

SPRING 2025

contractor's corner

PAGE 5

**Building a Successful
Company Training Program**

PAGE 9

**Strategic Planning
In Facility Management**

PAGE 15

ISSA
CIMS CORNER

NEWS, VIEWS AND INFORMATION FOR THE FACILITY SERVICE PROVIDER

INDUSTRY EVENT



ISSA Hygieia Networking & Leadership Conference Returns to Canada

The ISSA Hygieia Networking & Leadership Conference returns to Canada on Thursday, May 8 at the Delta Hotels by Marriott Toronto Airport & Conference Centre (655 Dixon Rd., Toronto).

This inspiring, day-long event brings together industry professionals to foster leadership, connection, and growth in the

workplace. Through powerful keynotes, engaging workshops, and dynamic panels, attendees will explore strategies to create inclusive, high-performing teams and drive professional success.

Highlights include a Kick-Off Workshop focusing on empowerment for success featuring Domanique Grant, an

award-winning artist and founder of the Imagine Summit. Through her “Turn Your Gift into Your Superpower,” she will blend storytelling, live music, and wellness exercises into an engaging and interactive workshop to help participants learn neuroscience-backed techniques for creativity,

...continued on page 3 »

ISSA HYGIEIA NETWORKING & LEADERSHIP CONFERENCE

Empowering a Supportive Workplace for Success

May 8 | Delta Hotels by Marriott Toronto Airport & Conference Centre, Toronto, ON

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Page 2 »

ISSA HYGIEIA NETWORKING AND LEADERSHIP CONFERENCE

Empowering a Supportive Workplace for Success



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Parmjit Johal
Director of National
Accounts Canada
Cascades PRO



DATE:
Thursday, May 8



TIME:
Check-in: 9–10 a.m.
Conference:
10 a.m.–4:30 p.m.



LOCATION:
Delta Hotels by
Marriott Toronto
Airport & Conference
Centre
(655 Dixon Rd., Toronto)



Halton Women's Place
Healthy Relationships • Healthy Communities

As part of a **Special Service Project** during the ISSA Hygieia Networking & Leadership Conference, delegates are encouraged to bring a new pair of women's or children's pajamas to be donated to Halton Women's Place, supporting women and children seeking refuge and care. [LEARN MORE](#)

REGISTER TODAY!

contractor's corner

CONTRACTOR'S CORNER is published by ISSA Canada and focuses on the Building Service Contractor and In-House Service Provider sectors. The newsletter provides news and views from the industry, as well as the most current educational offerings from ISSA and ISSA Canada. For more information, please contact:

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ISSA Hygieia Networking & Leadership Conference Returns to Canada

«...continued from page 1»

mental health, and professional growth.

Following a networking lunch, the “*Be Inspired*” panel will feature industry leaders from GOJO Industries (**Andrew Clark**), Bunzl Canada (**Kim Jack**), and Cascades PRO (**Parm Johal**) who will share personal stories of growth, resilience, and success in the sanitary maintenance and supply industry. With candid storytelling and valuable industry insights, the panelists will explore challenges, triumphs, and actionable strategies that align with this year’s theme: *Empowering a Supportive Workplace for Success*.

In line with its mission of empowering women, this year the ISSA Hygieia Network will support **Halton Women’s Place**, a shelter for survivors of domestic violence. Attendees are encouraged to

donate new pajamas which are provided to the women and their children when they enter the shelter as well as when they transition, helping them start fresh with dignity and warmth.

Carmela Bozzo, Director of Philanthropy at Halton Women’s Place, will share the organization’s impact and call for continued support. Her 20-year leadership has raised over \$1 million annually for critical services.

This event is a unique opportunity to connect, collaborate, and lead change—championing inclusive workplaces and supporting women in need across the country.

