



The Cleaning Industry Management Standard

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Introduction

Managing a successful cleaning organization, be it a building service contractor or an in-house custodial/cleaning department, requires hard work, dedication and, perhaps most importantly, a thorough understanding of the customer's service requirements. It is necessary, therefore, to manage an organization in a manner that is predicated on ensuring quality, efficiency and overall customer satisfaction.

The Cleaning Industry Management Standard is designed to assist cleaning organizations in setting up a management system that allows an organization to meet such goals. In essence, the Standard should be thought of as a management framework that can be used to develop customer-centered, quality organizations.

Compliance with the Standard is dependent on a dedication to quality and meeting customer requirements, and is based on universally accepted management principles that are the hallmarks of successful organizations. Further, compliance with the Standard is undeniably achievable by all cleaning organizations, regardless of size and sophistication. In fact, the Standard was developed through a true consensus-based process to ensure that it is applicable to cleaning organizations of all sizes and levels of service and those representing all segments of the cleaning industry.

One of the most important features of the Standard is that it is non-prescriptive and is based on management principles that have proven to be primary characteristics of quality, customer-centered cleaning organizations. The Standard, therefore, does not require, recommend or otherwise endorse any particular process or product; it allows individual organizations flexibility in choosing the most effective ways in which to meet their management requirements.

The Standard's management provisions have been intentionally designed to be as simple and straightforward as possible and, as mentioned above, applicable to all cleaning organizations from the largest national building service contractors to the smallest in-house custodial/ cleaning departments. Ultimately, it is designed to assist cleaning organizations in developing customer-centered quality organizations and to guide organizations in managing their businesses in the most efficient and cost-effective manner possible.

Acknowledgments

The Cleaning Industry Management Standard was developed through a consensus-based effort involving industry experts, trade and professional associations, educational institutions, and other organizations.** In accordance with a true consensus-based process, all views and objections have been considered, every attempt has been made to resolve those objections that have been raised, and, ultimately, the management elements contained herein have been agreed to by a substantial majority of those interested parties who elected to participate in the development process.

ISSA has guided and administered the process, but this Standard would not be possible if not for the hard work and dedication of the industry as a whole. ISSA and its Board of Directors would like to thank those volunteers who agreed to participate in the creation of this Standard, including the American Institute for Cleaning Sciences, who assisted ISSA in the administration of the Standard's development, and the members of the Standing Technical Committees, who generously offered their time, effort, and expertise.

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- International Custodial Advisors Network (ICAN)
- International Executive Housekeepers Association (IEHA)
- International Facility Management Association (IFMA)
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Cleaning Industry Management Standard

Scope, Purpose and Application

Scope

The ISSA Cleaning Industry Management Standard describes the procedures and principles to be considered in designing and implementing quality management programs for cleaning organizations. This Standard applies, without respect to the size of the organization, both to cleaning organizations that self-perform cleaning and to building service contractors.

Purpose

The purpose of this Standard is to set forth the policies, processes, procedures, and supporting documentation that guide cleaning organizations in establishing customer-centered organizations.

Because of the unique characteristics of the cleaning industry, it is impractical to prescribe policies, processes, and procedures that apply to every situation. In certain circumstances, minor deviation from portions of this Standard may be appropriate.

Application

This Standard was written directly for use by those involved in the cleaning industry, but may also have application for property owners/managers and other materially interested parties. Thus, it is applicable to in-house cleaning organizations, not-for-profit entities, and for-profit cleaning businesses, including building service contractors.

This Standard defines management, operational, performance system, process and performance measure requirements. Compliance with the Standard demonstrates that the organization is structured to deliver consistent, quality services. The Standard should be thought of as a framework to help cleaning organizations develop as customer-centered, quality organizations.

Certain provisions of the Standard pertaining to legal and/or regulatory requirements are specific to cleaning organizations operating within the United States. International organizations seeking to meet the requirements of this Standard shall comply with all parallel laws and/or regulations that apply in their specific jurisdictions.

