



The Cleaning Industry Management Standard



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The Standard itself was developed through a consensus-based effort involving industry experts, trade and professional associations, educational institutions, and other organisations. 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 therein 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 the Standard and Certification Guide would not be possible if not for the hard work and dedication of the industry as a whole.

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Introduction

Managing a successful cleaning organisation, be it a cleaning 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 organisation in a manner that is predicated on ensuring quality, efficiency and overall customer satisfaction.

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

Further, the optional Green Building component provides organisations an opportunity to implement a standardised framework for the delivery of environmentally preferable cleaning services. The criteria specified in Section 6 is closely tailored to meet the specific green cleaning requirements in the LEED for Existing Buildings: Operations and Maintenance (LEED EBOM) Green Building Rating System, and compliance helps an organisation demonstrate their ability to assist customers achieve LEED points, while greening their overall operations.

Quality and Customer Satisfaction

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 organisations. Further, compliance with the Standard is undeniably achievable by all cleaning organisations, regardless of size and sophistication. In fact, the Standard elements were developed through a true consensus-based process to ensure that it is applicable to cleaning organisations 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 organisations. The Standard, therefore, does not require, recommend or otherwise endorse any particular process or product; it allows individual organisations flexibility in choosing the most effective ways in which to meet their management requirements.

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

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 programmes for cleaning organisations. This Standard applies, without respect to the size of the organisation, both to cleaning organisations that self-perform cleaning and to cleaning contractors.

Purpose

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

Due to 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 is intended for use by the cleaning industry, but may also have application for property owners/managers and other interested parties. It is therefore applicable to in-house cleaning organisations, not-for-profit entities, and for-profit cleaning businesses, including cleaning contractors.

This Standard defines management, operational, performance systems, process, and performance measurement requirements. Compliance with the Standard demonstrates that the organisation is structured to deliver consistent, quality services and should be considered a framework to help develop a customer centred approach.

Certain provisions of the Standard pertaining to legal and/or regulatory requirements are specific to cleaning organisations operating within the United Kingdom. International organisations 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: the term “shall” means that the element is mandatory and must be satisfied in order to achieve full compliance with the Standard.

- **Explanation:** Elements that use the term “shall” are deemed to be of such importance that each of them must be satisfied in order to achieve compliance with the Standard.

should: the term “should” means the element is recommended. Only a percentage of the elements containing the term “should” need to be satisfied in order to achieve compliance with the Standard.

- **Explanation:** Elements that use the term “should” are not mandatory, but are recommended. In order to achieve compliance with the Standard, 60% of the elements marked “should” within each of the six sections must be satisfied. If 85% of the elements marked “should” within each section are satisfied, the organisation will be eligible for a “Certification with Honours” classification. Note, elements are evaluated on a section-by-section basis and organisations must demonstrate compliance with a certain percentage per section.

may: the term “may” means the element is advised or suggested, but is not a requirement and not satisfying these elements does not affect compliance with the Standard.

- **Explanation:** Elements that use the term “may” are optional. Compliance with such elements may enable the organisation to earn “Certification with Honours” classification even if the organisation does not comply with 85% of the elements per section.

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, often referred to as janitors, custodians, cleaning operatives, 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 inhouse 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 organisation 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.

organisation: a group of people that provide cleaning services. It includes in-house cleaning organisations, not-for-profit entities, and for-profit cleaning businesses, including cleaning 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 organisation will achieve its quality objectives.

rapidly renewable resources: agricultural products that take ten years or less to grow or raise and can be harvested in a sustainable manner.

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 recognised in the industry as qualified and competent.

technical training: cleaning task and skill training.

1 Quality System

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

1.1 Definition of Cleaning Service Requirements

- 1.1.1 There shall be a site-specific scope of work or performance outcome describing cleaning service requirements.
- 1.1.2 Changes to the service requirements shall be documented.
- 1.1.3 Cleaning service requirements should be consistent with the organisation's mission and value statements.

