

Custodial Department Evaluation

 **ASSESSMENT**

 **PERFORMANCE**

 **FEEDBACK**

EVALUATION

 **ANALYSIS**

 **IMPROVEMENT**

 **RESULTS**

PERFORMANCE
ASSESSMENT
FEEDBACK

Why did you choose this class?

EVALUATION

What are you looking to get out of this class?

ANALYSIS
IMPROVEMENT
RESULTS

Common Complaints



- I can't get employees
- I am so busy I don't have time
- Status Quo is ok. All these cleaning companies are the same
- My budget is tight, I can't afford to hire anyone
- I am not getting complaints things must be OK
- I been doing this for 20 years, I know what I doing
- I only have 3 years to go
- Why train they won't listen
- They do what they want and little else
- I am not doing inspections that will make me look worse
- I have some good custodians and I have bad ones

Custodial Department Evaluation Steps



CUSTODIAL DEPARTMENT EVALUATION

“Giving up is the ultimate tragedy.”

“Change is inevitable,
not changing can cost you your job!”

APPA Levels of Clean



APPA level

- What level are you at?
- What level is your goal?
- APPA suggests schools should never be below Level 3.

Level 1 – Orderly Spotlessness

- Floors and base moldings shine and/or are bright and clean; colors are fresh. There is no buildup in corners or along walls.
- All vertical and horizontal surfaces have a freshly cleaned or polished appearance and have no accumulation of dust, dirt, marks, streaks, smudges, or fingerprints. Lights all work and fixtures are clean.
- Washroom and shower fixtures and tile gleam, and are odor-free. Supplies are adequate.
- Trash containers and pencil sharpeners hold only daily waste, are clean and odor-free.

Level 2 – Ordinary Tidiness

- Floors and base moldings shine and/or are bright and clean. There is no buildup in corners or along walls, but there can be up to two days worth of dust, dirt, stains, or streaks.
- All vertical and horizontal surfaces are clean, but marks, dust, smudges, and fingerprints are noticeable upon close observation. Lights all work and fixtures are clean.
- Washroom and shower fixtures and tile gleam, and are odor-free. Supplies are adequate.
- Trash containers and pencil sharpeners hold only daily waste, are clean and odor-free.

Level 3 – Casual Inattention

- Floors are swept or vacuumed clean, but upon close observation there can be stains. A buildup of dirt and/or floor finish in corners and along walls can be seen.
- There are dull spots and/or matted carpet in walking lanes. There are streaks or splashes on base molding.
- All vertical and horizontal surfaces have obvious dust, dirt, marks, smudges, and fingerprints. Lamps all work and fixtures are clean.
- Trash containers and pencil sharpeners hold only daily waste, are clean and odor-free.

Level 4 – Moderate Dinginess

- Floors are swept or vacuumed clean, but are dull, dingy, and stained. There is an obvious buildup of dirt and/or floor finish in corners and along walls.
- There is a dull path and/or obviously matted carpet in the walking lanes. Base molding is dull and dingy with streaks or splashes.
- All vertical and horizontal surfaces have conspicuous dust, dirt, smudges, fingerprints, and marks.
- Lamp fixtures are dirty and some (up to 5 percent) lamps are burned out.
- Trash containers and pencil sharpeners have old trash and shavings. They are stained and marked.
- Trash containers smell sour.

Level 5 – Unkempt Neglect

- Floors and carpets are dull, dirty, dingy, scuffed, and/or matted. There is a conspicuous buildup of old dirt and/or floor finish in corners and along walls. Base molding is dirty, stained, and streaked. Gum, stains, dirt, dust balls, and trash are broadcast.
- All vertical and horizontal surfaces have major accumulations of dust, dirt, smudges, and fingerprints, all of which will be difficult to remove. Lack of attention is obvious.
- Light fixtures are dirty with dust balls and flies. Many lamps (more than 5 percent) are burned out.
- Trash containers and pencil sharpeners overflow. They are stained and marked. Trash containers smell sour.