Definitions

Throughout this document the terms “shall,” “should,” and “may” are used to distinguish between those processes, practices and elements that are mandatory, those that are strongly recommended, although not required, and those that are suggested.

shall: when the term *shall* is used in this document, it is a mandatory requirement of the Standard. All elements that contain the term *shall* must be satisfied in order to achieve full compliance with the Standard.

should: when the term *should* is used in this document, it means that the practice or procedure is a recommended element of the Standard. Only a percentage of the elements containing the term *should* need be satisfied in order to achieve compliance with the Standard.

may: when the term *may* is used in this document, it means that the practice or procedure is advised or suggested, but is not a requirement of the Standard and not satisfying these elements does not affect compliance with the Standard.



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Other Definitions:

appropriate: fitting for a particular condition, application, business, occasion, or situation.

cleaning: locating, identifying, containing, removing, and properly disposing of undesirable substances from surfaces or materials.

cleaning personnel: *employees* who deliver *cleaning* services. They may often be referred to as janitors, custodians, cleaners, production staff, or housekeepers.

customer: the person(s) or group that is the direct beneficiary of the cleaning services being rendered. As used within the Standard, customer refers to the individual or entity that contracts to have a service provided and/or to the receipt of services provided by an in-house operation.

due diligence: proper care, attention or persistence in doing a thing; such a measure of prudence, activity, or assiduity, as is properly to be expected from, and ordinarily exercised by, a reasonable person under the particular facts and circumstances.

element: an individual part of the standard. Each *section* of the standard is comprised of numerous elements.

employees: individuals who are hired to perform a job in exchange for compensation.

industry-accepted: a methodology or technique that is commonly used by members of the trade.

management: individuals who make decisions about how the *organization* is operated.

materially interested parties: an individual or entity substantially and directly affected by the services provided.

non-technical training: customer service, interpersonal skills, management, supervision, communication, and other non-cleaning task related training.

organization: a group of people that provide cleaning services. It includes in-house cleaning organizations, not-for-profit companies, and for profit cleaning businesses such as building service contractors.

potentially infectious material: includes the following human body fluids: blood, semen, vaginal secretions, cerebrospinal fluid, synovial fluid, pleural fluid, pericardial fluid, peritoneal fluid, amniotic fluid, saliva in dental procedures, any body fluid that is visibly contaminated with blood, and all body fluids in situations where it is difficult or impossible to differentiate between body fluids.

quality plan: a document that explains how the organization will achieve its quality objectives.

reasonable: in accordance with sound thinking, within the bounds of common sense: prudent. It applies to that which is *appropriate* for a particular situation.

section: one of the five major subdivisions of the standard. Each section is comprised of numerous individual *elements*.

suitable: *appropriate* to a purpose, use or situation.

standard of care: practices that are common to reasonably prudent members of the trade who are recognized in the industry as qualified and competent.

technical training: cleaning task and skill training.



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1. Quality System: This section describes quality system requirements. It sets forth a general framework to ensure effective operations and continual improvement. Elements include:

1.1. Definition of Cleaning Service Requirements

- a. There shall be a site-specific scope of work or performance outcome describing cleaning service requirements.
- b. Changes to the service requirements shall be documented.
- c. Cleaning service requirements should be consistent with the organization's stated mission and values.