For more information and to register, please visit www.issa-canada.com



POWER HOUR

INSIGHTS FOR SUCCESS

Elevate Your Onboarding & Training – Set New Hires Up for Success

SSA Canada is proud to present a powerful two-part Power Hour Special designed specifically for the sanitary maintenance and supply industry. This timely series tackles a critical challenge facing the industry today – attracting qualified labour, delivering effective training, and retaining a reliable, high-performing workforce.

Led by **Brad Ratz**, Director of Growth Strategy & Customer Experience at H2R Business Solutions, the sessions are grounded in real-world strategies that drive operational excellence through people. With a diverse background spanning real estate, construction, retail, and manufacturing, Brad brings decades of experience helping businesses reshape their workplace culture to support long-term success. A certified facilitator and nationally recognized trainer, he continues to empower teams through leadership development and coaching, while working toward ACC and PCC certifications through the International Coaching Federation.

The first session, held on April 23, focused on the core issues of recruitment and retention—two of the most pressing concerns for contractors and service providers in today's labour market. Brad explored how organizations can strengthen their workforce through innovative talent sourcing, smarter compensation strategies, and the integration of technology to reduce turnover and improve employee satisfaction. Participants left with a toolkit of practical, fiscally responsible solutions to meet the demands of a shifting workforce. The video recording of this session is now available on the [ISSA Canada YouTube Channel](#) for those who missed it or

... continued on page 6 »

INFECTION PREVENTION



Are you disinfecting effectively?

Best practices for commercial cleaners

As the importance of cleaning and sanitizing remains top of mind, it is crucial that cleaners use the right products to achieve optimal results. In recent years, we've moved from cleaning just for appearance to making hygiene and safety a vital component of the process. Focusing on practicing cleaning, sanitizing, and disinfecting each step will effectively help ensure a safe and hygienic environment.

According to the CDC, their definitions are as follows:

- Cleaning means using commercial cleaners that contain soap or detergent to decrease the number of germs on surfaces and reduce the risk of infection from surfaces in your facility. Cleaning alone removes most types of harmful germs (like viruses, bacteria, parasites, or fungi) from surfaces.
- Sanitizing reduces the remaining germs on surfaces after cleaning.
- Disinfecting can kill harmful germs that remain on surfaces after cleaning. By killing germs on a surface after cleaning, disinfecting can further lower the risk of spreading disease.

DISINFECTANTS

A disinfectant is a substance or a combination of substances that irreversibly inactivates bacteria, fungi and viruses but does not always affect bacterial spores in the inanimate environment, such as on hard surfaces.

Becoming familiar with disinfectants and their specific roles is critical for effective commercial cleaning and sanitization. Here is a guide to some of the common disinfectants and their most effective methods of use:

Alcohol: Referring to two water-soluble chemical compounds (ethyl alcohol and isopropyl alcohol), alcohol is a cleaning anti-bacterial agent. In addition to their germicidal properties, alcohols are also tuberculocidal, virucidal, and bactericidal but do not destroy bacterial spores. These products evaporate quickly, and water may need to be applied repeatedly to continue to use for a longer period of time. As well, alcohol may damage surfaces like shellac, plastic, and glue, so care must be taken when using these products.

Protecting your staff, visitors and facility from pathogens means knowing what products to use for proper and effective sanitization. Choose the correct and appropriate products for your business. Read ingredients and follow label instructions, and instruct cleaning staff on proper use to keep your facility clean and safe.

Chlorine and chlorine compounds: Hypochlorites, the most widely used of the chlorine disinfectants, are available as liquid (e.g., sodium hypochlorite) or solid (e.g., calcium hypochlorite). These are a good choice as they have a broad spectrum of antimicrobial activity, tend not to

... continued on page 8 »



Building a Successful Cleaning Company Training Program

In today's fast-paced cleaning industry, one of the most important investments you can make is in your team. A cleaning company training program helps you ensure high standards, consistency, and client satisfaction, all of which are crucial for long-term success. Whether you are a new cleaning business or looking to enhance an existing one, a structured training program helps boost employee morale, minimize mistakes, and improve overall service quality.

