

Custodial Services Manager Job Description

General job information

Division:	Operations	Job Number:	OP-17
Job Title:	Custodial Manager		
Department:	Building Services	Reports to:	Director of Operations
Supervisory:	Yes	Pay Grade/Band:	4

Job Summary:

Reporting to the Director of Operations, the Custodial Services Manager plays an integral leadership role within the Operations Division that supports Peterborough Housing Corporation (PHC) in the delivery of custodial services with the City and County of Peterborough.

The Custodial Services Manager is responsible for the daily oversight of custodial operations across PHC owned and managed properties, ensuring that residential buildings, including common areas and commercial spaces, are clean, sanitary, and well-presented. This is achieved through the development and implementation of routine and deep cleaning schedules (daily, weekly, monthly, annually), the management of on-demand cleaning requests, and the supervision of staff and contracted custodial services to ensure high standards of cleanliness, health, and safety are consistently maintained.

The Custodial Services Manager is responsible for establishing and maintaining quality assurance standards to ensure consistent, high-quality cleaning across properties. This includes developing inspection protocols, conducting regular site audits, and monitoring service delivery to ensure compliance with health, safety, and cleanliness standards.

Supervising a staff complement who performs custodial services of properties, the Custodial Services Manager provides leadership, guidance, and accountability to ensure resident needs are prioritized and actioned with a customer focused lens.

Main Responsibilities:

1. Manage the Planning, Development, and Implementation of a Integrated Cleaning Program, including:
 - a. Establishing quality standards for custodial services, grounds maintenance, and snow removal across PHC properties to ensure consistent, high-quality service standards.
 - b. Developing and maintaining structured task schedules, including daily, weekly, and monthly checklists, outlining required cleaning, groundskeeping, and snow removal activities.
 - c. Implementing a monitoring system to assess service quality and compliance, using benchmarks and a scoring framework to evaluate cleaning and groundskeeping performance.
 - d. Establishing proactive hazard assessment procedures, ensuring regular identification and prompt resolution of safety risks, supported by clearly documented response protocols.
 - e. Supporting the unit turnover processes by coordinating resources effectively and efficiently to maximize vacancy revenue. This includes implementing processes to reduce vacancy time and support rental revenue targets.
 - f. Ensuring consistency in the procurement, deployment and use of contracted grounds services, including landscaping and snow removal, ensuring service agreements align with PHC's standards and property needs.
 - g. Completing regular building audits to verify the overall cleanliness and condition of properties, documenting findings and working collaboratively with the Facility Services Manager to address deficiencies.
 - h. Overseeing the lifecycle management of custodial equipment, ensuring all assets are routinely inspected, maintained, and replaced as needed to support operational efficiency and safety.

 2. Develop, Manage, and Implement Short and Long-term Custodial and Groundskeeping Services priorities, including:
 - a. Incorporating data-driven decision-making and industry benchmarking to ensure efficient asset maintenance.
-

- b. Identifying and implementing best practices in custodial and groundskeeping operations, and sustainability initiatives to enhance the longevity and aesthetics of PHC's housing portfolio.
 - c. Establishing and monitoring service quality indicators, identifying thresholds for acceptable service and follow up and resolution of service issues.
 - d. Monitoring and analyzing evolving legislative and regulatory compliance requirements.
 - e. Identifying and leveraging opportunities through effective risk-management (i.e. pooling of services, bulk purchasing).
 - f. Conducting compliance quality assurance inspections and compliance reviews of properties and documentation.
 - g. Maintaining regular communication with vendors to ensure quality standards are maintained and address non-compliance matters in a timely manner.
 - h. Developing, implementing and monitoring a process to tracking and monitoring warranties.
 - i. Contributing to the development of the Division's annual work plans, expected outcomes, performance measurements.
3. Implement, Delivery and Monitor the Refuse Program at PHC Properties, including:
- a. Ensuring compliance with municipal collection requirements and schedules, coordinating internal operations to align with local bylaws and service timelines.
 - b. Procuring contracted services to collect refuse, including implementing quality standards to be met, a monitoring plan to conduct regular checks to assess compliance with the contract standards and managing any contract deficiencies.
 - c. Establish and maintain internal refuse collection protocols, defining service standards for waste removal from common areas, staff spaces, and high-traffic locations. Conduct regular compliance checks to ensure consistent and safe handling, storage, and disposal of waste.
 - d. Promote proper waste segregation and recycling practices across properties, including tenant education where applicable, to support environmental sustainability and reduce landfill waste.
 - e. Maintaining accurate documentation related to refuse collection, including contractor performance records, inspection reports, issue logs, and waste volume tracking to support continuous improvement and reporting requirements.
 - f. Coordinating with Facility Services and site staff to address waste-related concerns, such as illegal dumping, overflow management, and hazardous materials handling, ensuring swift response and resolution.
 - g. Evaluating waste collection trends and service performance, using data to identify
-