1.2. Quality Plan

- a. The organization shall have a written Quality Plan. The Plan is a written process for determining whether cleaning service requirements are met and for identifying improvement opportunities. It commits the organization to attaining the level of service as defined by the customer and the organization in the scope of work or performance outcomes.
- b. The organization should communicate the plan to materially interested parties.
 - Each customer may receive a copy of the plan.
 - Each person in the organization may receive a copy of the plan.
 - The plan may define roles and responsibilities of operational personnel.
 - Each person in the organization should receive documented training related to the plan.
- c. Service quality measurement/metrics
 - The organization shall measure and document its performance against the scope of work and performance outcome requirements.
 - The measurements should be taken at a frequency appropriate for scope of work and performance outcome requirements.
 - The factors being measured should be reasonable and suitable for scope of work and performance outcome requirements.
- d. The organization shall use one or more of the following measurement tools:
 - Surveys
 - Customers completing the surveys should submit them directly to appropriate representatives of the organization, rather than to the on-site supervisory personnel.
 - Surveys should be reviewed with appropriate customer representatives.
 - Inspections
 - Operational inspections by cleaning personnel should be performed as service is delivered.
 - Site supervision should conduct site inspections.
 - Management should conduct unannounced site inspections.
 - Customers may participate in management-level inspections.
 - Complaints
 - The organization should maintain a record of complaints.
 - The organization should keep the source of complaints as confidential as possible.



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- The organization should document what procedures have been implemented in response to a complaint to minimize the possibility of a reoccurrence.
- Customer Evaluations
 - Customers may perform self-evaluations of the site.
 - Organizations may provide customers a checklist or form to guide self-evaluation.
- e. Feedback Cycle
 - The organization shall respond to both positive and negative customer feedback and inspection results and shall fully investigate complaints.
 - Organization management should meet with the designated customer representative to review survey and inspections results and to discuss complaints.
 - When corrective action has been taken, the organization should inform the customer representative and request feedback.
- f. Evaluation of Progress and Continuous Improvement Plan
 - Appropriate levels of management should follow a documented process in reviewing performance results.
 - There should be a written corrective action plan that is consistent with the organization's policies and procedures.
 - There should be a written plan that describes how the organization will measure, report, and implement performance improvement.
 - Each customer representative may receive a copy of the plan.

2. Service Delivery: This section describes the processes necessary to effectively produce and deliver services. These customer-related processes include purchasing, staffing, and handling unexpected events. Cleaning organizations must define and describe their unique business processes. Elements to be addressed include:

2.1. Service Delivery Plan

- a. **Workloading:** There shall be an industry-accepted methodology for determining the number of labor hours needed to accomplish work requirements as specified in the scope of work or performance outcomes.
- b. **Bidding/Costing Process:** There should be a system for estimating job costs that considers the following factors: costing of labor, materials, overhead, profit (if applicable), taxes, insurance, and miscellaneous costs.
- c. **Budgeting:** Cost controls should exist and be used to ensure that work is completed within workloading, budgeting, and costing parameters.
 - The organization should have reporting systems, which provide accurate budgetary support for all aspects of the operation.
 - Management should be alerted when costs are not within acceptable parameters.
 - The organization should have a plan of action to make any necessary budgetary corrections.
- d. **Staffing Plan:** Staffing levels shall be based on workloading and one or more of the following:
 - Budgeting
 - Costing data
 - Customer requests
 - Industry benchmarks
- e. **Work Plan:** Individual cleaning assignments should be set forth in written work plans.
- f. **Work Instructions:** Standardized task procedures should be used across the organization and such task procedures should be documented.
- g. **Contingency Planning:** The organization should have:
 - Contingency plan(s) to manage staffing shortages and service interruptions.
 - A process to obtain customer input and feedback when contingency plans are used.
- h. **Special Requests:** The organization shall have a plan to handle customer special requests.
- i. **Emergency Response:** The organization shall have a plan to respond to emergency service needs.
- j. **Disaster Planning:** The organization should have a plan to prepare for and deal with natural or man-made disasters.
- k. **Invoicing/Charge-back Procedures:** Invoicing/Charge-back procedures shall be documented.