At ISSA, through certification programs such as the Cleaning Industry Management Standard (CIMS) and those provided by the Cleaning Management Institute (CMI), there are resources that can help you develop a training program aligned with industry standards.

Here's a step-by-step guide to building an effective training program that will set your business apart in a competitive market.

The Importance of a Comprehensive Company Training Program

A well-structured training program of-

fers many benefits for your cleaning company, including:

- **Enhanced Service Quality:** Proper training ensures that your team knows the best cleaning techniques and methods for different surfaces and spaces, improving the quality of your service.
- **Consistency Across Teams:** A well-documented training program makes it easy to maintain uniform standards across your cleaning organization, ensuring every job meets your company's expectations.
- **Employee Engagement and Retention:** Offering training shows your employees that you care about their professional growth, which can reduce turnover rates and increase job satisfaction.
- **Safety and Compliance:** Regular training ensures employees follow safety protocols, protecting both themselves and the clients they serve.

Step-by-Step Guide to Building Your Cleaning Company Training Program

1. Assess Core Training Needs

Before you start creating your program,

take time to assess the key areas where your team needs training. While each business will have its own specific needs, certain training topics are universal in the cleaning industry, such as:

- **Cleaning Methods and Techniques:** Effective cleaning techniques for various surfaces (carpets, hardwood floors, glass, etc.) should be the backbone of your training program.
- **Safety Procedures:** Employees need to be trained on proper handling and disposal of cleaning chemicals, as well as using equipment safely to avoid injuries.
- **Customer Service Skills:** Teach your staff how to engage with clients professionally, manage conflicts, and communicate clearly.
- **Equipment and Product Knowledge:** Make sure employees know how to properly operate and maintain the tools and machinery they use daily.

2. Create Training Modules

After identifying the necessary topics,

... continued on page 6 »

POWER HOUR INSIGHTS FOR SUCCESS

Elevate Your Onboarding & Training – Set New Hires Up for Success

wish to revisit the insights shared.

Looking ahead, the second session will take place on **May 21** and will explore the often-overlooked pillars of onboarding and training. Brad will discuss how a strong onboarding process can set the tone for employee engagement and long-term retention, while offering strategies to align training programs with business goals. He will also address how to build inclusive and engaging learning environments that support continuous growth across every level of an organization.

Together, these sessions provide essential tools for future-proofing your workforce and creating a culture of performance and stability in the cleaning and facility services industry. Don't miss the opportunity to gain fresh insight and actionable strategies that will set your team up for long-term success.

Access part one now on the [ISSA Canada YouTube Channel](#) and [reserve your seat](#) for part two today.

Building a Successful Cleaning Company Training Program

« ... continued from page 5

break down the training into specific modules. Each module should cover a key area of expertise and be easy for employees to follow. Typical training modules might include:

- **Introduction to Company Standards:** Cover company policies, the importance of cleanliness, and expectations for customer service.

- **Hands-On Cleaning Training:** Show employees how to handle various tasks like dusting, vacuuming, window cleaning, and using cleaning equipment like floor scrubbers or pressure washers.

- **Safety Training:** Ensure your employees are well-versed in safety protocols and emergency procedures.

- **Customer Interaction:** Teach staff how to handle client requests, communicate professionally, and manage difficult situations.

3. Leverage Technology and Resources

Technology plays a significant role in streamlining training efforts. You can use learning management systems (LMS) to create online training courses that employees can access remotely. Video tutorials, virtual webinars, and interactive modules can also be helpful.

For example, if you have team members working at different job sites, digital training allows them to access the same materials and resources, ensuring consistent training standards. ISSA provides a host of online training courses and certification programs that can support your company's growth.

4. Provide Practical, On-the-Job Training

While theoretical knowledge is essential, nothing beats hands-on training when it comes to cleaning. After employees learn about cleaning techniques and safety measures in theory, allow them to apply what they've learned in real-world settings. Practical training could involve:

- **Mentoring and Shadowing:** Pair newer employees with experienced staff for on-the-job guidance and support.

