CASE STUDY

Wicomico County Public Schools

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About Wicomico County Public Schools

Wicomico County Public Schools includes 24 schools, that make up 2.4 million square feet and 650 acres. It has 110 full-time custodians and 60 part-time contract custodians.

Over 15,000 students and 1,300 teachers rely on Wicomico County Public Schools facility managers and custodians to keep the building clean and students safe.

Key Results

- Ability to track the implementation of new automation and processes
- More effective use of resources and man hours resulting in cost savings
- More positive and effective communication with administration

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Wicomico County Public Schools Challenge

Prior to working with Otuvy QM to manage processes and quality, Wicomico County Public Schools facilities received poor cleanliness ratings according to the ISSA Clean Standard: K-12 and had inconsistent cleaning processes from school to school.

Cleaning processes, protocols, materials, tools, and standards were different in each building, making it difficult to manage employees, prove cleaning had been completed, and find areas of opportunity for improvement.

The Wicomico County Public Schools administration often did not understand when work was being completed, or what it took the janitorial staff to complete that work. When facilities and operations managers approached the district about needing more janitorial staff or resources, they had no way to show the need for it.

Throughout the organization, quality standards were not reached, processes were inconsistent from school to school, difficulty hiring help made it impossible to complete all tasks, and employees were not held accountable for completing their work.

Wicomico County Public Schools Operations Manager sought out a partner that would help them manage their large organization and create processes every employee could follow. They needed to understand how each employee is spending their time so they could maximize the man hours available to them, and to communicate needs and priorities to administrative staff.

Why Wicomico County Public Schools Chose Otuvy QM

Chad Mackley, Head of Operations at Wicomico County Public Schools was using methods like pen and paper or Microsoft Excel to track their work, but it was difficult to see trends and make necessary changes. Mackley wanted a system that would give him a good look at what was going on and could be adjusted to meet their needs and goals.

Wicomico County Public Schools needed a way to see exactly what was going on, a documentation system they could track and evaluate over time, and consistency in processes from school to school.

New to the janitorial industry before joining the Wicomico County Public Schools, Mackley noted:

> "This is a thankless job, so I feel that it is my job to be the biggest cheerleader for the facilities management staff, to get them more resources, more money, and more clarity."

The management tool Mackley chose needed to help him get more resources, more money, and more clarity for his staff. Many of the solutions Mackley explored were rigid, out of the box solutions that could not handle the unique workload he needed.

> While many products like Otuvy QM are focused on cleaning, Otuvy QM is adaptable to all facilities management tasks.

Mackley needed a tool that would help his team assess where resources were most needed across all 24 schools.

Wicomico County Public Schools chose Otuvy QM because the customizability made it possible to address all their needs and concerns. Each time Mackley adds a new piece of automation or technology, Otuvy QM can help him track efficiency and show to administrators, principals, and the school board with data and documentation, what his team of facilities staff has done.

Enhancing Efficiency with Otuvy QM

Effectively using available labor is one of the most important parts of Mackley's job. Hiring is tough across the jan/san industry, a trend that is felt acutely in school districts. Getting more manhours through hiring is often not possible.

Despite not having enough staff, Mackley and his team are still responsible for keeping high cleaning standards throughout all 24 buildings in the Wicomico County Public Schools.

To understand how employees' time is being spent and how long tasks are taking, Mackley relies on the reports generated by Otuvy QM. With that information, Mackley took a proactive approach to his current manhours through better processes and automation.

For example, Otuvy QM reports revealed that cleaning a room with a manual floor scrubber took one custodian two hours. By using a new automated floor scrubber, Mackley found that it only took fifteen minutes to do the same task. Now, the floors get scrubbed on schedule, and Mackley's staff can spend their valuable time elsewhere.

Otuvy QM reports made Mackley aware of which tasks were taking up most of his staff's time and gave him the information he needed to make decisions about what equipment to invest in.

> "As we started digging into our Otuvy QM reports, I saw that media centers were being cleaned twice a week. They should be cleaned every night, but our staff had not been able to get to it. When they did clean them, it took anywhere from forty-five minutes to an hour and a half to vacuum all the carpeted areas.
>
> So I partnered with iRobot to get 45 automated vacuums. Now, based on the feedback and information that Otuvy QM was giving us, we can vacuum the media centers every night and get back forty-five minutes to an hour and a half of staff's time back to work somewhere else.
>
> I gained five and a half hours of work back with this change, and I didn't have to hire any additional staff to get it."

Otuvy QM helped Wicomico County Public Schools nail their time management and maximize their available manhours. Standards are being met where they were not before, despite no increase in hiring.

Otuvy QM Helped Wicomico County Public Schools Prove Their Work

Without proof, teachers, administrators, and superintendents often do not understand what work has been done. Using Otuvy QM, Mackley has changed the conversation about operations management at Wicomico County Public Schools.

Mackley uses before and after photos to inspection reports to prove that cleaning has been completed, no matter what teachers or other employees claim.

Photos added to inspection reports make it possible for staff to show why they spent their time in a room the way they did. For example, a party in a classroom can add an extra thirty minutes of work for the custodian. Photo documentation provides an explanation for the additional time.