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2.2. Purchasing Procedures

- a. Product/Equipment Performance Evaluation: Supply and equipment performance evaluations shall be incorporated into the procurement process.
- b. Standardization: The organization should use similar equipment and supplies in similar facility types.
- c. Inventory Control: Inventory management and supply control systems should be in place, in use, and appropriate for the organization.
- d. Equipment Maintenance & Repair: The maintenance and repair of equipment should occur as the result of a planned process.
- e. Contractor Management: To the extent that the organization employs contractors and/or subcontractors:
 - Their selection and management shall be set forth in a written plan.
 - There shall be evidence that the plan is implemented.
 - The plan shall require that subcontractors produce proof of insurance.
- f. Financial Controls: The organization should have appropriate financial controls over the procurement process including:
 - supply and equipment requisition
 - approved vendor list
 - order placement
 - receiving inventory
 - accounts payable



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- 3. Human Resources:** In this section, the organization demonstrates that it efficiently and effectively manages "human capital" in a way that enhances organizational performance.
- 3.1. Human Resource Policy:** There shall be a written human resource policy.
- 3.2. Hiring Practices**
- a. Recruitment: There should be a written plan for recruiting employees and a means of monitoring the plan's effectiveness.
 - b. Selection: There shall be a written procedure for selecting qualified employees.
 - c. Retention: There should be a program in place to encourage and to measure employee retention.
- 3.3. Site-Specific Orientation**
- a. Each employee shall participate in a site-specific orientation program.
 - b. There should be written documentation that an orientation program occurred.
- 3.4. Executive Development:** There should be an executive development program or a continuing executive education program.
- 3.5. Management Training**
- a. Technical: There should be a written curriculum for technical training of management and documentation that personnel have been trained.
 - b. Leadership: There should be a written curriculum for leadership training of management and documentation that personnel have been trained.
- 3.6. Cleaning Personnel Training**
- a. Technical: There shall be a written curriculum for technical training of cleaning personnel and documentation that personnel have been trained.
 - b. Customer Service Training: There should be a written curriculum for customer service training of cleaning personnel and documentation that personnel have been trained.
 - c. Personal Development: There should be a written training curriculum for non-technical skills of cleaning personnel and documentation that personnel have been trained.
- 3.7. Training Format and Language:** All management and cleaning personnel training shall be offered in a format and/or language that is easily understood by the trainee.
- 3.8. Security:** The organization should have a written curriculum for training all personnel in security of the site owner's and customer's property.
- 3.9. Timekeeping/Payroll:** The organization shall have a documented timekeeping and payroll system.



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4. Health, Safety and, Environmental Stewardship: Quality cleaning and maintenance services are safe, healthy, and sustainable. They also positively impact the built environment. This section addresses the processes, systems, and documentation as they relate to the organization's commitment to those objectives.

4.1. Regulatory Compliance

- a. Employers shall comply with all pertinent provisions of the federal OSHA Hazard Communication Standard¹ and all comparable state requirements. Provisions that must be complied with include, but are not limited to, the following:
 - Employers shall develop, implement and maintain a written hazard communication program.
 - Material Safety Data Sheets (MSDS) shall be readily available for all hazardous chemical products. Each MSDS shall match the current formulation of the corresponding chemical product.²
 - There shall be a Chemical Inventory that contains an accurate and complete list of all chemicals on site.³
 - Employees who handle chemicals shall be trained on the use and hazards of those chemicals.⁴
 - All chemical containers shall be labeled as required.⁵
 - Chemicals shall be used in a safe and proper manner and in accordance with the manufacturer's instructions.
- b. Chemicals should be stored according to their classification.
 - There shall be a spill containment plan and documented employee training.
 - There shall be a waste disposal and recycling plan and documented employee training.
- c. There shall be documentation that describes the organization's selection and use of Personal Protective Equipment (PPE). The employer shall comply with all applicable OSHA and state requirements for PPE.⁶
- d. If cleaning personnel are required to clean blood or other potentially infectious material spills, the organization shall comply with the OSHA Bloodborne Pathogen Standard⁷ or applicable state requirements. Provisions that must be complied with include, but are not limited to, the following:
 - The organization shall have a written Exposure Control Plan that is reviewed and updated annually⁸.
 - Employees shall be trained annually on the hazards of cleaning blood and/or other potentially infectious material, and proper use of PPE.⁹
 - A written procedure for cleaning blood spills shall be implemented.¹⁰