Standard/Local Space Category	New CSF/Custodian				
	Level 1	Level 2	Level 3	Level 4	Level 5
Auditorium Seating & Foyer	6,300	15,200	35,200	75,900	443,600
Auditorium Stage & Wings	19,100	28,200	86,700	263,800	*
Cafeteria with Carpet	12,200	18,800			
Cafeteria with Hard Floor	12,700	17,700			
Classroom with Carpet Floor – Heavy Use	7,200	17,000	18,100	23,600	24,500
Classroom with Carpet Floor	13,800	29,600	33,100	45,700	48,500
Classroom with Hard Floor	10,200	19,100	32,000	43,400	48,500
Classroom with Hard Floor – Heavy Use	5,500	10,600	11,200	22,800	24,300
Dormitory Lounge	6,300	10,900	22,800	54,800	171,000
Dormitory Sleep/Study	4,600	4,800	9,500	22,200	31,300
Dormitory Washroom	2,000	2,600			
Entranceway	5,100	8,800	13,800	22,400	36,100
Gymnasium (Wood Floor)	20,000	39,600	86,200	262,400	1,130,000
Library with Carpet	23,000	48,600	96,000	140,900	166,600
Library with Hard Floor	11,700	21,800	24,900	49,800	58,200
Locker/Changing Room – No Shower	14,000	14,200			
Nursing Station – Hard Floor	6,400	6,400			
Office with Carpet Floor	12,300	24,500	45,600	74,000	116,800
Office with Hard Floor	9,400	16,800	30,700	41,200	54,000
Patient Conference Room	10,200	10,200			
Patient Treatment Area – Carpeted	3,600	3,600			
Patient Treatment Area – Hard Floor	3,400	3,400			
Public (Circulation) with Carpet Floor	23,300	55,300	74,900	117,500	135,900
Public (Circulation) with Hard Floor	9,100	24,400	36,100	44,500	47,600
Research Lab with Hazardous Waste	6,200	8,500	10,100	14,600	36,900
Research Lab without Hazardous Waste	7,800	11,700	14,900	27,000	88,600
Shower Room	7,800	7,800			
Stairwell	9,300	18,600	21,800	30,600	93,800
Storeroom	81,800	240,200	452,200	1,895,900	3,348,800
Utility	4,600	6,000	10,700	19,100	50,300
Vending	5,900	13,300	18,900	20,700	22,600
Washroom	2,600	3,500			
Washroom – Heavy Use	1,300	1,900			

Workloads



- **Level 1** 15,000 sq. ft. to 17,000 sq. ft.
- **Level 2** 20,000 sq. ft. to 23,000 sq. ft.
- **Level 3** 25,000 sq. ft. to 28,000 sq. ft.
- **Level 4** 30,000 sq. ft. to 35,000 sq. ft.
- **Level 5** Who cares!



- How much cleanable sq. ft. do you have?
- How many sq. ft. are each custodian responsible for?
- Factoring vacation, sick time, FLMA, snow removal, grass cutting and set up for events.
- Is the workload distributed equally?



Custodial Staff

(Calculated Custodial Staff Need: FTE 1,829 hrs./yr)

Level	Applicable Area	Calculated Custodial Staff Need:	
3			
		Auditorium Seating & Foyer	0.00
		Auditorium Stage & Wings	0.00
		Cafeteria with Hard Floor	0.00
		Cafeteria with Carpet	0.00
		Classroom with Hard Floor	0.00
		Classroom with Hard Floor - High Use	0.00
		Classroom with Carpet Floor	0.00
		Classroom with Carpet Floor - High Use	0.00
		Entranceway	0.00
		Gymnasium (Wood Floor)	0.00
		Library with Hard Floor	0.00
		Library with Carpet	0.00
		Locker/Changing Room - No Shower	0.00
		Nursing Station - Hard Floor	0.00
		Office with Carpet Floor	0.00
		Office with Hard Floor	0.00
		Patient Conference room	0.00
		Patient Treatment Area - Hard Floor	0.00
		Patient Treatment Area - Carpet	0.00
		Public (Circulation) with Hard Floor	0.00
		Public (Circulation) with Carpet Floor	0.00
		Research Lab with/without Hazardous Waste	0.00
		Res Hall Lounge	0.00
		Res Hall Sleep/Study	0.00
		Res Hall Washroom	0.00
		Shower Room	0.00
		Stairwell	0.00
		Storeroom	0.00
		Utility	0.00
		Vending	0.00
		Washroom	0.00
Total		0 Cleanable square feet	0.00
<i>Does not include necessary supervision, administration, or clerical support.</i>			
<i>Does not include parts, materials, tools, equipment, or vehicles.</i>			

