

Operational Conditions Report

Proposed Scheduling and Supervisory Changes

Prepared by:

Employees of the Taggart Student Center Custodial Department
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EXECUTIVE SUMMARY

Purpose

This report was prepared by employees of the Taggart Student Center (TSC) Custodial Department to communicate observations regarding proposed scheduling and supervisory changes. Its purpose is to describe the impacts of these proposals, identify operational challenges, and offer practical alternatives for consideration prior to implementation.

Proposed Changes

Due to the planned renovation of The Junction, The Marketplace within the TSC will be open seven days a week.

- Seven-day custodial coverage for the TSC as opposed to six days.
- Weekend scheduling for existing full-time and part-time custodial staff.
- Assignment of one full-time custodian and two part-time custodians during weekend operations.
- Increased supervisory oversight requiring full-time custodians to provide routine monitoring of part-time employees throughout their shifts.
- Move custodial operating hours from 5:00 PM to 1:30 AM to 3:00 PM to 11:30 PM

Primary Operational Risks

- Reduced operational efficiency due to increased supervisory interruptions.
- Increased employee turnover resulting from substantial scheduling changes.
- Loss of institutional knowledge if experienced employees leave the department.
- Increased recruitment and training costs associated with high turnover
- Reduced operational flexibility during a period of expanded building use.
- New operating hours will likely conflict with employees' class schedules
- Parking will likely be very hard, if not impossible, to find that early in the day, due to the lingering presence of students on campus at 3:00 PM

Recommended Action

We respectfully request that the proposed operational changes be reviewed prior to implementation, with consideration given to alternative staffing models that achieve the

University's operational objectives while minimizing unnecessary operational risk. We also recommend continued consultation between supervisory and frontline custodial staff throughout the implementation process.

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1. Purpose

This report was prepared to provide feedback regarding proposed scheduling and supervisory changes within the TSC Custodial Department. The employees contributing to this report are responsible for day-to-day custodial operations of the TSC and have been for several years in various capacities. They share in-depth, firsthand experience with the department's current staffing model, workflow, and operational demands.

The purpose of this report is to expound upon operational considerations, describe impacts, and present alternatives that support the University's operational objectives while maintaining department morale and overall efficiency.

This report is not intended to oppose organizational change. Rather, it is intended to ensure that proposed changes are informed by the years of experience accumulated among the employees responsible for implementing them.

2. Guiding Principles

The preparation of this report is guided by the shared goals of both the Taggart Student Center leadership and its custodial employees. The recommendations presented in this report are intended to support these common operational objectives:

- Support a clean, safe, and welcoming environment for students, faculty, staff, and visitors.
- Maintain reliable, high-quality custodial services throughout the TSC.
- Use university resources efficiently and responsibly.
- Support sustainable workloads that promote employee well-being and long-term retention.
- Encourage collaborative communication between leadership and frontline employees during operational planning and implementation.
- Implement operational improvements that are practical, evidence-informed, and considerate of frontline operational experience.

3. Current Operating Model

Before discussing the proposed operational changes, it is important to understand the department's current staffing structure, schedule, and workflow (see Appendix B, Item B-2). The existing operating model has been refined over many years through the hands-on experience of the TSC's custodial department, and serves as the foundation for the observations and recommendations presented throughout this report.

3.1 Staffing Structure

The TSC Custodial Department currently consists of one custodial supervisor, four full-time custodians, and eleven part-time custodians. Full-time custodians work eight-hour shifts from 5:00 PM to 1:30 AM, Monday through Friday. Part-time custodians work four-hour shifts and are assigned to one of three primary shifts throughout the day. The day shift runs from 9:30 AM to 1:30 PM and is staffed by one employee. The evening shift operates from 5:00 to 9:00 PM and is staffed by eight employees. The night shift runs from 9:00 PM to 1:00 AM and is staffed by six employees.

3.2 Supervisory Structure

The day-shift custodian works independently, assuring that the bathrooms, entryways, garbage, and lounge areas are all cleaned and in optimal condition for the use of TSC staff, students, and visitors. They cycle throughout the building during their shift, revisiting and tending to each area multiple times if needed.