operational improvements, optimize service schedules, and inform future procurement or in-house service delivery decisions.

4. Monitor Life Safety Systems including:

- a. Ensuring that Life Safety Equipment is appropriately deployed, installed, regularly tested, checked and maintained in accordance with manufacturers specifications, including generators, emergency lighting systems, sprinklers and fire panel.
- b. Ensuring building security systems at each property are regularly checked, documented and deficiencies immediately remedied for the safety of all residents.
- c. Implementing fire watch protocols for when fire protection systems are temporarily offline or impaired. Communicating fire watch procedures to relevant staff and tenants, and coordinate with emergency services as required.
- d. Supporting emergency preparedness and response initiatives by contributing to building-level emergency plans, evacuation procedures, and staff training related to life safety and security protocols.

5. Implement, Manage, and Monitor Signage and Wayfinding:

- a. Developing and implementing signage and wayfinding standards for properties, ensuring consistency in design, format, and messaging. Standards must comply with the Accessibility for Ontarians with Disabilities Act (AODA), applicable building codes, and PHC branding.
- b. Assessing signage needs across residential and commercial spaces, including entrances, common areas, emergency exits, elevators, stairwells, and exterior grounds to ensure clear identification, direction, and communication for residents, staff, and visitors.
- c. Overseeing the procurement, installation, and maintenance of signage, ensuring signage is correctly positioned, legible, durable, and aligned with the established standards.
- d. Conducting routine inspections of signage and wayfinding systems to assess condition, visibility, and accuracy. Identify faded, damaged, missing, or outdated signage and coordinate timely replacements or updates.
- e. Collaborating with Departments and external vendors to ensure signage projects are completed on time, within budget, and in alignment with PHC's accessibility and communication goals.
- f. Maintaining an inventory and site map of all signage types and placements, supporting asset tracking, planning for future signage needs, and documentation for inspections or audits.
- g. Supporting emergency preparedness and response by ensuring signage such as

fire exits, evacuation maps, and emergency contact information is current, properly displayed, and compliant with safety codes.

6. Implement, Manage, and Monitor Parking Services:

- a. Developing and implementing parking control systems across properties, tailored to the specific layout, needs, and usage patterns of each site.
- b. Establishing clear policies and procedures for parking allocation, including tenant, visitor, staff, and accessible parking spaces, ensuring equitable access and compliance with accessibility regulations.
- c. Maintaining consistent documentation for all parking-related activities, including permit issuance, registration logs, violation notices, and appeals, to support transparency and operational efficiency.
- d. Implementing systems for monitoring parking use and enforcement, including the use of signage, permits, surveillance tools, or third-party enforcement partners where appropriate.
- e. Responding to tenant and staff inquiries or complaints related to parking in a timely and professional manner, escalating unresolved issues when necessary.
- f. Coordinating parking logistics for special situations, such as maintenance work, snow removal, emergency access, or property events, ensuring minimal disruption to daily operations.