Hazel Park Extra FTE's

	High School	Middle School	Webb/Jardon	United Oaks	Hoover	Webster	Edison	Amin/Ford
Snow Removal	2.5 hours	3 hours	3 hours	3 hours	1 hours	3 hours	1.5 hours	1.5 hours
Grass cutting	12 hours	8 hours	8 hours	8 hours	8 hours	8 hours	2.5 hours	12 hours
Set Up and Take Downs	15 hours	6 hours	2 hours	2 hours	2 hours	2 hours	2 hours	2 hours
Snow Removal Total	19.5 hours	14.6 times a year	284.7 hours	2,080 hours for FTE	.136 hours for FTE			
Grass Cutting totals	66.5 hours weekly	for 18 weeks	1,197 hours	2,080 hours for FTE	.575 hours for FTE			
Set Up and Take Downs	33 hours weekly	x 39 weeks	1,287 hours	2,080 hours for FTE	.619 hours for FTE			
					1.33 FTE yearly			
Vacation Hours Total	5323/2080	2.56 total FTE						
Sick Time Total	11248/2080	5.41 total FTE						
Grass and Snow and Set Up and Take Downs								
Total FTE Extra		9.3 Total FTE yearly						

Custodial Equipment and Products



CUSTODIAL DEPARTMENT EVALUATION



- APPA levels are based upon you having proper equipment in place
- Right size scrubber – 20” vs. 26” vs. Rider
- Right Tools for the Job
- Are the Custodians Maintaining the Equipment
- Proper use of the Equipment
- Preventative Maintenance Program
- Procedures to Repair Equipment
- No Blame



CUSTODIAL DEPARTMENT EVALUATION



CUSTODIAL DEPARTMENT EVALUATION

Chemicals



CUSTODIAL DEPARTMENT EVALUATION

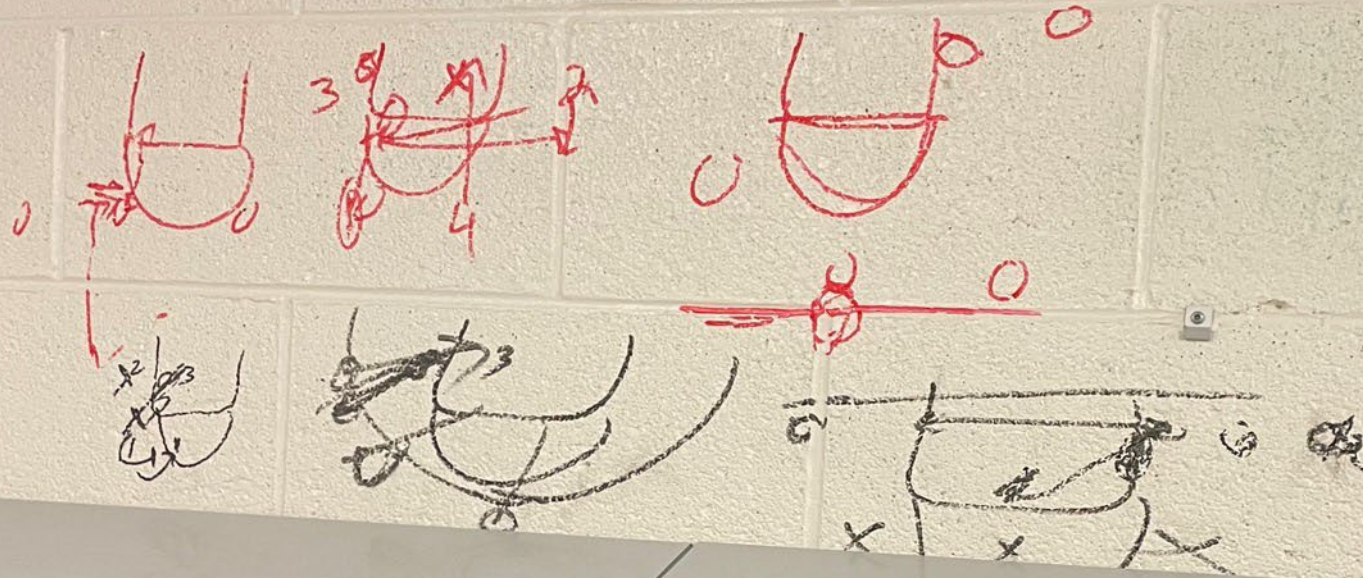


- How many is too many
- Right products to do our job
- Labeling
- SDS Sheets
- Mixing
- You think you know
- Expiration dates
- PPE



