

New Classified Staff and Administrator Request Justification

Complete One Per Program/Area

Date: May 21, 2023

Division: Administrative Services

Program/Area: College Operations (submitted by Jennifer Mahato, Director, College Operations)

Number of Positions Requiring New Funding (does not apply to refilling existing positions): Three (3)

Requested Position
Grounds Supervisor
Custodial Supervisor
Reprographics Technician

Guiding Principles

De Anza College's [mission](#) and [Educational Master Plan](#) serve as guiding principles for programs to facilitate continuous development, implementation, assessment and evaluation of their program effectiveness as part of ongoing planning efforts.

De Anza identified the following areas within its educational master plan:

- *Outreach, Retention, Student-Centered Instruction and Services, Civic Capacity for Community and Social Change.*

Through its [Equity Plan Re-Imagined](#), it identified the following framework to work towards narrowing long-standing equity gaps:

- **Racial Equity:** Faculty members, classified professionals and administrators should: recognize the realities of race and ethnicity for students of color. Develop intersectional understanding of the ways in which institutional racism shapes educational access, opportunity and success for Black, Filipinx, Latinx, Native American, Pacific Islander and other disproportionately affected students.
- **Student Success Factors:** The College should ensure students: Feel connected to the college; Have a goal and know what to do to achieve it; Actively participate in class and extracurricular activities; Stay on track – keeping their eyes on the prize; Feel somebody wants them to succeed and helps them succeed; Have opportunities to contribute on campus and feel their contributions are appreciated.

Based upon these guiding principles, please provide information for each of the following areas:

A. Program Information

1. Provide a brief overview of the services the program provides and how they align with the mission of the college. How does the program facilitate continuous development, implementation, assessment, and evaluation of program effectiveness and goal attainment congruent with institutional [mission](#), the [Educational Master Plan](#) and ongoing planning efforts?

College Operations is comprised of custodial operations (including campuswide events setup support); grounds maintenance (landscape and event setup support); facilities rentals (internal campus use of facility spaces for events and external community use); furniture, fixtures & equipment (FF&E); postal (mailroom) services; and printing services.

Our department provides spaces that support the delivery of instruction and ways for the students to experience a connection with their community. Our team's work shows that we value the students, faculty and staff and demonstrate our appreciation for their contributions to our college community.

2. How does the program respond to the needs of individuals, constituents, and populations with distinct needs to ensure equitable access for all students?

Grounds Supervisor and Custodial Supervisor:

College Operations has the unique position to be able to say that every student, staff, and faculty on our campus benefit from the work we do every day. We are responsible to maintain the entire campus by cleaning and custodial duties inside every building (which equates to 778,457 assignable square footage) and includes all classrooms, labs, library, restrooms, dining room, campus center, etc.; as well as all the exterior grounds/landscape and hardscape (sidewalks/pathways, patio areas, parking lots, parking garages, etc.) maintenance on our 112-acre site.

Reprographics Technician:

Printing services provides a resource for faculty and staff to print and make copies for use in the delivery of instruction and other non-instructional support services.

3. What evidence does the program use to create strategies for improving student learning, development and success?

Grounds Supervisor and Custodial Supervisor:

Our department with grounds maintenance and custodial operations directly impacts every square foot of the campus, through cleaning the buildings inside and outside, and maintaining the exterior grounds (landscape and hardscape) areas. The team directly supports student activities with event planning, setups, and takedowns, as well as additional cleaning for special events (such as Welcome Day, Foundation events, etc.). In addition, we support our external community members through the support of our rental program cleaning and maintenance needs, where the users include our neighbors, potential students and/or parents of potential students.

The strategies used largely are related to scheduling work to support the use of the campus. This means that our team is divided into multiple shifts spanning from 6am – 12:30am Monday-Friday (18.5 hours), and 6am-2:30pm on Saturday. We also work overtime hours weekly to support special activities while maintaining routine daily activities.

Attending to daily use through grounds maintenance and custodial operations improves the experiences of our campus stakeholders (students, staff, and faculty), not only through aesthetics but also through safe clean spaces; as well as being present and able to respond (sometimes urgently) to the needs of an active campus contributes to the student's experience. Maintaining learning and student service areas are key contributors to student success and allow students, staff and faculty to engage with one another in spaces where they are comfortable, feel safe and are able to thrive.