7. Responsible for Fleet Maintenance including:

- a. Ensuring PHC vehicles are in good operating condition, have proper licensing, registration and insurance in place for their responsible use.
- b. Establishing standards for routine fleet maintenance and servicing to ensure safe operation, performance, and longevity of the vehicles.
- c. Maintaining records of fleet use and maintenance, including usage logs, service histories, fuel consumption, repairs, and warranty tracking to support proactive maintenance and lifecycle planning.
- d. Recommending disposal of unsafe vehicles and purchase of new vehicles.
- e. Implementing a fleet tracking and accountability system, ensuring responsible vehicle use by staff and monitoring mileage, fuel efficiency, and maintenance intervals.
- f. Coordinating vehicle inspections and certifications, ensuring compliance with safety standards and applicable transportation regulations.
- g. Overseeing vehicle-related procurement, including contracts for maintenance services, parts, and new vehicles, ensuring adherence to procurement policies and

value-for-money principles.

- h. Promote environmentally responsible fleet practices, exploring opportunities for fuel efficiency, emissions reduction where feasible.

6. Provide Leadership and Supervision of Departmental Staff, including:

- a. Communicating a positive, supportive, safe, and diverse workplace culture within the Department.
- b. Ensuring effective utilization of the Department's staffing resources and an appropriate and adequate level of resourcing for day-to-day and annual work plan priorities.
- c. Monitoring Departmental performance objectives and indicators and pivoting as required.
- d. Ensuring direct reports understand their role in supporting and adhering to corporate policies and programs.
- e. Promoting positive employee relations through the effective, fair, and consistent application and administration of applicable Collective Agreements and workplace Policies.
- f. Meeting 1-on-1 with direct reports regularly and facilitating team meetings.
- g. Giving feedback to direct reports regarding their performance, including progressive discipline, adhering to Human Resources Policies, Directives, and Procedures.
- h. Ensuring effective communication and information sharing to staff.
- i. Providing effective training, coaching, and motivation to direct reports.
- j. Identifying, encouraging, and supporting opportunities for professional development and promotion of direct reports.
- k. Monitoring direct reports to ensure they are in compliance to the statutes and regulations of the Occupational Health and Safety Act, RSO 1990, and all other relevant employment and labour legislation.

7. Other Duties as Required:

- a. Providing operational coverage for other Departmental Manager's during absences.
 - b. Participating in an on-call schedule; being available for after-hours emergency calls.
 - c. Preparing and presenting reports to the Executive Leadership Team (ELT).
 - d. Serving on internal and external committees as required.
-

- e. Other duties as assigned.

Financial Scope

1. Authorizing purchases in accordance with PHC's Procurement Policy, Directive and Procedures.
2. Developing the annual operating budget for custodial services through analysis of historical expenditures, projected cleaning needs, industry benchmarks, and organizational priorities.
3. Tracking expenditures and spending trends monthly and implementing strategies for budget adjustments or cost-saving measures within department.
4. Monitoring and reporting quarterly for Board reports the status of the approved budget, identifying variances that put the budget at risk, including mitigation strategies to ensure adherence to the annual budget.
5. Ensuring expenditures and contracts are in compliance with procurement practices and follow broader public sector best practices.

Required Qualifications

1. 3-year post-secondary Diploma of equivalent in project management, facilities management, custodial services, or building technology / trades.
 2. Demonstrated knowledge of residential building requirements, including building codes, fire code, municipal by-laws and the ability to read blueprint and technical specifications.
 3. Demonstrated ability to assess risk to property, self, others and implement mitigation strategies within the parameters of the position.
 4. Proficiency in word processing, spreadsheet and database software applications.
 5. Demonstrated knowledge of working within a skills trades' environment, and the Ontario Occupational Health & Safety Act.
 6. 3 years' experience in managing / supervising staff in an unionized environment.
 7. Demonstrated ability to develop and implement programs, that include set deliverables, performance objectives, monitoring and reporting.
 8. Intermediate knowledge of project management.
 9. Exceptional communication and interpersonal skills, with the ability to build relationships and effectively engage with staff at all levels.
 10. Demonstrated ability to handle competing priorities and meet deadlines.
 11. Demonstrated commitment to providing exceptional customer service, holding self and others to the highest standard to deliver quality services.
 12. Respectful of others' diversity of opinions and perspectives.
-

-
13. A self-starter who consistently displays a positive, is confident, and approachable.
 14. Valid driver's license, insurance, and access to a reliable vehicle.
 15. Ability to travel as needed.
 16. Acceptable Police and Vulnerable Sector check.