PSET
FOR ALL PURPOSES

CUSTODIAL DEPARTMENT EVALUATION



Concentrate Needed to Make the Following Amounts of Solution

Dilution Ratio	24-oz. Spray Bottle	Quart	Gallon	5 Gallons
1:4	4 ³ / ₄ -oz.	6 ¹ / ₂ -oz.	25 ¹ / ₂ -oz.	128-oz. (1 Gal.)
1:10	2 ¹ / ₄ -oz.	2 ¹ / ₂ -oz.	11 ¹ / ₂ -oz.	59-oz.
1:12	1 ³ / ₄ -oz.	3-oz.	10-oz.	50-oz.
1:15	1 ¹ / ₂ -oz.	2-oz. (1/4 Cup)	8-oz. (1 Cup)	40-oz.
1:20	1-oz. (1/2 Cup)	1 ¹ / ₂ -oz.	6-oz. (3/4 Cup)	31-oz.
1:32	3/2-oz.	1-oz. (1/2 Cup)	4-oz. (1/2 Cup)	20-oz.
1:40	3/5-oz.	4/5-oz.	3-oz.	16-oz. (1 Pint)
1:50	1/2-oz.	3/5-oz.	2 ¹ / ₂ -oz.	13-oz.
1:64	1/3-oz.	1/2-oz.	2-oz. (1/4 Cup)	10-oz.
1:128	1/5-oz.	1/4-oz.	1-oz. (1/8 Cup)	5-oz.
1:256	1/10-oz.	1/8-oz.	1/2-oz.	3-oz.

Floor Mats





- Safety
- Cleanliness
- According to the ISSA, 20 feet of entrance mats can prevent 80% of dirt tracked into a building.
- Image and Logos
- Helps keep your building Green

Cleaning Methods





- What are the dwell times on your disinfectants?
- Are you rinsing the disinfectant?
- Do your custodians know step by step procedures?
- Top to bottom, front to back
- Wearing PPE
- Safety precautions
- Do they know what chemicals to use for specific jobs?

Classroom Cleaning Checklist



- High dust all vents, ledges, TV's, shelves and hallways. **Tuesdays and Thursdays**
- Empty pencil sharpeners. **Tuesdays and Thursdays**
- Wipe chalkboards and whiteboard trays. **Fridays**
- Refill all towel and soap dispensors. **Daily**
- Wipe and disinfect all desks, door handles, light switches, sinks and any other touch points. **Daily**
- Clean all glass surfaces. **Daily**
- Empty all trash receptacles and wipe down trash can. **Daily**
- Dust mop floors. **Daily**
- Spot mop all floors. **Daily**
- Vacuum all the carpets. **Daily**
- Thoroughly mop all floors. **Fridays**
- Dust mop all hallways. **Daily**
- Spot mop halls. **Daily**
- Run auto scrubber in hallways. **Monday, Wednesday, Friday**
- Clean up your janitor carts, vacuums and empty all mop buckets. **Daily**

Cleaning Procedures

PPE and Equipment

Gather all equipment needed to clean the restroom. Make sure to put on your Personal Protection Equipment. (PPE) Make sure you are wearing Gloves!!!!

Prepare Area

Knock on the outside of the door. Announce your intention to enter. Turn the light switch on and off quickly. If the restroom is occupied, wait until it is empty. Then open the door and put a stop in the door keeping it propped open. Put your cart in front of the door or “Closed for Cleaning” sign up so everyone knows you’re in there cleaning.

Always Clean Top to Bottom and Back to Front

Use colored coded microfibers cloths. One for toilets and urinals (Red) and another color for sinks and mirrors. (Blue)

High Dust

Using a microfiber duster, high dust the vents in the ceiling, wall vents, tops of doors and partitions, light fixtures and corners and edges.