- **Mock Cleaning Exercises:** Set up training environments where new hires can practice cleaning tasks under supervision. This helps employees gain confi-

dence in their abilities before going out to serve clients.

- **Supervised Practice:** Let new staff clean real properties but ensure they're monitored by more experienced workers until they're fully capable of doing it on their own.

5. Measure Training Effectiveness

After each training module, it's important to evaluate how well your employees have learned the material. This could be done through written exams, practical tests, or direct observation. Make sure you provide feedback so employees can improve.

Additionally, consider collecting feedback from your team about the training program itself. Understanding what they found helpful – and what they struggled with – will help you make improvements for future training sessions.

6. Emphasize Certification and Compliance

A strong training program should also include compliance with industry standards. Obtaining certification through programs like ISSA's Cleaning Industry Management Standard (CIMS) can set your cleaning company apart from competitors. Certification ensures your company adheres to high standards in quality, safety, and customer service.

To learn more about CIMS and how it can elevate your cleaning services, visit the [CIMS Certification website](#).

Best Practices for Ongoing Employee Training

Training shouldn't stop once an employee completes their onboarding. Ongoing education is critical to maintaining a high level of service and staying up-to-date with industry changes. Here are some best practices for continuous training:

- **Regular Refresher Courses:** Offer periodic training updates to keep your team informed about new cleaning products, equipment, or techniques.

- **Create a Mentorship Program:** Pair new employees with experienced team members to offer guidance and a more personalized learning experience.

- **Celebrate Certifications and**

... continued on page 10 »



Exploring innovation in AI and green cleaning

A look at the future of cleaning and maintenance

By STEVE ASHKIN

Artificial Intelligence (AI) is expected to revolutionize the professional cleaning industry in silent yet significant ways. While robotic cleaning devices like vacuum cleaners, floor scrubbers, window washers, and disinfection systems have become commonplace in our industry, AI-powered cleaning systems, now being introduced, will offer far more innovation and sophisticated capabilities.

Unlike cleaning robots that follow pre-programmed routines, AI systems analyse data, make intelligent decisions, and suggest new cleaning routines. Further, with the use of sensors, these AI systems can talk to robotic cleaning systems, putting them to work where cleaning is needed.

Further, AI can determine optimal cleaning schedules, adjust cleaning frequencies based on facility usage patterns, and identify areas requiring much more or much less cleaning attention.

This innovative approach helps cleaning contractors and facility managers:

- Monitor and respond to actual cleaning needs in real time.
- Adapt to changing occupancy levels in different areas of the facility.
- Optimize resource allocation to improve cleaning efficiencies.
- Reduce operational costs.

To better understand what AI has in store for our industry, including helping to further green cleaning and sustainability,

let's delve into some of these AI applications. With a closer look, we will be able to see how AI benefits cleaning service providers and facility managers, enhancing their operations, the health of their facilities, and customer satisfaction.

PREDICTING CLEANING NEEDS WITH AI

Canada's office vacancy rate stands at 18.7 per cent, matching U.S. levels, and is expected to hold steady through 2025. However, some regions of both countries may see their vacancy rates come down.

In areas where vacancy rates are coming down, AI systems can help optimize cleaning operations by:

... continued on page 8 »

Are You Disinfecting Effectively?

leave toxic residues, are unaffected by water hardness, are inexpensive, and are fast-acting. Although these disinfectants are safe for use on foodservice surfaces like communal kitchens (as long as the proper dilution ratio exists), they can be ineffective at killing germs on a dirty surface. They are also corrosive and may eat away at surfaces with continual use over time.

Phenolics: This product is phenol based, which is effective on a wide range of germs and bacteria. Many of these products can be used as a cleaner and disinfectant for a one-step process. This product must be used with the appropriate PPE, as phenolics can be hazardous to humans, potentially causing irritation of the eyes, skin, and respiratory tract. They may also cause damage to flooring, so caution must be taken when using these for floor care.