Prior to using Otuvy QM, Mackley would not know why the employee is behind on other tasks or why they took so long in that room.

Proof of work completed in the form of reports and pictures has made communication with administration much easier.

> "If a staff member is in a room for thirty-two minutes and they take pictures to show what it looked like, I can show those pictures to the administration. And the administration has really gotten on board because a picture is worth a thousand words.
>
> The administration trusts that work is being done, and Mackley can use these tools to justify resource usage and back up his requests to the school board."

Before using Otuvy QM, requesting more resources or explaining why added work could not be done was a battle. Now Mackley has evidence to back him up.

Otuvy QM has given Wicomico County Public Schools a clear-cut explanation for how their custodians spend their time and what is carried out. Communication is more productive because it is based on data and facts rather than feelings or perceptions.

Otuvy QM Has Made It Possible for Wicomico County Public Schools to Embrace Automation and Technology

Since utilizing Otuvy QM, Wicomico County Public Schools has gotten in-depth with their reporting. Mackley can make better decisions about what technology and procedures will work best for their organization.

Otuvy QM has given Wicomico County Public Schools the tools and the platform to increase accountability, maximize efficiency, and prove the work is getting done.

As a result, cleanliness standards have risen, new automations are saving labor, and communication with administration has become positive and productive.

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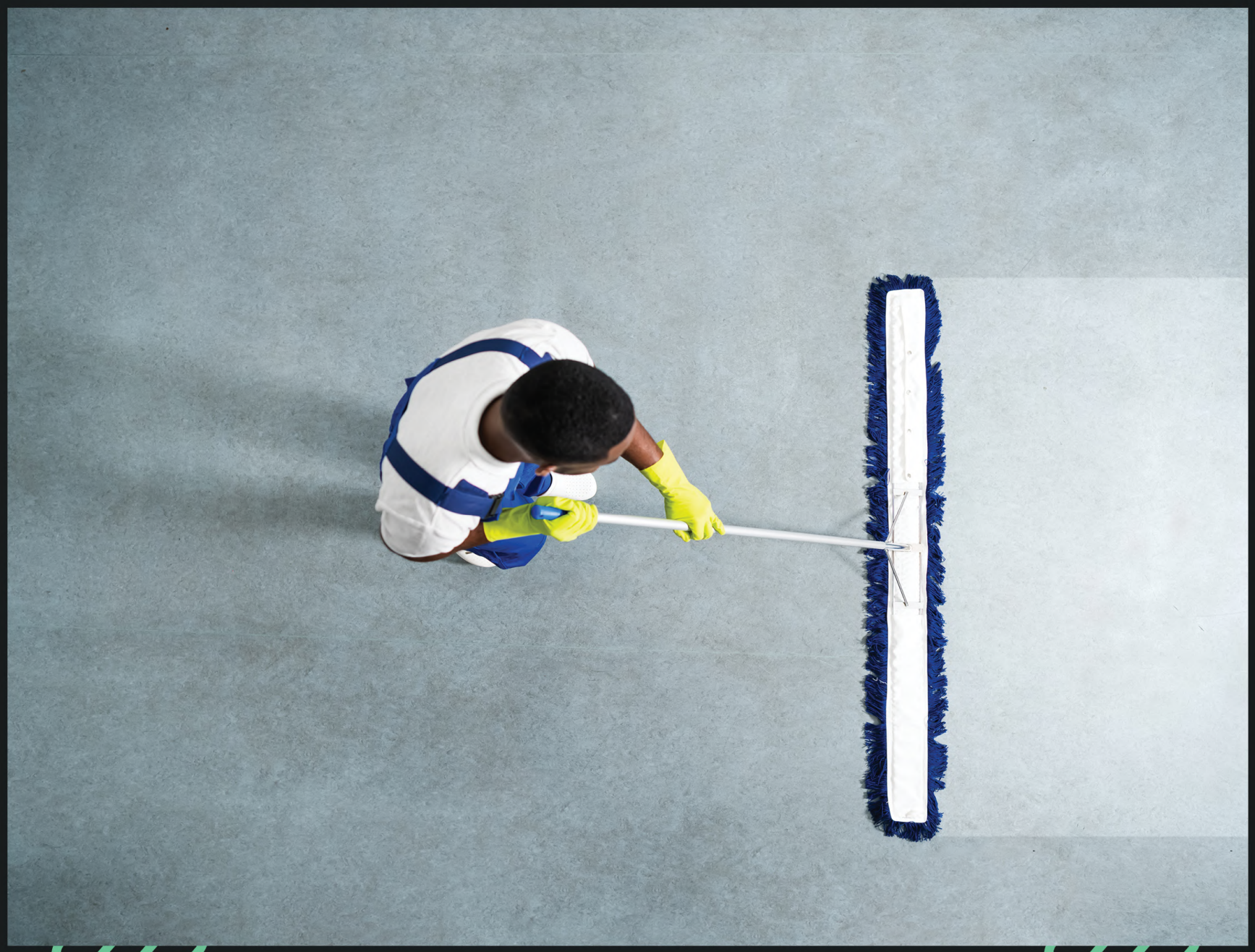

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