1.2 Quality Plan

- 1.2.1 The organisation 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 organisation to attaining the level of service as defined by the customer and the organisation in the scope of work or performance outcomes.
- 1.2.2 The organisation should communicate the quality plan to materially interested parties.
 - 1.2.2.1 Each customer may receive a copy of the plan.
 - 1.2.2.2 Each employee may receive a copy of the plan.
 - 1.2.2.3 The plan may define roles and responsibilities of operational personnel.
 - 1.2.2.4 Each employee should receive documented training related to the plan.
- 1.2.3 Service quality measurement/metrics
- 1.2.4 The organisation shall measure and document its performance against the scope of work and performance outcome requirements.
 - 1.2.4.1 The measurements should be taken at a frequency appropriate for scope of work and performance outcome requirements.
 - 1.2.4.2 The factors being measured should be reasonable and suitable for scope of work and performance outcome requirements.
 - 1.2.4.3 The organisation shall use one or more of the following measurement tools:

1.2.4.3.1 Surveys

- ✦ Customers completing the surveys should submit them directly to appropriate representatives of the organisation, rather than to the on-site supervisory personnel.
- ✦ Surveys should be reviewed with appropriate customer representatives.

1.2.4.3.2 Inspections

- ✦ Operational inspections by cleaning personnel should be performed as service is delivered.
- ✦ On-site supervisory personnel should conduct site inspections.
- ✦ Management should conduct unannounced site inspections.
- ✦ Customers may participate in management level inspections.

1.2.4.3.3 Complaints

- ✦ The organisation should maintain a record of complaints.
- ✦ The organisation should keep the source of complaints as confidential as possible.
- ✦ The organisation should document what procedures have been implemented in response to a complaint to minimise the possibility of a reoccurrence.

1.2.4.3.4 Customer Evaluations

- ✦ Customers may perform self-evaluations of the site.
- ✦ Organisations may provide customers a checklist or form to guide self-evaluation.

1.2.4.4 Feedback Cycle

1.2.4.4.1 The organisation shall respond to both positive and negative customer feedback and inspection results and shall fully investigate complaints.

1.2.4.4.2 Organisation management should meet with the designated customer representative to review survey and inspections results, and to discuss complaints.

1.2.4.4.3 When corrective action has been taken, the organisation should inform the customer representative and request feedback.

1.2.4.5 Evaluation of Progress and Continuous Improvement Plan

- 1.2.4.5.1 Appropriate levels of management should follow a documented process in reviewing performance results.
- 1.2.4.5.2 There should be a written corrective action plan that is consistent with the organisation's policies and procedures.
- 1.2.4.5.3 There should be a written plan that describes how the organisation measure, report, and implement performance improvement.
- 1.2.4.5.4 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 organisations must define and describe their unique business processes. Elements to be addressed include:

2.1 Service Delivery Plan

- 2.1.1 Work loading: There shall be an industry accepted methodology for determining the number of labour hours needed to accomplish work requirements as specified in the scope of work or performance outcomes.
- 2.1.2 Bidding/Costing Process: There should be a system for estimating job costs that considers the following factors: costing of labour, materials, overheads, profit (if applicable), taxes, insurance, and miscellaneous costs.
- 2.1.3 Budgeting: Cost controls should exist and be used to ensure that work is completed within work loading, budgeting, and costing parameters.
 - 2.1.3.1 The organisation should have reporting systems which provide accurate budgetary support for all aspects of the operation.
 - 2.1.3.2 Organisation management should be alerted when costs are not within acceptable parameters.
 - 2.1.3.3 The organisation should have a plan of action to make any necessary budgetary corrections.
 - 2.1.3.4 Staffing Plan: Staffing levels shall be based on work loading and one or more of the following:
 - 2.1.3.4.1 Budgeting
 - 2.1.3.4.2 Costing data

- 2.1.3.4.3 Customer requests
- 2.1.3.4.4 Industry benchmarks
- 2.1.4 Work Plan: Individual cleaning assignments should be assigned in written work plans.
- 2.1.5 Work Instructions: Standardised task procedures should be used across the organisation and should be documented.
- 2.1.6 Contingency Planning: The organisation should have:
 - 2.1.6.1 Contingency plan(s) to manage staffing shortages and service interruptions.
 - 2.1.6.2 A process to obtain customer input and feedback when contingency plans are used.
- 2.1.7 Special Requests: The organisation shall have a plan to handle customer's special requests.
- 2.1.8 Emergency Response: The organisation shall have a plan to respond to emergency service needs.
- 2.1.9 Disaster Planning: The organisation should have a plan to prepare for and deal with natural or man-made disasters.
- 2.1.10 Invoicing/Charge-back Procedures: The organisation shall document invoicing and/or charge-back procedures.

