Team Cleaning is a flexible, efficient and cost-effective cleaning system for custodial operations. Team Cleaning offers solutions to the many challenges that managers face through better deployment of labor, effective cleaning methods, improved appearance levels and simplified training programs.
What is TEAM CLEANING?

A cleaning program that operates at maximum efficiency with minimal problems; a product of ‘systems thinking’ design.

Team Cleaning Defined:

- Within a facility, Specialists are independently deployed in a systematic method and perform assigned cleaning tasks in designated areas based on allotted time.
- There are four distinct positions and seven skill sets of Specialists with diverse duties. Depending on the type and size of the facility and the cleaning specification, the staffing pattern may have any number of Specialists in various configurations.

Team Cleaning Explained:

- Independently deployed – each Specialist position performs their specific assigned cleaning tasks.
- Cross Trained positions – in addition there is a cross-trained position used for smaller facilities and replacement for absenteeism.
- Systematic method – the process is driven by ‘systems thinking’ which creates a practice that is easy to train, measure and improve.
- Assigned cleaning tasks – the Specialists all follow clear instructions from the Job Cards as to what tasks to perform.
- Designated areas – different tasks and frequencies, which may change from day to day, will be performed in designated areas.
- Allotted time – all tasks are time-bound based on tested production rates.
- Various configurations – Depending on the type and size of the facility, there can be various combinations of Specialists.

Zone vs. Team Cleaning

Traditional Zone Cleaning:

- Workers are responsible for all cleaning tasks in a particular area, such as an entire floor or the wing of a building.

Team Cleaning:

- Team Cleaning allows for work simplification and redistribution.
- As seen by this org chart of Team Cleaning, Team 1 & Team 2 are comprised of one Light Duty Specialists & one Vacuum Specialists.
- The other Specialists have different duties and routing.
**The TEAM CLEANING**

### Specialists Duties

*In Team Cleaning*, each of the four positions are well defined. By design, like a lean machine, the team system is a simple precision approach to cleaning. Training is straightforward and easy to understand, with few cleaning tasks to learn and perform. By focusing primarily on one type of work (while cross-training and rotating for flexibility), each team member becomes more skilled, more effective and more knowledgeable about safe, sound procedures for that job.

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#### Light-Duty Specialist (Starter)

*The following are suggested duties:*

- Empties trash and reinstalls liners.
- Dusts all horizontal and vertical surfaces.
- Picks up paper clips, paper and pencils from floor.
- Spot-cleans door glass.
- Positions trash in a strategic location for the Utility Specialist to pick up and take to the dumpster.
- Relay prudent information to Closer.

#### Vacuum Specialist (Closer)

*The following are suggested duties:*

- Checks each trash can before vacuuming under it (double-check system).
- Vacuums all traffic areas and spot-vacuum all other areas.
- Removes crumbs, ashes or other spills on furniture.
- Repositions all furniture correctly.
- Turns out lights upon completion of the room and secure area as required.
- Inspect Starters performance.

#### Restroom Specialist (Sanitor)

*The following are suggested duties:*

- Empties trash; cleans and disinfects all fixtures and mirrors.
- Spot-cleans and disinfects partitions and doors.
- Refills toilet tissue and refills all other dispensers.
- Sweeps and mops tile floors.
- Checks all fixtures, and makes a note of any damage or burned-out light bulbs to the supervisor.

#### Utility Specialist 1, 2, 3, 4

The Utility Specialist is the most varied. Based upon cleaning specs & facility usage there are 4 levels of duties for the Utility Specialists.

*The following are suggested duties:*

**Utility 1**
- Entrances
- Stairs
- Distribute supplies
- Trash collection to dumpster

**Utility 2**
- Heavy mopping – hospital
- Machine operation
- Hard surface floor care

**Utility 3**
- Medical waste disposal
- Carpet spotting
- Carpet cleaning
- Carpet repair

**Utility 4**
- Aseptic cleaning – hospital
- Clean areas
- Cleanrooms
- Work requiring protective gowning
The unique & simplistic design of the flow of work in Team Cleaning is what separates it from all other cleaning systems.

The primary focus for setting up work schedules is to aim at total coordinated activities; determine individual Specialists duties, create assigned space, determine Quadrants, plan a routing to follow & establish time limitations.

**Scheduling Work**

Work scheduled for the Starter & Closer is divided into routine, detail & project or periodic tasks:

- **Routine** (basic cleaning tasks).
- **Detail** tasks (in-depth detail work such as vacuuming carpet edges, etc.).
- **Projects or periodics** (regular but less frequent work such as dusting venetian blinds, vacuuming upholstery, etc.).

Team Cleaning divides the space assignment for each team of Starter & Closer into four Quadrants to facilitate scheduling.