Peroxide: Peroxide-based disinfectants can be used for their germicidal, bactericidal, and virucidal properties, and are typically quicker at killing germs than other options. These could cause damage to flooring, so use carefully to avoid surface etching and a dull floor finish.

Iodophors: These are a combination of iodine and a carrier detergent, and this means that dilution is necessary for use. One advantage of this disinfectant is that it is not affected by water, so hard water will not be a deterrent in the disinfecting process. Avoid using this combination on plastic because staining may occur.

Quaternary ammonium compounds: These are commonly used in disinfecting solutions due to their high level of effectiveness in addressing germs and bacteria. As well, some of these compounds can be used as combination cleaners and disinfectants, so they can speed up the process with one-step disinfection. It is especially important to use this product as per the label or in-

... continued on page 15 »

Exploring innovation in AI and green cleaning

« ...continued from page 7

- Analysing and storing historical cleaning data to provide a benchmark for future cleaning operations.

- Monitoring current building usage and foot traffic patterns.

- Using sensors to automatically identify areas that need less frequent or more frequent cleaning – referred to as demand cleaning.

In other words, AI takes the guesswork out of cleaning, helping contractors and building managers maintain consistent cleanliness standards while demonstrating an elevated level of adaptability to changing occupancy patterns. The result is improved tenant satisfaction, and more efficient and targeted cleaning services.

RESOURCE MANAGEMENT IN FACILITY CLEANING

Labour costs dominate facility cleaning expenses, accounting for up to 90 per cent of total cleaning costs. This makes efficient resource management essential. AI technology enhances resource efficiency in three key ways:

The first is through demand-based cleaning mentioned earlier. This approach ensures the correct number of cleaners are working at the right times, preventing both costly overstaffing and service-damaging understaffing.

Second, AI works with the Internet of Things (IoT) sensors to enable real-time cleaning responses. When sensors detect areas needing additional attention, they can automatically deploy cleaning robots to address the issue.

Third, AI helps manage cleaning-supply inventory, which is particularly important for large facilities where supply costs are substantial. By analysing historical and current usage data, AI can accurately predict which products are needed and in what quantities, minimizing waste and reducing costs.

PREDICTIVE MAINTENANCE

AI can evaluate the usage frequency of a cleaning machine and assist in forecasting when main-

tenance and repairs might be required. Traditionally, cleaning contractors faced uncertainty regarding potential machine breakdowns, often experiencing failures at critical times. AI helps eliminate this.

Predicting maintenance needs enables cost reduction, ensures uninterrupted cleaning operations, and increases the machine's lifespan.

AI AND CUSTODIAL TRAINING

AI can significantly enhance worker training by creating customized and standardized training materials, including infographics, slides, and step-by-step text instructions.

Additionally, AI can develop videos, which have proven highly effective for teaching cleaning tasks. This leads to improved quality and consistency, benefiting facility managers and cleaning contractors.

Taking this a step further, some AI systems will become personal mentors, providing instructions not only on how to perform specific cleaning tasks but also provide support for individual cleaning workers. Learning is improved and workload is reduced for cleaning contractors and supervisors.

– *Steve Ashkin is CEO and founder of The Ashkin Group; an internationally recognized consulting firm working to Green the professional cleaning industry and help organizations implement effective and cost-effective sustainability programs. His commitment to Green Cleaning and sustainability is more than business, it is a passion, a calling, and a mission in life. He can be reached at Steve.Ashkin@AshkinGroup.com.*

SOURCE: FC&M Magazine





FACILITY MANAGEMENT

Strategic Planning in Facility Management

By JON HILL

Strategic planning has become an essential tool for success and survival in the facility management world. The ability to anticipate, adapt, and direct resources toward specific goals is crucial in a competitive environment where changes happen in real time. Focused strategic direction helps everyone in your company make the right decision at the right time in today's workplace.