Clean Toilets, Urinals, Wash basins, and High Touch Points

Clean toilet bowls, urinals, sinks and High Touch Points thoroughly using and approved cleaning agent with a microfiber cloth. Use toilet bowl cleaners only in the inside of the bowl and urinal using a bowl swab. Check faucets for dripping and ease of operation. Check the drain flow of the sinks, toilets, and urinals to make sure they are working properly. If not report to your supervisor.

Disinfect

Spray or wipe all toilets, toilet seats, urinals, sinks, handles and High Touch points with approved Disinfectant. Allow proper dwell time for disinfectant to work. (Usually, 1 minute to 10 minutes depending on the Disinfectant.)

Clean Light Fixtures, Mirrors, and Dispenser

Clean all mirrors with glass cleaner and microfiber cloth. Spray cleaner on microfiber cloth do not spray glass cleaner on surface you're cleaning. Wipe off light fixtures and Dispensers.

Spot clean Walls, Partitions and Door Kick Plates

Dampen a microfiber cloth with an approved cleaning solution and wipe off partitions, shelves, receptacles, doors and partitions.

Replenish Supplies

Refill all dispensers including toilet tissue, towels, and soap dispensers. Check deodorizers and refill when necessary. Make sure to check Sanitary napkin dispensers and empty the sanitary napkin receptacle.

Pick up Waste and Sweep

Use a broom and dustpan to pick up all paper and trash from the floor. Use a putty knife or razor scrapper to remove gum or other items stuck to the floor.

Empty Trash Receptacles

Empty and remove all trash from trash bins. (Remember not to compact trash down with your hands.) Wipe down the bins and replace the trash liners.

Mop Floors

Wet mop the floor using an approved cleaner. Start at the back of the room and work your way to the front. Scrub with a deck brush for heavily soiled areas.

When floor is dry

Remove wet floor signs and make sure to double check your work. Clean up all your equipment at the end of your shift. All buckets and wringers, carts and supplies must be cleaned up and ready for the next shift.

Remove Gloves Wash Hands

Remove gloves properly. Wash your hands for 20 seconds, rinse thoroughly, and dry your hands.

Custodial Training Manual



CLEANING PROCEDURES

Cafeteria and Kitchen Cleaning Procedures

Supplies and Equipment

- Dedicated mop for kitchen use only
- Microfiber dust mop
- Putty knife
- Trash barrel
- Microfiber cloth (color coded)
- All-purpose cleaner, approved disinfectant, stainless steel cleaner
- Wet floor sign
- Lobby dust pan and broom
- Mop bucket and wringer
- Proper PPE goggles, gloves, and dust mask
- Replacement trash bags

Cleaning Procedures

Gather supplies and wear appropriate PPE.

Initial Inspection
Check for marks, spills, and other safety hazards.

Raise Tables/Stack Chairs
Hold lever and lift bench tables until fully raised. Non-bench tables (round) cannot be raised; therefore, all chairs should be stacked.

Pick up all matting from floors and clean as needed.

Clean Walls
Food objects should be scraped with a putty knife and spray all-purpose cleaner to remove remaining residue.

Clean Water Fountains
Check fountain to ensure complete dryness. Spray fixture with disinfectant and allow to air dry. Completely rinse entire fountain with clear water and then dry with a clean microfiber cloth.

Dust Mop Floor
Use 24" (under tables and around permanently mounted objects) and minimum 48" dust mops (open floor spaces) to sweep entire floor. All debris should be picked up using a straw broom and dustpan.

Pour water or enzyme product down drains nightly.

Run the automatic floor scrubbing machine to thoroughly clean the floor surface. Hand mop floor if you don't have an automatic floor scrubbing machine.



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CLEANING PROCEDURES

Carpet Extraction Procedures

Supplies and Equipment

- Microfiber cloth or clean white rags
- Vacuum cleaner
- Extractor
- Wet floor sign
- Approved extraction solution
- Pump up sprayer
- Proper PPE - personal protective equipment (goggles, gloves, and overshoes)
- Carpet blower

Cleaning Procedures

Gather supplies and wear appropriate PPE.

Initial Inspection
Check carpet for stains, spills, or gum.