Competencies

Competency	Definition	Behavioural Description
Customer Service	Takes time to analyze and understand the needs of both internal and external customers. Asks for feedback and incorporates into products and services. Ensures the customer experience is a key requirement in the design and development of all products and services.	Establishes and maintains effective customer relationships. <ul style="list-style-type: none"> • Assesses and addresses underlying internal and external customer needs beyond those originally expressed. • Identifies and implements best practices and solutions to improve customer service. • Designs processes around the customer experience. • Implements systems to record and analyze customer feedback and the overall customer experience. • Coaches employees on how to manage and build internal and external customer relationships. • Fosters an environment where employees are empowered to put customers first. • Coaches team to consider and integrate the customer experience into all decisions.
Relationship Building	Relates comfortably with people across levels, functions, cultures, and geographies. Builds rapport in an open, friendly, and accepting way, even when facing difficult or tense situations. Identifies interpersonal and group dynamics and reacts effectively. Solicits input	<ul style="list-style-type: none"> • Establishes and maintains relationships with peers, clients, employees, and leaders across the organization. • Leverages moments of vulnerability to strengthen existing relationships. • Uses established connection, trust, and professionalism to sustain relationships through conflict. • Coaches others on uncovering similarities and celebrating differences with individuals across differing demographics, cultures, and geographies.

	<p>from others constantly and listens with empathy and concern. Identifies information that is relevant and helpful for others and shares it as appropriate.</p>	
Collaborative	<p>Works well with others both on the team and cross-functionally to achieve individual, team, department, or organizational goals. Values diverse input and working with others as a way to achieve the best output possible.</p>	<ul style="list-style-type: none"> • Reaches out to other teams and departments to build collaborative, cross-functional relationships. • Works with a wide range of teams and readily shares lessons learned and credit for team accomplishments. • Provides the space and resources necessary for teams to collaborate cross-functionally. • Leads initiatives to improve cross-functional team effectiveness. • Coaches others to navigate differing inputs from stakeholders. • Leads a diverse team and solicits differing perspectives to develop unique solutions or ideas.
Decision Making / Problem Solving	<p>Simplifies complex problems by using critical thinking to evaluate problems, gathering information, incorporating multiple perspectives, understanding causes, and identifying best-possible solutions. Invests time in planning, discovery, and reflection to drive better decisions and more efficient implementations. Adopts an audience-centric approach, understanding the needs of the audience and incorporating them, as appropriate, into the decision.</p>	<ul style="list-style-type: none"> • Actively seeks input from multiple information sources to evaluate situations and understand the cause of problems. • Evaluates pros and cons of multiple options and selects a plan of action that capitalizes on trade-offs. • Removes obstacles and addresses problems before they impact performance and results of their team. • Demonstrates ability to synthesize information or multiple perspectives and apply an analytical lens to problems to draw logical conclusions. • Initiates and leads the evaluation and assessment of possible solutions and their risks. • Provides recommendations and achieves buy-in for potential solutions. • Demonstrates ability to critically evaluate work tasks and effectively prioritize them. • Takes ownership over decisions and their consequences.