For example, once a week the Starter spends additional time dedicated to detail cleaning tasks in one-fourth of the assigned space. Designating a different quadrant for detail each day means all four areas will receive a detail cleaning weekly. Team Cleaning builds detail work into the cleaning system rather than leaving it to chance.

Supervisors may allot extra time for project work on Friday. Just as detail cleaning may be rotated over four days to accomplish all detail cleaning weekly, project work may be rotated over the Fridays in a month.

**Typical example:**

- Routine cleaning is performed in all quadrants Monday–Friday.
- Detail cleaning is rotated in one quadrant Monday–Thursday.
- Project work is performed on Fridays.

**Scheduling and Productivity**

Team scheduling is based on a building’s size, layout and special needs.

The following pages contain valuable information to assist management and supervisors with documentation. Team members carry Job Cards. Their duties, schedule, and estimated time for each task/ function are listed, along with special instructions.

Job Cards guide Specialists, keep them on schedule, and allow supervisors to pinpoint worker location at any given time during a shift.

Management determines the estimated time required to clean each floor/ area, based on individual building requirements, and designs Job Cards accordingly. A Job Card image can be viewed on page 5.

Generally, the Starter and Closer can produce an average rate of 10,000 square feet an hour; the Sanitor requires 2–3 minutes per restroom fixture, and the Utility Specialist varies depending on the defined tasks.

Again, focusing and sequencing the Specialists on a narrow but complementary range of tasks allows for much faster production at much higher quality than before possible.
# TEAM CLEANING

## Advantages

### Supervision and Work Quality

*Supervising Team Cleaning is less time consuming.*

- In a traditional zone-cleaned building, because a different person cleans each floor or area, a supervisor must inspect each area to determine the overall quality.
- The Team Cleaning system relies heavily on training. With the use of Job Cards, the Specialists follow predetermined work schedules, duties & fixed time limits.
- Workers who focus on a few clearly defined responsibilities do a better job more consistently, making supervision easier.

### Quality Designed

*Quality is everyone’s, job & is an integral part of the system.*

Since the Closer follows the Starter a key part of the Closer’s duties is to check behind the Starter. This solves typical mistakes like missing a waste receptacle.

### Energy Savings

*Team Cleaning saves electricity.* When the Starter & Closer are completed, the Closer turns out the lights. Only the specific areas of each floor where the restroom and utility function are in progress remain lit.

### Morale

*Team Cleaning succeeds because it clearly defines goals, keeps Specialists in the know, and encourages input and clear communication.*

- Specialists perform better and are at an advantage with duties & requirements clearly defined.
- Input from workers allow refinement of the program, making improvement continuous.

### Positive Impact on the Specialists

- **Focused** – clarity of responsibility and duties.
- **Time Bound** – all processes are set in scheduled time.
- **Properly equipped** – each specialist is supplied with the tools to perform the required tasks in the most efficient manner.
- **Efficient** – the flow of work through the Quad System is highly efficient.
- **Inspected** – there are numerous built-in quality checks and inspection is daily.
- **Motivated** – the Specialists are highly motivated due to the organization of work flow.
- **Duties easily modified** – by modifying the Job Cards the flow of work can change.
- **Constantly improving** – training focuses on the Specialists to always look for a better way to perform a task.
- **Flexible** – the system can change the workflow within a shift through the Job Cards.
- **Productive** – by simply operating the system, productivity is increased.

### Training

*Training workers in Team Cleaning functions is simpler and less time consuming.*

- 75% less time to train – training is performed on a specific set of related tasks. A new hire only needs to be trained on their specific tasks.
- Specialists become productive sooner as there are fewer tasks to master.
- Specialists become experts performing assigned tasks.
- Since the Specialist performs the same related tasks, they become highly proficient at them. Leading to a highly skilled work force.
- Specialists know without question what is expected.
- Due to proficiency and Job Cards, Specialists know what to do and when to do it.
Team Routing Summary

The card (to the right) is used for routing the Specialists. The card identifies the tasks to be performed, task frequency, route and time for each Specialist.

Actual still of a workflow animation (below) showing a floor being serviced by a Starter, Closer, Sanitor & Utility 1. The Closer follows along the same track as the Starter at a distance based on production rate. The Sanitor will be performing sanitary services in the restrooms while the Utility 1 is servicing the floors in the break rooms. It is very important to note that none of the Specialists work together. All operate on an independent schedule.

Courtesy of Concepts4
Improved Indoor Air Quality:  
Cleaning for Health®

Growing public concern over indoor air quality (IAQ) has encouraged many facilities to be proactive toward cleaning with health issues in mind. Many health risks relate to the way buildings are maintained.

The quality of the indoor environment – both from a health and aesthetic standpoint – is ensured through proper cleaning and maintenance.

Moreover, Cleaning for Health produces tangible savings and benefits. Resettling airborne dust raises labor costs dramatically. Fine particles escape inefficient vacuum filters and recirculate into recently cleaned areas throughout the facility, requiring more dusting, floor maintenance, HVAC cleaning and other labor-intensive procedures.