Reprographics Technician:

This position directly supports the faculty and student service personnel in providing printed items to students for instructional delivery or support service information.

4. What assessment plans and processes does the program use to document progress toward achievement of its mission, goals, outcomes and objectives?

Grounds Supervisor and Custodial Supervisor:

The management within College Operations has really listened to the requests from the classified staff. The grounds maintenance team has requested the supervisor position re-instated, and they have indicated that they need a full-time supervisor who starts their day with them at 6am and can be focused on grounds maintenance tasks. The swing and grave shift custodial team members, while they commonly see their current supervisor for some time during their shift, also have requested more time with a supervisor, who is on-site during their shift time (which extends 2:30pm-12:30am).

Now, a single supervisory resource, the operations manager, is responsible for the supervision for all of the custodial staff and grounds maintenance staff (a total of twenty-eight team members); these twenty-eight team members are divided into four crews with three (3) different daily shifts ranging from a start time of 6am - 12:30am (18.5 hours) Monday-Friday,

and 6am – 2:30pm on Saturday. In addition, weekly, the grounds maintenance and custodial staff work overtime hours on the weekends (Saturday and Sunday).

For both the grounds maintenance and custodial teams, the management understands that staff who share their time more frequently with a supervisor will likely have improved access to building positive team relationships, better productivity, and communicate more regularly and comfortably. When supervision is not ideal there is a tendency for team members to not communicate well, likely have more tension within teams or develop poor team relationships and have less job satisfaction overall.

For these reasons, it is important that we begin by requesting long-term sustainable supervisory resources before adding additional team members to ensure success for our existing team members first.

Reprographic Technician:

Revenue is our primary form of documentation for the printing services area, and it is required to sustain the position unless another funding source can be identified.

5. How does the program develop, adapt and improve programs and services in response to the needs of changing environments, populations served and evolving institutional priorities?

Grounds Supervisor and Custodial Supervisor:

The College Operations department responds to ongoing changes within the regulatory requirements (state and local), and most recently COVID-19. The department looks at the work adjustments that may be required, but also identifying and performing safety training for the classified team members to meet ongoing and changing requirements (Cal/OSHA, COVID-19 refresher training, chemical use, etc.). We also have revisions to equipment, for example the forthcoming revision away from gas powered grounds equipment (such as leaf blowers).

Reprographic Technician:

The printing services area adapted to the district implementing a district-wide managed print system (MPS) with a district contract managed by ETS. This area also modified its staffing (through reductions) with the increase of CANVAS through the instructional programs, as support of online learning has increased.

6. What types of disaggregated data are used to address the program objectives?

Grounds Supervisor and Custodial Supervisor:

Our grounds maintenance and custodial operations use APPA standards (formerly known as the Association of Physical Plant Administrators) to help determine level of staffing and supervision standards in higher educational entities. Objectives for a supervisor include

showing the way, inducing influence on the team, guiding the team, providing clear direction to the team all for a common outcome which is to support the campus community.

The workload for each classified team member can be calculated by the square footage of utilized space that is cleaned or maintained and is dependent on the type of finishes within the spaces (such as carpeting, tile floor, concrete, etc.). Once a square footage is determined, the management can determine the "Level of Cleanliness" as defined by APPA. It is important to note that not all space is utilized daily, so scheduling work in alignment with actual use is a critical factor in determining staff workload.

For example, if a classroom space is used only on Tuesday and Thursday for two hours each day, then a supervisor can help coordinate a custodial team member to another area on Monday, Wednesday, and Friday. This type of coordination is critical with our current on-site class scheduling as many spaces are not used daily, so we are able to clean other areas due to less on-site activity. With schedules changing every quarter, the supervisors can ensure more effective workload distribution.

Reprographic Technician:

Between 2017 and 2022 the staffing reductions included the loss of a full-time director, 2 print operators and full-time accounting staff person. Today, we have one print operator that was reclassified through the ACE Classification study to a Reprographics Technician. During this same duration (from 2017-2022) the equipment in the printing services went from a full operational shop with printing presses, including rental equipment, to a single owned managed print system machine (that is like those printers/copiers/scanners placed throughout the campus in division offices, the mailroom, etc.).

