effective cleaning time (before 8:00 am and after 3:00 pm)
3. Supervision practices during the week and on weekends
4. Management of school “pairings”
5. Support very small schools without assigning day-shift custodians
6. Develop an Operation Handbook – staff training required

Current Custodial Model

Elementary

- 24 schools “paired” (12 pairings)
- Start time 5:30 am all schools
- 29 schools day-shift positions
- No coverage between 2:00 pm and 3:30 pm

Secondary

- No school “paired”
- Start time 5:30 am
- All schools have day-shift positions
- No coverage between 2:00 pm and 3:30 pm (except Burnaby South)

District Foreman:

- ✓ 6 Full-time positions (Monday to Friday)

Leave Replacement Budget:

- ✓ 2.250 FTE Seasonal District Custodians (October to March)
- ✓ Casual Relief budget \$171,230

Report Recommendations (Approved)

1. Hire a Supervisor Maintenance Manager: Custodial Services (**complete**)
2. Revise existing “paired” schools to:
 - 3 “Small” Enrolment Schools – no day shift custodian:
 - Rosser
 - Glenwood
 - Lyndhurst
 - 8 “Paired” Schools (share day-shift custodian – morning/afternoon split to be confirmed)
 - South Slope and Suncrest
 - Windsor and Buckingham
 - Douglas Road and Gilpin
 - Twelfth Avenue and Lakeview**
 - 7 “Partial Day Coverage” Schools (day-shift start at 10:00 am)
 - Parkcrest (paired)
 - Confederation Park (paired)
 - Stride Avenue (paired)
 - Kitchener (paired)
 - Forest Grove (new)**
 - Lochdale (new)**
 - Montecito (new)**

Report Recommendations (Approved) – Cont.

3. School Day-Shift Start-Times:

- | | |
|----------------------------|------------------------------------|
| ➤ Elementary Schools | 6:45 am from 5:30 am (27 schools) |
| ➤ Secondary Schools | 6:30 am from 5:30 am (8 schools) |
| ➤ Secondary Sub-Foreman II | 2:30 pm from 3:30 pm (8 schools) |
| ➤ Afternoon Shift | 3:00 pm from 3:30 pm (all schools) |

4. Additional Hours – Previously “paired” schools (except 8 “paired” #2)

- | | |
|----------------------------------|--------------------|
| ➤ Elementary – 3,100 m2 or less | +2.0 hours per day |
| ➤ Elementary – 3,101 to 4,000 m2 | +3.0 hours per day |
| ➤ Elementary – 4,001 m2 plus | +4.0 hours per day |

Report Recommendations (Approved) – Cont.

5. Custodial Foreman

Retain 6 Custodial Foremen positions – adjust hours to provide day/afternoon plus weekend coverage.

6. Leave Replacement

- Adjust number of district positions (2 day-shift / 4 afternoon shift – 8 hours/day)
- Eliminate seasonal custodial positions (October to March – 2.25 FTE)
- Increase casual leave budget from \$264,012 to \$435,242

Leave replacement was a major factor contributing to quality service provided to the schools – additional funds targeted to this area to increase predictability of cleaning services.

Report Recommendations (Approved) – Cont.

7. Other Recommendations:

- Create Operation Handbook
- Review absence dispatch process
- Investigate new Michael J Fox Theatre strategy
- Investigate *Process Cleaning* to determine if viable option
- Year-round cleaning to maintain high standard
- Review tools provided
- Develop equipment replacement schedule
- Create joint management / CUPE training committee
- Improve overall communications

Significant Custodian Staff Implications

1. Hours of Work

- Day-shift elementary school start times at 6:45 am (from 5:30 am)
- Day-shift secondary school start times at 6:30 am (from 5:30 am)
- Afternoon shift start times at 3:00 pm (from 3:30 pm)
- Currently there are 29 day-shift positions – 27 will exist under the new plan

2. “Partial Day Coverage” Schools

- Day-shifts to start at 10:00 am start for smaller schools (7 schools)
- Finish shift at 6:30 pm (morning shift currently ends at 2:00 pm)
- Day-shift coverage provided from morning recess and overlap with any afternoon custodians

Reason for Proposed Changes:

- ✓ Increased cleaning time when school not in session (Elem. = 429.5 to 476.5 hours/day)
- ✓ Create overlap with Sub-Foreman and afternoon shift Custodians
- ✓ Provide coverage between 2:00 pm and 3:30 pm
- ✓ Improve supervision / quality control (all staff working from 3:00 pm to 3:15 pm)
- ✓ Just-in-Time training can be provided by Management / District Foreman
- ✓ Principal can communicate with all Custodians – staff together at one time

Implementation Considerations

1. One-time staff adjustment necessary to implement
 - Special process being developed with CUPE to affect restructuring
 - All Custodians (except 6 District Foreman) are affected
 - Seniority based filling
 - Implement transition after Holiday break
2. Transition Period
 - Require some cross-training / familiarization time to support staff changes
 - Consultation with schools to minimize any service disruption
3. Process Timeline:
 - Finalize agreement with CUPE on staffing process
 - Final definition of Custodial Positions (schools, shift hours, total hours worked)
 - Posting Freeze (November 10th – stabilize workforce)
 - Mid November – provide formal Notice to Custodians (all except District Foremen)
 - Mid December – placement of Custodians (seniority based)
 - School based areas (runs) – final section at school based on seniority
 - Revised staffing plan in place by January 10 (transition time)

Budget Distribution

	<u>CUPE FTE</u>	<u>Budget \$</u>
1. Supervision Adjustments	0.000 FTE	\$104,300
2. School Staffing	2.630 FTE	\$165,795
3. Custodial Leave Coverage	6.466 FTE	\$404,905
4. Equipment Replacement	<u>N/A</u>	<u>\$50,000</u>
Total Budget Adjustment	9.096 FTE	\$725,000

Note – Each of the four areas of consideration above required additional resources. The final recommendations attempt to balance the competing needs.

Questions ??