Remove Furniture
Move furniture out of room into the hallway or other safe area if possible; if not, then move to other side of room and place plastic film underneath to prevent staining.

Vacuum Carpet
Run vacuum cleaner over entire carpeted area to remove dirt and/or dust.

Pre-treat Carpet Stains
Use pump up sprayer to spray high traffic areas with an approved extraction solution and allow to penetrate carpet for a minimum of 5 minutes. Lightly spray the rest of the carpet.

Extract Carpet
Fill extractor with hot water, release water into carpet, and then extract moisture from carpet using at least 3 dry passes for each wet pass.

Dry Carpet
Use blower or fans to ensure proper airflow to dry carpet; otherwise, allow to air dry.

Final Inspection
Check carpet to ensure complete dryness.

Reset Furniture
Return furniture to original location. This same method used for carpet entrance mats.




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Custodial Training On-Line

CORKER CONSULTING Playbooks ▾ Search... David Corker

Custodial Training - Warren Fitzgerald


Custodians are Important Safety Procedures Products Tips and Tricks
Equipment Care and Maintenance Cleaning Procedures Carpet Care Hard Floor Care
Your School Personal Safety (Hand Washing & Bleach)



Congratulations on taking the first step toward a more efficient, organized, and effective custodial operation! This training manual has been carefully designed with you in mind, providing all the tools and resources needed to excel in your custodial duties.


We understand that every facility is unique, and your responsibilities can vary greatly daily. That's why we've structured this manual as clearly and efficiently as possible. Whether a new hire or an experienced professional, you'll find step-by-step procedures, helpful tips, and comprehensive guidance to perform your tasks confidently and effectively.

Stocking My Janitor Cart



Files:
Stocking My Janitor Cart

QR Code:



Task List:
Checklist



Janitorial Cart



- Cleaning Tasks
- Training
- Safety
- Care of Equipment
- Products used for specific tasks

Training



“Change is the end result of all true learning.”

- Things sure have changed since COVID
- Custodians are responsible for not only maintaining cleanliness but often also safety, fire prevention, and disaster prevention within the facilities. Custodian training teaches employees how to keep everything on schedule and complete their tasks efficiently, so they don't become overwhelmed by their workloads.
- Standard Training (Restroom, Classrooms, Hallways, Offices, Carpets, Floors, and Safety)
- How are new employees trained (Our best custodians trains them)

Need a Good Reason to Wash Your Hands?

Growth and Reproduction of Bacteria

Wear your PPE and GLOVES!

Bacteria reproduce by a process known as “Binary fission”. Each cell of bacteria grows to its maximum size and then divides in the middle to form two new cells of bacteria.

The time required for this growth to take place amounts to about 15 minutes.



As an Example:

- 15 minutes 1 becomes 2
- 30 minutes 2 becomes 4
- 45 minutes 4 becomes 8
- 60 minutes 8 becomes 16
- 2 hours 128 becomes 256
- 3 hours 2,048 becomes 4,196
- 4 hours 33,568 becomes 67,136
- 5 hours 537,088 becomes 1,074,176
- 6 hours 8,593,408 becomes 17,186,816
- 7 hours 137,494,528 becomes 274,989,056
- 8 hours later 2,199,912,448 become 4,399,824,896

In only 8 hours one bacteria cell can multiply to over 4 billion cells in size. Now we are dealing with many cells of bacteria.

Unclean hands alone can be responsible for millions of bacteria. A good reason to wash your hands frequently and especially before we eat!

Now you can begin to see why so much emphasis placed on proper aseptic cleaning procedures and why disinfectants are so important.



Below are seven of the best types of employee training methods:

1. Case Studies
2. Coaching
3. eLearning
4. Instructor-Led Training
5. Interactive Training
6. On-the-Job Training
7. Video-Based Training