Regarding the revenue of the print shop, there has been dropping in revenue from \$405,805 (fiscal year 2013-14, FY2013-14) to \$268,195 (FY2019-20); then \$26,004 (FY2020-21), \$21,486 (FY2021-22) and are projecting \$20,200 (FY2022-23). The projected expenses for fiscal year 2023-24 of \$147,793. This revenue projection indicates that printing services is no longer sustainable.

One factor that contributed to this decline in revenue include the use of CANVAS by the instructional staff, which supports our college's dedication to online learning resources which are equitable and sustainable (less paper). Another factor includes the district's managed print system, whereby they deployed machines (printer/copier/scanner machines) campus wide which are accessible to all faculty and staff. Please note that student printing is not handled by the print shop services (it is a separate function).

7. What are the historical staffing patterns within the program over the last few years?

Grounds Supervisor and Custodial Supervisor:

Reduction in supervising staff, including the most recent supervisory loss of one (1) full-time

grounds/landscape supervisor. Now, a single supervisory resource, the operations manager, is responsible for the supervision for all the custodial staff and grounds maintenance staff (a total of twenty-eight team members); these twenty-eight team members are divided into four crews with three (3) different daily shifts ranging from a start time of 6am - 12:30am (18.5 hours) Monday-Friday, and 6am – 2:30pm on Saturday. In addition, weekly, the grounds maintenance and custodial staff work overtime hours on the weekends (Saturday and Sunday). The extent of need for on-campus presence by classified staff does not meet the current supervision, and there is no rationale where a single resource can supervise 28 people, 18.5 hours per day, as well as on the weekends effectively.

Reprographics Technician:

In 2017 there were five (5) full time staff including one director, 3 print operators and 1 accounting staff person. In 2020, there were only two (2) full-time staff which included 1 reprographics technician (which is a print operator that was reclassified during the ACE Classification study) and 1 accounting staff person to perform the chargebacks. In fiscal year 2022-23, we only had 1 reprographics technician and are unable to generate the revenue to sustain that position.

B. Justification for EACH requested position, please respond in 300 words or less.

1. Why is the position needed and how would the position contribute to the health, growth, or vitality of the program?
 - a. Grounds Supervisor would directly support of the classified staff in the grounds maintenance area of College Operations. This position would engage with the grounds maintenance staff daily, providing direction for work needed and oversight of the work performed, offering accessible on-the-spot guidance, and identifying potential training needed for the staff. In addition, the position would help identify areas of work and advocate for any resources needed.
 - b. Custodial Operations Supervisor would directly support the classified staff during the varied shifts, but primarily they would oversee a significant portion of the swing and grave shifts which extend from 2:30pm-12:30am with the assistance of the Operations Manager overseeing the day shift custodial team starting at 6:00am.
 - c. Reprographics Technician would directly provide the printing for faculty and student service areas using the district provided printer/copier devices (known as MPS – managed print systems). They would also help identify other printing vendors for specialized printing needs.
2. How does this request align with the program’s needs as detailed in the program review?

These positions were requested in the College Operations program review.
3. Are there any special regulations such as law, Title 5, Education Code, student success initiative or accreditation standards, etc. for the position? Provide documentation.

n/a

4. Explain how the work will be accomplished if the position is not filled.

Grounds Supervisor and Custodial Supervisor:

The work will continue with the single resource overseeing classified staff. The classified staff will continue to be impacted due to the lack of supervision.

Reprographics Technician:

The faculty and staff will need to make their copies using the managed print devices (printers/copiers/scanners) that are deployed on campus or send them out to off-site vendors for support (coordinated through their department).

5. Other information, if any.

Grounds Supervisor and Custodial Supervisor:

It is important for our department to have additional supervisor resources for the support of our current classified team members. While we recognize that asking for supervisors before additional team members may seem odd (due to the need of other positions as we continue to return to campus from COVID), we also recognize that it would be irresponsible to add team members without a long term sustainable, realistic plan for supervision.

The priority for College Operations would be to get the Grounds Supervisor first. However, we also recognize that the Custodial Supervisor would give supervision to a larger group of team members by managing shifts with the Operations Manager's supporting other shifts.