Dust contains:

- Dirt
- Textile fibers
- Pollen
- Hair
- Skin flakes
- Residue from cleaning chemicals
- Decaying organic matter
- Dust mites
- Bacteria
- Fungi
- Viruses and a variety of other contaminants

Dust particles carry viruses into the air, creating additional health hazards. Using proper Four Level® Filtration vacuums, along with a simple program of filter care, significantly reduces airborne particles, producing labor savings and healthier air for building occupants.

Enhanced Security & Efficiency

Team Cleaning uses a color-coded dot system to ensure security and efficient vacuuming.

Color-Coded Dot System

| Use a red dot if: | The door is to remain locked (including while a worker is inside). |
| Use a green dot if: | The door is to be closed, but not locked, after the cleaning function is completed. |
| Use a white dot if: | The door remains as it was originally found. |
| Use a blue dot on: | The best electrical outlet for plugging in the vacuum. |

Interior Doors System

Place small color-coded dots on the door casings and over the best electrical outlet for the vacuum to allow maximum cord reach and uninterrupted power to essential systems (e.g., computers).

Exterior Doors Tip

Ensure exterior doors are properly locked by teaching workers the following procedure:

1. Lock the door and shake it.
2. Take a few steps away from the building.
3. Walk back to the door and shake it again.

Green Impact

- Waste reduction
- Energy reduction
- Sustainable systems
- Environmental health & safety
When Vacuuming Hard Floors Makes Sense

According to statistics, approximately 95% of outside dirt enters a building by way of foot traffic.

Typically, the hallways, classrooms, exam rooms, lobbies and other hard surface floors are cleaned with a traditional dust mop. Once a dust mop fills with soil, it leaves behind fine grit that is ground into the floor. This causes additional wear and tear over time; some soil is crushed into microscopic particles that become airborne to create nests of dust bunnies as well as potential health hazards from the recirculation of particulates into the indoor environment.

The best way to remove the dust and debris from hard surface floors is with a vacuum.

It can increase productivity, reduce task frequency and enhance the appearance of your facility. Vacuuming hard surfaces after ultra-high-speed burnishing will recover dust thrown into corners, edges and hard-to-reach areas by this cleaning procedure.

Conclusion

Team Cleaning is synonymous with Cleaning for Health, high productivity, work quality, and worker satisfaction.

Like a fine machine engineered for a well-defined purpose, Team Cleaning is a simple precision approach achieved by design to serve the interests of people in creating a clean, healthy, and safe environment at the lowest possible cost.
Job Assignment Card

Job Cards are the heart of the Team Cleaning system. It is a guide for the cleaning specialist.

Job Cards hold the information on what, where and when cleaning tasks need to be completed.

Job Cards make it possible for a specialist from one area to move to another to cover an opening or a change in position and know how to proceed efficiently.

Without Job Cards a well structured system cannot easily be shared or modified. These cards represent the basic daily & hourly control to attain consistent quality results.

Assignment of Duties

The assignment of duties rests with management. In this regard the Specialists are asked for their input.

Separation of duties are evident by the position of the Specialists. Management therefore makes minor modifications.

With reference to the Starter & Closer they should be assigned duties requiring materials, supplies, & equipment that can be either pushed, pulled or carried.

Any duty that requires the Starter or Closer to go to the supply station should be assigned to another Specialist.

The Starter & Closer should track in a complete loop, returning to the supply station only when the shift is over.
The Team Cleaning system has evolved over the years into the most efficient operational management system in the industry.

High Performance Cleaning Utilizing Team Specialists has held as the leader in meeting the challenges presented today to all service providers.

Before an organization can think in terms of installing this system there needs to be a good grounding in the fundamentals. ProTeam offers an educational series of executive seminars to help those organizations interested in implementing & managing Team Cleaning.

System Drivers

The Team Cleaning system is the results of ‘systems thinking,’ along the philosophy of Dr. Edwards Deming, Dr. Joseph Juran; cleaning science contributions of Dr. Michael Berry, management theories of Peter Scholtes, Brian Joiner & Peter Drucker.

The system can support quality management applications & is measurable utilizing Six Sigma or other types of statistical analysis.

Quality Monitoring

Inspections are a critical part of the system for the primary purpose of collecting data for continuous improvement.

High Performance Cleaning Utilizing Team Specialists excels in a number of critical areas:

- Worker efficiency
- Specification effectiveness
- Cleaning efficacy
- High morale
- Cost effectiveness
- Ease of modification
- Simplified training

"Rather than dysfunctional systems that require heroic efforts of outstanding people, managers should seek the creation and maintenance of outstanding systems and processes that continuously succeed with the ordinary effort of average people."

The Leadership Handbook

Peter Scholte