<p>Leading Through Change</p>	<p>Adjusts thinking and behavior to resiliently face change, and uses experience to fuel growth. Enables the process of change and transition while helping others deal with the effects of change. Displays self-awareness of their personal reaction to change and regulates their response. Acts as a change champion, communicating the why behind the change and aligning with the organizational direction.</p>	<ul style="list-style-type: none"> • Adopts best practices to lead their team through change. • Understands that change is constant and treats it as a growth opportunity. • Actively advocates for change when appropriate and encourages change adoption among team members. • Recognizes and responds to different emotional reactions to change from team members. • Clearly communicates how the change will affect current team- or department-specific practices. • Listens and responds to feedback regarding change and discusses with senior leaders. • Readily adapts to change and encourages change adoption among others.
<p>Negotiation</p>	<p>Negotiates in a manner that results in positive business outcomes while maintaining strong relations with the other party.</p>	<ul style="list-style-type: none"> • Successfully negotiates with internal and external groups to facilitate decisions. • Develops a specific negotiation strategy and adapts it to changing circumstances. • Listens, questions, and challenges others' proposals without damaging relationships. • Identifies when it's appropriate to be assertive and when to compromise without ceding on key needs. • Recognizes common needs and interests to develop win-win outcomes. • Negotiates with external clients and vendors and manages relationships and outcomes. • Coaches peers and direct reports on how to effectively negotiate. • Assumes full responsibility for negotiation outcomes and meeting deadlines for decisions or solutions. • Uses trust and accountability to develop and maintain long-term relationships.
<p>Communicative</p>	<p>Genuinely and intentionally</p>	<ul style="list-style-type: none"> • Reads verbal and non-verbal cues to deepen the understanding of others' perspectives and interpret

	<p>communicates. Relays key messages effectively, targeted to specific audiences. Identifies others' communication styles and perspectives, adjusting language and approach accordingly. Employs active listening to understand, rather than reply. Asks for, integrates, and values feedback from team, peers, and leaders.</p>	<p>responses to their words and actions.</p> <ul style="list-style-type: none"> • Articulates thoughts and expresses ideas effectively using written, verbal, and visual communication skills. • Encourages others to participate in open discussions and provides feedback when appropriate. • Tailors messages according to the needs of different audiences. • Does not jump to conclusions or act on assumptions. • Seeks support to improve communication and shares best practices on how to effectively communicate with others. • Is receptive to others' communication styles and preferences.
Influencing	<p>Develops a leadership presence in the organization. Intentionally forms strong, trusting relationships. Manages up, down, and across effectively by anticipating and responding proactively to stakeholder reactions. Leverages their understanding of stakeholder management to influence perception and direction.</p>	<ul style="list-style-type: none"> • Establishes a reputation as an open, trustworthy, experienced professional whose advice and opinions are valued. • Develops strong relationships with peers, employees, and leaders across departments. • Anticipates the impact of one's approach on the emotions and sensitivities of others. • Customizes discussion and presentations to include "what's in it for me" for the audience and emphasize the value of an idea. • Knows how to appropriately use influence to achieve outcomes when lacking formal authority.
Managing Risk	<p>Identifies what is needed to achieve strategic or organizational objectives. Seeks out and incorporates multiple perspectives, experiences, and industry trends to develop a holistic perspective. Negotiates to achieve</p>	<ul style="list-style-type: none"> • Uses the strategic plan as an ongoing point of reference and governance tool. • Proactively implements and communicates team-level goals required to achieve long-term strategies. • Aligns and communicates team-level decisions with organization's vision, mission, and values. • Seeks out, encourages, and incorporates a diverse set of internal and external perspectives when making decisions. • Seeks to reflect on, gather, and plan using

	<p>individual goals while thinking of the larger organizational implications. Operationalizes ideas within the business model.</p>	<p>pertinent information from others before jumping into action.</p>
<p>Curating the Employee Experience</p>	<p>Looks for opportunities across the employee lifecycle to engage and connect individually with each member of the team. Creates an environment where employees feel included, valued, informed, and engaged. Spends time on reflection to understand personal connection with organizational core values and alignment with self.</p>	<ul style="list-style-type: none"> • Understands that team members' personal lives and work intersect to impact the employee experience, and remains flexible to changing needs. • Proactively seeks opportunities to interact with team members and make an individual connection throughout the employee lifecycle. • Informs team regularly of relevant updates and decisions. • Encourages employee involvement by actively seeking and attempting to respond to employee feedback regarding the employee experience. • Reflects on personal connection and alignment with the organizational values.
<p>Accountable</p>	<p>Takes ownership of outcomes, positive or negative, without blaming others within the team or cross-functionally. Recognizes when they are not approaching a situation with accountability but instead with a blame mindset. Takes accountability for assigned tasks and executes on deliverables in a timely manner.</p>	<ul style="list-style-type: none"> • Establishes expectations for themselves and team members. • Monitors and provides feedback to teams on ways to improve the quality of deliverables and meet defined objectives. • Empowers team members to take ownership and responsibility for completing the tasks and deliverables assigned to them. • Proactively seeks out projects and opportunities to help others and take on shared accountabilities. • Helps team members understand and become aware of their mindsets, guiding them toward ownership and accountability and away from assigning blame.
<p>Resource Planning</p>	<p>Allocates time to upfront planning to distribute work in alignment with goals, manage resources, and prioritize. Analyzes the</p>	<ul style="list-style-type: none"> • Encourages team to prioritize work to deliver objectives to the highest standard and on time. • Identifies opportunities to improve the effectiveness and efficiency of work processes. • Identifies in advance when results of a particular