Each full-time custodian is assigned a large area of the building and is given responsibilities such as cleaning offices and general lounge areas, floor scrubbing and buffing, and working on custodial machinery (such as floor scrubbers) as needed. Due to the size of the full-timers' assigned areas, during the 5:00–9:00 PM shift, one or two part-time custodians are assigned to assist each full-time custodian. Depending on operational needs and scheduled events, employees either work alongside their respective full-timer or divide responsibilities to complete assigned tasks independently.

During the 9:00 PM–1:00 AM shift, part-time custodians transition to independently assigned work areas throughout the building. Depending on the size and needs of the assigned area, employees may work individually or in pairs. Questions or operational issues are communicated to the appropriate full-time custodian as needed, allowing employees to work independently while maintaining supervisory support when necessary.

On Saturdays, two part-time custodians are scheduled to work either the early shift (3:30 PM–7:30 PM) or the late shift (7:30 PM–11:30 PM). Under the current staffing model, full-time custodians are not scheduled to work weekends, consistent with the terms of their employment contracts. Although extremely uncommon, if an event generates a workload that cannot reasonably be completed by one part-time custodian, an additional part-time employee may be scheduled to provide assistance. This approach allows the department to maintain expected cleaning standards while ensuring the building is restored and prepared for normal operations the following week.

3.3 Current Operational Performance

The current operating model has been refined over many years to balance employee independence with appropriate supervisory support to clean the building as effectively as possible. Experienced employees understand their assigned responsibilities, and new employees can develop proficiency through on-the-job guidance without requiring continuous oversight. This allows both full-time and part-time employees to fulfill their responsibilities in a timely and efficient manner each shift.

The department's staffing structure also provides flexibility to accommodate the wide variety of events hosted within the TSC. Employees routinely adjust to independent and teamwork assignments and priorities based on building activities such as PoBev, Rush Week activities, dances, conventions, banquets, and summer EFY, as well as large yearly events such as The Howl and Casino Night.

Over the years, these operations have consistently met the expectations and requirements established by TSC leadership for custodial services. Additionally, following large events, custodial staff performance has frequently received positive feedback from event organizers, including USUSA leadership.

4. Proposed Operational Changes

The following section outlines the proposed staffing and supervisory changes that have been communicated to the custodial department supervisor by TSC administrators. The following changes are presented objectively to provide context for the operational considerations discussed in later sections.

4.1 Weekend Staffing Changes

(See Appendix B, Item B-1)

- The weekend schedule will include coverage by at least one full-time employee on both Saturdays and Sundays.
- The weekend schedule will also include coverage by at least two part-time employees, with one working the first half and the other working the last half of the day, on both Saturdays and Sundays.
- Adjust shift start and end times in order to move cleaning windows earlier in the day:
 - Shift begins at 3:00 PM and ends at 11:30 PM.
 - Adjustments will need to be made for events that run past 11:30 PM and must be done without accruing comp time or overtime for full-time employees.
- Neither full-timers nor part-timers are to be granted raises, comp time, or overtime while working this new schedule.

4.2 Supervisory and Weekday Scheduling Changes

(See Appendix B, Item B-1)

- Transition to team cleaning operations in which staff is grouped into task teams (e.g., light duty, vacuuming, restrooms, etc.)
- Reassign most part-time employees to be partnered with full-time employees throughout the entire shift.
- Have full-timers check in on their assigned part-timers repeatedly throughout the shift to ensure efficient operations among part-time staff groups.
- Implement APPA cleaning standards into each employee's daily routine and meet the criteria for APPA Level 2 cleanliness.
- Full-timers are not to be granted raises, comp time, or overtime while performing these extra duties.
- The custodial operation hours will be moved back by two hours, from 5:00 PM to 1:30 AM, to 3:00 PM to 11:30 PM

5. Operational Impact Assessment

The following assessment examines the anticipated operational impacts associated with the proposed staffing and supervisory changes described in the previous section. These observations are based on the collective experience of employees responsible for the day-to-day operation of the Taggart Student Center Custodial Department and are intended to identify practical considerations that may affect efficiency, workflow, employee retention, and overall departmental operations if the proposed changes are implemented.