2.2 Purchasing Procedures

- 2.2.1 Product/Equipment Performance Evaluation: Product and equipment performance evaluations shall be incorporated into the procurement process.
- 2.2.2 Standardisation: The organisation should use similar equipment and supplies in similar facility types.
- 2.2.3 Inventory Control: Inventory management and supply control systems should be in place, in use, and appropriate for the organisation.

- 2.2.4 Equipment Maintenance & Repair: The maintenance and repair of equipment should occur as a result of a planned process.
- 2.2.5 Contractor Management: To the extent that the organisation employs contractors and/or subcontractors:
 - 2.2.5.1 Their selection and management shall be presented in a written plan.
 - 2.2.5.2 There shall be evidence that the plan is implemented.
 - 2.2.5.3 The plan shall require that subcontractors produce proof of insurance.
- 2.2.6 Financial Controls: The organisation should have appropriate financial controls over the procurement process including:
 - 2.2.6.1 Supply and equipment requisition
 - 2.2.6.2 Approved suppliers list
 - 2.2.6.3 Order placement
 - 2.2.6.4 Receiving inventory

3 Human Resources

In this section, the organisation demonstrates that it efficiently and effectively manages "human capital" in a way that enhances organisational performance.

3.1 Human Resource Policy

There shall be a written human resource policy.

3.2 Recruitment Practices

- 3.2.1 Recruitment: There should be a written plan for recruiting employees and a means of monitoring the plan's effectiveness.
- 3.2.2 Selection: There shall be a written procedure for selecting qualified employees.
- 3.2.3 Retention: There should be a programme in place to encourage and to measure employee retention.

3.3 Site-Specific Orientation

- 3.3.1 Each employee shall participate in a site-specific orientation programme.
- 3.3.2 There should be written documentation that an orientation programme has occurred.

3.4 Executive Development

There should be an executive development programme or a continuing executive education programme.

3.5 Management Training

- 3.5.1 Technical: There should be a written curriculum for technical training of management and evidence that employees have been trained.
- 3.5.2 Leadership: There should be a written curriculum for leadership training of management and evidence that employees have been trained.

3.6 Cleaning Personnel Training

- 3.6.1 Technical: There shall be a written curriculum for technical training and documentation that employees have been trained.
- 3.6.2 Customer Service Training: There should be a written curriculum for customer service training and documentation that employees have been trained.
- 3.6.3 Personal Development: There should be a written training curriculum for non-technical skills of cleaning personnel and documentation that employees have been trained.

3.7 Training Format and Language

All management and cleaning personnel shall be offered training in a format and/or language that is easily understood.

3.8 Security

The organisation 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 organisation shall have a documented timekeeping and payroll system.

4 Health, Safety and, Environmental Stewardship

Quality cleaning and maintenance services are safe, healthy, and sustainable. They also should positively impact the built environment. This section addresses the processes, systems, and documentation, as they relate to an organisation's commitment to health, safety, and environmental stewardship.

4.1 Regulatory Compliance

- 4.1.1 The organisation shall comply with all relevant provisions of the Health and Safety at Work Act requirements and shall develop, implement and maintain a written hazard communication plan (health and safety policy).
 - 4.1.1.1 The organisation shall develop, implement, and maintain a written hazard communication programme, to include for example, toolbox talks and safety briefings.
 - 4.1.1.2 Safety Data Sheets (SDS) and COSHH assessments shall be readily available for all hazardous chemical products. Each SDS shall match the current formulation of the corresponding chemical product.
 - 4.1.1.3 There shall be a chemical inventory that contains an accurate and complete list of all chemicals on site.
 - 4.1.1.4 Employees who handle chemicals shall be trained on COSHH regulations and, the use and hazards of those chemicals.
 - 4.1.1.5 All chemical containers shall be labelled as required.
 - 4.1.1.6 Chemicals shall be used in a safe and proper manner and in accordance with COSHH regulations and the manufacturer's instructions.
- 4.1.2 Chemicals shall be stored according to their classification.
 - 4.1.2.1 There shall be a spill containment plan and documented employee training.