¹ 29 CFR 1910.1200

² 29 CFR 1910.1200 (g)(1) and (g)(8)

³ 29 CFR 1910.1200 (e)(1)(i)

⁴ 29 CFR 1910.1200 (h)(1)

⁵ 29 CFR 1910.1200 (f)(1)(i)

⁶ 29 CFR 1910 Subpart I

⁷ 29 CFR 1910.1030

⁸ 29 CFR 1030(c)(1)

⁹ 29 CFR 1910.1030(g)(2)

¹⁰ 29 CFR 1910.1030(d)(4)



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- Employees shall be offered the Hepatitis B vaccine.¹¹
- Employees shall be trained on handling found sharps.¹²
- e. A qualified person shall inspect the workplace as often as necessary to identify defective equipment or unsafe working conditions.
- f. Employers shall comply with all other applicable OSHA and/or state employee safety and health regulations.

4.2. Organization Policy/Environmental Management System

- a. The organization shall have an environmental policy.
 - There should be a written statement of the organization's commitment to environmental ethics.
 - The policy should be appropriate to the nature, scale and environmental impact of the organization's services.
 - The policy should have a commitment to continual improvement.
 - The policy should have a commitment to pollution prevention.
 - The environmental objectives and goals as stated in the policy should be reviewed at least once every twenty-four months.
 - The policy shall be implemented and maintained.
 - The policy should be communicated to all employees.
 - The policy may be available to the public.
- b. Capability to Meet Customer Environmental and Safety Requirements
 - The customer may define its environmental and safety expectations for the site.
 - At outsourced sites, the contractor shall have a written plan for how they will comply with customer requirements.
- c. Workplace Safety and Health Program
 - The organization shall have a workplace safety and health policy.
 - Management and employees shall receive documented training in safe work practices.
 - Management and employees shall be trained in how to investigate and report near-miss accidents and incidents.
 - Management shall review the program at least once every twenty-four months.
 - There should be a written program that tracks all workplace injuries and illnesses and demonstrates what actions have been implemented to minimize a recurrence of the injuries.

¹¹ 29 CFR 1910.1030(f)(2)

¹² 29 CFR 1910.1030 (d)(2)(vii) and (viii)



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- 5. Management Commitment:** This section allows an organization to demonstrate that it has instituted appropriate management systems to meet customer needs and expectations, even in times of organizational change. It includes a demonstration of:
- 5.1. Mission, Vision, Values:** The organization shall document at least one of the following:
- A written vision for its future.
 - A clearly written mission statement.
- 5.2. Planning:** The organization should have plans to address two of the following three areas:
- Strategic Plan:** There may be a strategic plan that is used as a guide to meet future goals.
 - Business Continuity Plan/Succession Planning:** There may be a plan for the continuation of daily business if a change in management occurs.
 - Training Plan:** The organization may have a detailed training plan that covers all aspects of an operation to ensure that all policies and procedures are understood and adhered to.
- 5.3. Responsibility and Authority**
- Organizational Chart:** There shall be a clearly defined organizational chart that is accurate, up-to-date, and easy to follow.
 - Job Descriptions:** There should be accurate and up-to-date job descriptions for every position within the organization.
- 5.4. Communication Plan**
- The organization shall have clear procedures for effective communication among all levels of the organization.
 - The organization shall have procedures for communication and feedback to customers.
- 5.5. Risk Management**
- The organization shall affirm that it is in compliance with all applicable local, state, provincial, and federal safety laws and regulations.
 - The organization shall produce proof of appropriate insurance.
 - The organization shall produce proof of proper licensing.



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