SDS Compliance



- SDS Books
- Osha Standard Employer Responsibilities Employers must ensure that the SDSs are readily accessible to employees for all hazardous chemicals in their workplace. This may be done in many ways. For example, employers may keep the SDSs in a binder or on computers as long as the employees have immediate access to the information without leaving their work area when needed and a back-up is available for rapid access to the SDS in the case of a power outage or other emergency. Furthermore, employers may want to designate a person(s) responsible for obtaining and maintaining the SDSs.
- The SDS must accompany the first shipment of chemicals. Any updated SDS should be sent within three months of any new and significant information regarding the given hazardous chemical. So, yes, safety data sheets do expire. The expiration depends on the discovery of new and significant information.
- Most companies keep the MSDS / SDS sheets for 30 years as that information. Reason being is employee exposure and potential for long-term affects from their exposure to said chemical.
- Fines for failing to label hazardous chemical containers start at \$12,600 per violation and can go up to \$127,000 for more serious issues. Failure to provide ready access to SDS's is considered a severe violation during an OSHA inspection, and could result in maximum fines exceeding \$12,000
- Disclaimer: This brief provides a general overview of the safety data sheet requirements in the Hazard Communication Standard (see 29 CFR 1910.1200(g) and Appendix D of 29 CFR 1910.1200). It does not alter or determine compliance responsibilities in the standard or the Occupational Safety and Health Act of 1970.

Inspection Program



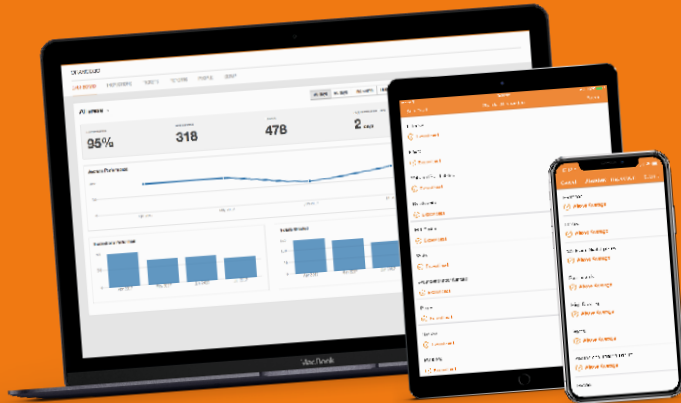
CUSTODIAL DEPARTMENT EVALUATION



- Whether someone is meeting you for the first time or stepping into your facility for the first time, you only have seven seconds to make a good impression on them. If your school or place of business is dirty, it's going to make a bad impression and you could find yourself losing potential students and clients.
- Why should I do inspections. Set Expectations, Helps maintain communications, Creates Accountability, Improves Building Cleanliness
- How often should I do inspections
- Gel Marking
- Blacklight Bathrooms
- Which software program is best



REFRESHINGLY SIMPLE INSPECTION SOFTWARE



"One of the wonderful things about OrangeQC is that the information is there, and it's there immediately. Geostamped, timestamped – it's all covered."

Ron Atkins
UNIVERSITY OF TORONTO

"From inspecting entire buildings to inspecting individual spaces and tasks within a small space, OrangeQC helps us to observe trends in our performance and to proactively maximize efficiencies and dining performance across our clients' sites."

Ioanna Psiharis
ALPINE BUILDING MAINTENANCE

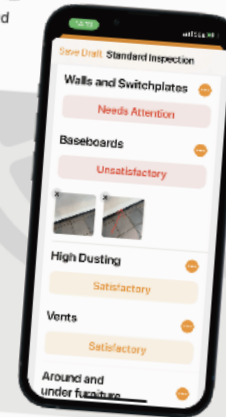
WWW.ORANGEQC.COM

Refreshingly Simple Inspection Software

OrangeQC's easy-to-use inspection tools empower BSCs and janitorial teams at universities, hospitals, and airports to nail quality control and deliver world-class service.

FEATURES:

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- Customizable forms and ratings to fit your process
- Built-in best practices with templates from APPA and ISSA
- A powerful, organized ticket system to track and resolve issues, work orders, and complaints
- Inspection scheduling that keeps your team on track
- Professional, actionable reports for your team and customers
- Real-time uploads and ability to perform inspections in offline mode
- An intuitive app and website you can set up and start using in minutes



Exceed Customer Expectations Every Time

Our in-depth reporting helps you spot trends and areas for improvement so you can consistently deliver exceptional service. Professional reports showcase your quality of service, enable your team to be transparent with customers, and keep communication flowing.



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How do I get started?



PUT YOUR PLAN INTO ACTION

- Step by Step Evaluation
- Look for Qualified People and Programs
- Ask Others
- Make a Plan of Action