	environment from multiple perspectives to better understand implications and leverages scenario planning to prepare for multiple outcomes and manage complexity.	project or task may not be achieved and develops a plan to address the risk. <ul style="list-style-type: none"> • Contributes to organizational scenario planning to help forecast and prepare for external risks. • Leads the development of team project plans. • Identifies and plans to acquire resources needed to achieve team objectives.
Managing Talent	Actively, intentionally, and continuously manages the entire talent lifecycle of their team including talent attraction, management of performance through goal setting, feedback, and coaching; ongoing support of talent; and personalized career development.	<ul style="list-style-type: none"> • Collaborates effectively with all stakeholders in the recruitment processes. • Helps new hires connect to the organization's mission, vision, and values and their new team members. • Supports team members in accomplishing goals. • Provides regular feedback that is clear, descriptive, and actionable. • Adopts a mindful, reflective approach to coaching through a strong understanding of employees' strengths, weaknesses, and role interdependencies. • Addresses poor performance in a timely manner. • Continuously encourages employee development by exposing people to appropriate learning opportunities. • Recognizes positive performance and celebrates team achievement.
Business Acumen and Financial Literacy	Makes decisions based on a solid understanding of the business goals, functions, processes, and the wider industry. Applies financial knowledge to address organizational needs. Demonstrates an understanding of the connections between business units and the larger organizational impact of decisions.	<ul style="list-style-type: none"> • Demonstrates knowledge of business practices and processes when making decisions. • Communicates connections between different functions to team members and acts in a way that is consistent with the organizational objectives. • Demonstrates basic financial literacy when reading financial documents and when communicating the "why" behind new projects. • Uses organization-specific language and financial metrics appropriately to effectively communicate about all facets of the business. • Provides recommendations to address business problems that align with organizational goals. • Identifies opportunities to improve function-specific processes to better align with organizational goals. • Measures the success of projects with relevant business and financial metrics.

		<ul style="list-style-type: none"> • Monitors use of budgets and identifies cost-effective approaches to adhere to them.
--	--	---

Staff Reporting to the Director of Operations

Directly supervises 18 full time staff.

Working Conditions

The standard work schedule for this position is 35 hours per week, with core hours between 8:30 a.m. and 4:30 p.m., Monday through Friday. As part of the non-union group, there are times when extended hours are required to attend meetings, community events, or respond to urgent situations.

This position is 30% in office and 70% in the field. The position involves prolonged periods of visual and mental focus, requiring sustained concentration. The job also involves handling continuous scrutiny and pressure to prioritize and balance the needs of employees, tenants, the community, and shareholders.

Confidentiality

All employees are required to sign and abide by Employee Confidentiality and Code of Conduct and Ethics Values.

Accommodation

Accommodation requests will be reviewed on an individual basis in compliance with the Ontario Human Rights Code and the Accessibility for Ontarians with Disabilities Act (AODA) and any other Federal or Provincial legislation.

Disclaimer

The statements contained in this job description reflect the general details necessary to describe the principal functions of this position, the level of knowledge and skill typically required and the scope of responsibility. It should not be considered an all-inclusive listing of work requirements. Individuals may perform other duties as assigned.