5.1 Workflow and Supervisory Efficiency

Under the current operating model, full-time custodians are responsible for maintaining their assigned areas while remaining available to answer questions and provide guidance to part-time employees when needed. This structure allows full-time custodians to complete their assigned responsibilities while remaining available to support less experienced employees as needed. The current operating model also allows part-time employees to work either independently or collaboratively, providing flexibility to adapt to the operational needs of individual events.

Under the proposed supervisory model, part-time employees would be grouped into teams that have one specific job, rather than an assigned area (i.e., vacuuming team, bathroom team, mopping team, etc.), and full-time custodians would be expected to allocate a portion of their shifts to routine monitoring and frequent check-ins with their assigned teams of part-time employees multiple times throughout their shifts. Most areas also follow a process in which certain tasks cannot be done until others are completed. For example, mopping cannot be done before vacuuming, and depending on the situation, vacuuming may not be feasible until trash has

been taken out. Additionally, implementing teams for certain tasks throughout the building will put a strain on the key system. It is very likely that more keys will need to be made in order to accommodate the areas that each team needs to access. For the garbage, recycling, and vacuuming teams, this could prove very difficult, if not impossible.

As a result, full-time custodians would spend a greater portion of their shifts transitioning between supervisory responsibilities and custodial duties. This may reduce the uninterrupted time available to complete their own assigned work while also limiting the flexibility currently afforded to part-time employees. Additionally, assigning multiple employees to remain together throughout the shift may reduce the department's ability to distribute staff efficiently based on changing operational needs and event schedules.

Consequently, the proposed supervisory structure introduces a risk of reduced workflow efficiency without a clearly identified operational benefit.

5.2 Impact on Employee Punctuality and Availability

The current operational hours for the TSC Custodial Department (5:00 PM to 1:30 AM) are late enough in the day that by 5:00 PM, enough employees and students have left campus that the custodial employees can easily find parking within a reasonable distance of the building. After 5:00 PM, parking areas within a reasonable distance of the TSC are Big Blue Terrace, the TSC Visitor Lot, and Lot 4 (the Black Lot); these are all parking areas regularly used by employees who drive. This allows student employees to find parking quickly, walk a short distance to the TSC, and be clocked in and ready on time for their shifts with little to no issues.

The proposed operational hours for the TSC Custodial Department begin and end two hours earlier than they do now, making the operating period 3:00 PM to 11:30 PM. It is very common for a large number of students to still be on campus at 3:00 PM, as many classes are in session at this time, implying that parking will also be extremely limited, as it will still be used by the student body. This is very likely to create challenges for employees working from 3:00 PM to 7:00 PM, and cause many employees to be unable to find parking, making them late for their shifts. Many employees who work for the custodial department have disabilities that make it very difficult or impossible to walk long distances, especially in harsh weather. Parking farther than a few hundred yards from the building would likely create an accessibility issue for employees.

5.3 Impact on Employee Autonomy

The current operational model provides all part-time employees with training in a variety of custodial responsibilities (e.g., cleaning restrooms, vacuuming, mopping, dusting, and event

support). As a result, employees can work in multiple areas of the building and adapt to changing operational demands during large campus events such as The Howl and Casino Night. Because part-time employees are expected to complete assigned tasks independently while seeking guidance when necessary, they develop familiarity with department procedures and gain confidence in carrying out their responsibilities.

Under the proposed operational model, part-time employees would receive more frequent supervisory monitoring and routine check-ins throughout their shifts. As a result, part-time employees may become more reliant on supervisory direction for routine tasks that are currently completed independently. If employees regularly pause their work to wait for supervisory direction or confirmation before proceeding, the amount of uninterrupted productive work completed during each shift may be reduced.

Over time, this approach may discourage employees from making routine operational decisions independently, increasing reliance on supervisory direction for tasks that are currently completed without assistance.

5.4 Impact on Employee Retention

The department has maintained a stable workforce, with several employees remaining in their positions for multiple years. The current operational model has enabled many employees to balance their work responsibilities with school, second jobs, and family obligations. Although the department experiences the expected turnover associated with student employment, long-term employee retention has remained relatively consistent under the current staffing model.

