



QA INSPECTIONS PROGRAM – AVIATION

	 <p>Baltimore/Washington International Thurgood Marshall Airport (BWI), the nation's 22nd busiest airport located in Anne Arundel County, serves the Baltimore / Washington, DC metropolitan area. BWI hosts approximately 20.6M travelers and ships approximately 635,500 tons of freight annually. It has 4 domestic terminals, 1 international terminal, 68 Jet Gates, 5 Commuter Jet Gates, multiple outer office buildings and car park garages. BWI occupies 3,596 acres containing more than 2.43 million gross sf of space. Its Janitorial & Facilities Services contract cost exceeds \$17M annually.</p>
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BACKGROUND

BWI's procurement guidelines require all major contracts to be periodically retendered through Maryland Works, the leading organization advocating to create & expand employment, and increase economic & entrepreneurship opportunities for people with disabilities in the state of Maryland. Maryland Works' dual objectives are to ensure BWI receives the best value for its contract spend while gainfully employing workers with special needs. Janitorial services at BWI are currently provided by Chimes, a Maryland non-profit organization whose mission is to assist people with intellectual and behavioral challenges to achieve their fullest potential.

Over the last 12 years BWI, with assistance from Elliott Affiliates, Ltd., initiated and expanded their Office of Quality Assurance (QA) Janitorial Inspection program in conjunction with BWI's Office of Custodial Services (OCS) and Elliott's QA Inspector team. Under this program Elliott 1)- provides coaching and guidance to BWI's in-house Inspection Team, 2)- conducts third party Quality Inspection surveys, and 3)- facilitates monthly Stakeholder team reviews and performance coaching for Chimes' cleaning program.

CLIENT OBJECTIVES

- Ensure a fair and objective analysis of the contractor's cleaning performance, support the contractor's ability to identify and address root causes of performance deficiencies, measure customer satisfaction, instill a continuous improvement ethos into all facilities operations, and collaboratively work to maintain a healthy building environment.
- Ensure all required janitorial and facilities services work streams meet BWI's financial, service delivery and best practices goals.
- Minimize any potential disruption to BWI's user population.

STRATEGY

Elliott, with approval from BWI, licensed its proprietary quality assurance (QA) app, *EA Inspect*, to Chimes to ensure a consistent understanding of BWI's cleanliness goals and KPIs, identify where opportunities may exist to improve cleaning quality performance, and provide a roadmap for the Chimes team to manage their continuous improvement. *EA Inspect* is a robust and flexible tool that can easily be customized to support unique industries and individual client objectives while seamlessly integrating with Elliott's Quality Assurance (QA) Inspection program.

BWI'S PERFORMANCE IMPROVEMENT PROGRAM

- Review BWI's existing in-house inspection procedures and improvement opportunities
- Integrate the BWI's inspection procedures with Elliott's proprietary QA Inspections Program
- Establish and conduct specific training sessions that facilitate Chimes' ability to identify cleaning program deficiencies and their root causes
- Train BWI employees, supervisors, and managers on how to objectively conduct their own QA inspections using Elliott's proprietary QA Inspection Program tools
- Train Chimes' supervisors and managers on how Elliott QA Inspections are performed and the actionable information those inspections provide cleaning contractors
- Provide BWI (and / or Chimes) stand-alone access via a subscription service to *EA Inspect* for all inspectors
- Standardize all performance reporting protocols across every stakeholder group
- Incorporate measurable "best practices" metrics into cleaning processes
- Instill a focus on "continuous improvement" processes and "performance against deliverables" requirements into monthly Stakeholder roundtable meetings

RESULTS

The integration of information provided in Elliott's monthly QA inspections, the daily / weekly inspections conducted by BWI's OCS, and Chimes' management team's inspections now identifies *specific actionable items* related to cleanliness issues and indicates whether their root causes are related to a *cleaner* or to the contractors' *cleaning system*. As a result, BWI was one of the winners of the ACI World's 2020 Airport Service Quality (ASQ) Award in 2020 for the 25-40 million passenger category in North America. BWI also won the Cintas 2023 America's Best Restroom Contest.



SUMMARY

Elliott's QA Inspections Program compliments BWI's OCS' dual objectives of continuous improvement in cleaning quality and performance improvements while gainfully employing workers with special needs. As a result of this program's success, it was expanded to include active participation by all stakeholder groups in furtherance of BWI's *total team* approach to ensure continuous improvement in their janitorial services operations. Utilizing Elliott's EA Inspect App is an integral tool to ensure alignment and conformity by all participating Stakeholder groups.

With coaching under Elliott's comprehensive training programs, this program has a tighter alignment on achieving measurable outcomes, a sharper focus on identifying the root causes of performance defects, and greater attention to process improvements as demonstrated by a consistent improvement in inspection scores. Because of improved Stakeholder collaboration across this program, QA inspections now exhibit less than 10% deviation of inspection scores between these Stakeholder groups. Lastly, the ongoing expansion of additional inspection data points continues to yield improved clarity into root causes of cleaning deficiencies, providing an improved ability to properly forecast potential cleaner or cleaning system problem areas before they occur.



About Elliott Affiliates, Ltd.

Elliott Affiliates, Ltd. (EALTD) is an active provider of janitorial consulting, advisory, inspection, and performance management services. Founded in 1973, we were one of the earliest developers of the performance-based cleaning strategy and have reviewed, created, or modified over 530 of these contracts over the years. Elliott Affiliates, Ltd. is a chartered Maryland corporation and a 100% woman-owned business (WBE).

- [Elliott's RFP/Bid Advisor](#): Provides buyers with a range of services spanning the RFP process.
- [Elliott's eSpecX](#): Makes it easy to create a custom cleaning program, optimized for your best results in minutes.
- [Elliott's EA-Inspect](#): Provides custom inspection service app to monitor and improve the performance of your cleaning program.

To schedule a free consultation, please email us at project-admin@ealtd.com

Elliott's QA Inspection Program has been in use at BWI for 12 years providing valuable insights about the efficacy of their cleaning program. As one result of that program's success, Elliott Affiliates partnered with the OCS to develop an in-house quality assurance program that is complimented by Elliott's monthly QA Inspections. That program became known as BWI's In-house QA Program, supported by Elliott's comprehensive training program on how to conduct their own in-house janitorial inspections, utilizing Elliott's EA Inspection App. This program enhancement allows BWI to measure and manage 'real time' the actual delivered quality of their janitorial services contractor.