- 4.1.2.2 There shall be a waste disposal and recycling plan and documented employee training.
- 4.1.3 The organisation's use of Personal Protective Equipment (PPE) will be documented together with its compliance with applicable HASAW requirements.
- 4.1.4 If cleaning personnel are required to clean blood or other potentially infectious material spills, the organization shall comply with HSE Blood borne viruses (BBV) requirements.
 - 4.1.4.1 The organisation shall have a written Exposure Control Plan that is reviewed and updated annually.
 - 4.1.4.2 Employees shall be trained annually on the hazards of cleaning blood and/or other potentially infectious material, and proper use of PPE.
 - 4.1.4.3 A written procedure for cleaning blood spills shall be implemented.
 - 4.1.4.4 Employees shall be offered the Hepatitis B vaccine.
 - 4.1.4.5 Employees shall be trained on handling found sharps.
- 4.1.5 A qualified person shall inspect the workplace as often as necessary to identify defective equipment or unsafe working conditions.
- 4.1.6 Employers shall comply with all other applicable HSE and/or health and safety regulations.

4.2 Organisation Policy/ Environmental Management System

- 4.2.1 The organisation shall have an environmental policy.
 - 4.2.1.1 There should be a written statement of the organisation's commitment to environmental ethics.
 - 4.2.1.2 The policy should be appropriate to the nature, scale and environmental impact of the organisation's services.
 - 4.2.1.3 The policy should have a commitment to continual improvement.
 - 4.2.1.4 The policy should have a commitment to pollution prevention.
 - 4.2.1.5 The environmental objectives and goals as stated in the policy should be reviewed at least once every twenty-four months.
 - 4.2.1.6 The policy shall be implemented and maintained.
 - 4.2.1.7 The policy should be communicated to all employees.
 - 4.2.1.8 The policy may be available to the public.
- 4.2.2 Capability to Meet Customer Environmental and Safety Requirements
 - 4.2.2.1 The customer may define its environmental and safety expectations for the site.

- 4.2.2.2 At outsourced sites, the contractor shall have a written plan for how they will comply with customer requirements.
- 4.2.3 Workplace Health and Safety Policy
 - 4.2.3.1 The organisation shall have a workplace health and safety policy.
 - 4.2.3.2 Management and employees shall receive documented training in safe work practices.
 - 4.2.3.3 Management and employees shall be trained in how to investigate and report near-miss accidents and incidents.
 - 4.2.3.4 Management should review the programme at least once every twenty-four months.
 - 4.2.3.5 There should be a written document that tracks all workplace injuries and illnesses and demonstrates what actions have been implemented to minimise a recurrence of injuries.

5 Management Commitment

This section allows an organisation to demonstrate that it has instituted appropriate management systems to meet customer needs and expectations, even in times of organisational change. It includes a demonstration of:

5.1 Vision, Mission, Values

The organisation shall document at least one of the following:

- 5.1.1 A written vision for its future.
- 5.1.2 A clearly written mission statement.

5.2 Planning

The organisation should have plans to address two of the following three areas:

- 5.2.1 Strategic Plan: There may be a strategic plan that is used as a guide to meet future goals.
- 5.2.2 Business Continuity Plan/Succession Planning: There may be a plan for the continuation of daily business if a change in management occurs.

5.2.3 Training Plan: The organisation 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

5.3.1 Organisational Chart: There shall be a clearly defined organisational chart that is accurate, up-to-date, and easy to follow.

5.3.2 Job Descriptions: There should be an accurate and up-to-date job description for every position within the organisation.

5.4 Communication Plan

5.4.1 The communication plan shall have clear procedures for effective communication across all levels.

5.4.2 The organisation shall have procedures for communication and feedback to customers.

5.5 Risk Management

5.5.1 The organisation shall affirm that it is in compliance with all applicable local and national safety laws and regulations.

5.5.2 The organisation shall produce proof of appropriate insurance.

5.5.3 The organisation shall produce proof of proper licensing