Most TSC custodial employees have indicated that the proposed supervisory and scheduling changes would not be feasible for them and that they would likely seek employment elsewhere if implemented. All four full-time custodians have indicated that they will very likely seek other employment if the proposed scheduling model is implemented without also implementing benefits such as raises, comp time, or overtime. Many part-time employees are students or parents for whom weekends are reserved for coursework, studying, family responsibilities, or other longstanding commitments. For many employees, a Monday-through-Saturday work schedule was a significant factor in accepting employment with the department. Had regular Sunday work been included in the position expectations, many employees have indicated they would not have applied. In addition, both full-time and part-time employees will be negatively impacted by the earlier start time, due to school or family obligations, as well as the extreme lack of parking availability, making employment with the custodial department very difficult to maintain if not impossible.

If the proposed changes are made, there is a significant risk that the TSC custodial department will lose both full-time and part-time employees with valuable institutional knowledge and

hands-on knowledge about their own respective positions, the building, its patterns, and its needs. If these employees all leave, it is likely that training replacement staff will prove difficult, as everyone with experience in the job will be gone.

The simultaneous departure of multiple experienced employees would significantly reduce the department's institutional knowledge and increase the time required to train replacement staff. During this transition period, maintaining current operational standards may become more challenging due to the loss of experienced personnel responsible for training and mentoring new employees.

7. Requested Considerations

The concerns outlined throughout this report are not intended to discourage operational improvement or changes that support the Taggart Student Center Custodial Departments' long-term success. Rather, they are intended to identify potential consequences associated with implementing significant staffing and scheduling changes without additional evaluation of operational needs, employee capacity, and departmental resources.

Based on the anticipated impacts described above, the TSC Custodial Department respectfully requests that the following considerations be evaluated prior to implementing the proposed changes:

7.1 Dedicated Weekend Staffing and General Operational Model

- Hire one or two new part-time employees, scheduled to only work Saturdays and Sundays.
 - Since they would only be working 16 hours a week, we also request that they have a slightly elevated starting pay from \$11.00 per hour to \$11.50-\$12.00 per hour based on experience.
- Full-time employees do not work on weekends, as the weekend-dedicated part-time employees would be given sufficient training at the beginning of their employment, thus taking away the need for any full-timer's assistance.

7.2 Expected Benefits

- If hiring dedicated weekend staff is simply unfeasible, then it is requested that all full-time and part-time employees be given raises:
 - Full-timers' salaries raised to the maximum yearly amount of \$42,080.
 - Part-timers' wages raised to the maximum hourly amount of \$15.
- If dedicated weekend staff is not hired, it is also requested that full-time employees be given benefits such as comp time and overtime.

- It is also requested that full-time and part-time workers be given parking passes

8. Conclusion

The purpose of this report has been to evaluate the anticipated operational impacts of the proposed staffing and supervisory changes to the Taggart Student Center Custodial Department. Based on the department's current operating model and the collective experience of its employees, the proposed changes are anticipated to introduce challenges related to workflow efficiency, employee autonomy, staff retention, and existing contractual work expectations.

The contributing employees recognize and support the University's need to maintain effective custodial services during the renovation period and understand that operational adjustments may be necessary to meet those needs. However, the observations presented throughout this report suggest that modifications to the proposed implementation may better achieve those objectives while preserving the efficiency, flexibility, and stability of the department.

It is our hope that the information presented in this report will assist University leadership in evaluating the proposed changes and encourage continued collaboration with the employees responsible for the day-to-day operation of the Taggart Student Center. We respectfully request that the concerns and alternative approaches outlined in this report be carefully considered prior to the implementation of any permanent operational changes.

Appendix A

Acknowledgment

By signing below, I acknowledge that I have read this document and believe it accurately reflects my professional observations and concerns regarding the proposed operational changes. My signature indicates agreement with the substance of this document; it does not necessarily indicate agreement with every individual recommendation.

Name	Position	Time in Department	Signature

Appendix B

B-1. Director Email Outlining Proposed Operational Changes

Description:

Email from Director Ray Cheatham communicating the proposed staffing, scheduling, and supervisory changes referenced throughout this report.

Supporting Document:

[Director Email PDF](#)

B-2. Current Staffing Schedule

Description:

Current custodial staffing schedule identifying employee assigned areas, included to illustrate the department's existing staffing model and work assignments referenced throughout this report.

Supporting Document:

[Current Staffing Schedule](#)