

Nine buildings within the state building complex are included in CSI's contracts, and the custodial assignments have been distributed as shown in Table 6.9 to balance the work-load distribution among the crews (on the basis of gross square feet of floor space per member).

The responsibilities of each crew involve the following general tasks, which are listed in no order of importance: (1) vacuum carpeted floors, (2) empty trash cans and place trash in industrial waste hoppers, (3) dry-mop and buff marble floors, (4) clean rest rooms, (5) clean snack bar area(s), and (6) dust desk tops.

Each crew works an 8½-hour shift, during which it gets two 15-minute paid rest breaks and one 30-minute lunch break, which is unpaid. There is some variation among the crews in

choosing break and lunch times, however, primarily because of the personalities of the crew leaders. The leaders of crews 2 and 3 are the strictest in their supervision, whereas the leaders of crews 1 and 4 are the least strict, according to the crew supervisor.

CSI's management is aware that the department of the state government overseeing the custodial service contracts makes periodic random inspections and rates the cleaning jobs that CSI does. This department also receives any complaints about the custodial service from office workers. Table 6.10 contains the monthly ratings and number of complaints received (by building) during CSI's current contracts. Because the renegotiation of CSI's contracts is several months away, company management would like to maintain a high

TABLE 6.9 Custodial Assignments

Crew	No. of Members*	Buildings Assigned and Gross ft ²	Total ft ² Assigned
1	6	Bldg. A, 30,000; Bldg. C, 45,000; Bldg. F, 35,000	110,000
2	8	Bldg. B East, 95,000; Bldg. H, 55,000	150,000
3	9	Bldg. B West, 95,000; Bldg. G, 85,000	180,000
4	8	Bldg. D, 40,000; Bldg. E, 75,000; Bldg. I, 42,000	157,000

*Excludes crew leader.

TABLE 6.10 Complaints and Ratings of Cleaning Crews

Month	Building									
	A	Be	Bw	C	D	E	F	G	H	I
1	2	5	7	3	2	3	2	4	3	4
	7	5	3	6	7	5	6	5	4	5
2	1	6	8	2	1	1	2	3	2	5
	7	5	3	6	6	5	6	5	5	4
3	0	6	8	1	0	2	2	4	0	1
	8	5	4	6	8	5	6	6	6	7
4	1	5	4	1	0	1	1	4	1	3
	7	5	5	8	8	6	7	5	6	6
5	1	3	2	2	0	1	1	3	1	2
	6	6	6	7	8	6	7	5	6	6
6	2	5	3	0	1	0	0	2	1	0
	7	6	6	7	7	8	6	5	5	7
7	0	4	2	1	0	0	0	0	0	1
	8	7	7	6	6	8	8	6	7	7
8	1	2	4	2	1	0	1	2	1	1
	6	6	5	7	7	8	7	5	6	7
9	1	2	4	1	1	0	1	1	3	0
	7	7	5	6	7	8	6	5	5	8

Note: First-row numbers for each month represent total number of complaints. Second-row numbers for each month represent ratings on a 1-to-10 scale; any rating under 5 is felt to be poor, and 8 or above is good.

174 Part Two *Designing the Service Enterprise*

level of quality during the remaining months to improve its competitive stance.

Questions

1. Prepare an $\bar{X}$ -chart and R -chart for complaints, and plot the average complaints for each crew during the nine-month period. Do the same for the performance ratings.

What does this analysis reveal about the service quality of CSI's crews?

2. Discuss possible ways to improve service quality.
3. Describe some potential strategies for reducing CSI's staffing problems.