Attempting to create a strategic plan takes well-thought-out concentration and an investment in resources—both in labour and data collection. If you don't have a strategic plan, your company is adrift in a sea of industry competition, and your people make decisions based on what they think is right instead of the direction you really want them to go. In other words, without a strategy, your company is rolling

the dice.

When running a company, planning for the future requires a strategy. Strategic planning is a critical tool for janitorial companies to remain competitive, enhance profitability, and deliver consistent value to customers. It provides a structured framework for decision-making, enabling businesses to navigate the complexities of an ever-evolving industry marked by technological advancements, labour challenges, and changing customer demands. It helps capitalize on opportunities and ensures long-term success.

In this article, we will explore a few strategic planning methodologies for businesses, present key tools for implementation, and provide a high-level view of each. This is not meant to be a how-to guide, just an introduction to a complex subject.

STRATEGIC PLANNING FRAMEWORKS

Any task in business you try to accomplish requires a thought-out direction or plan before you start. For instance, Stephen Covey's plan starts with the end in mind.

A robust strategic planning system organizes and coordinates managerial activities to develop integrated, consistent, and long-term action plans. It also fosters adaptability by aligning the company with business changes. Key elements influencing effective strategic planning include the communication of performance goals, participatory goal-setting processes, empowering subordinate managers, the pivotal role of corporate planners, and integrating planning with budgeting.

Strategic planning has fallen from the pedestal it occupied when it came on the

... continued on page 10 »

Building a Successful Cleaning Company Training Program

Achievements: Recognizing employees who complete certifications or achieve milestones helps motivate them to continue developing their skills.

CONCLUSION

A robust company training program is essential for achieving long-term success in the cleaning industry. By investing in employee education, you enhance service quality, reduce mistakes, and ensure consistency across your operations. Furthermore, compliance with industry standards such as CIMS certification demonstrates your company's commitment to excellence and customer satisfaction.

A well-trained team is a productive team. Providing the right training resources, using technology effectively, and offering ongoing education will ensure your cleaning company thrives.

For more information on CIMS and how it can benefit your cleaning company, check out the [CIMS Certification Page](#).

External Resources for Further Reading:

- **OSHA Safety Training for the Cleaning Industry:** Offers essential guidelines on safety training for cleaning professionals.
- **The Importance of Cleaning Certifications :** An overview of the importance of certifications in the cleaning industry.

SOURCE: ISSA Articles Online

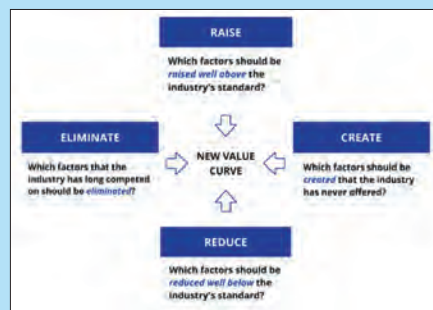


Strategic Planning in Facility Management

How to Define the Blue Ocean

The Four Actions Framework developed by Chan Kim and Renée Mauborgne is used to reconstruct buyer value elements in crafting a new value curve or strategic profile. To break the trade-off between differentiation and low cost in creating a new value curve, the framework poses four key questions, shown in the diagram, to challenge an industry's strategic logic.

© Chan Kim and Renée Mauborgne. Blue Ocean Strategy. Blue Ocean Shift. All rights reserved.



scene in the mid-1960s. Planning is about the analysis of breaking a goal into steps, formalizing those steps, and articulating the expected consequences. Just as important is getting the whole company moving in one direction.

Many strategic planning methodologies have emerged in the last 65 years, each offering a bit of wisdom and value depending on the company's vision. Businesses can benefit from selectively applying these frameworks based on their strategic goals. Each offers unique advantages.

GUIDE DISRUPTIVE INNOVATION

For instance, the Blue Ocean Strategy focuses on creating new markets ("blue oceans") where competition becomes irrelevant. It emphasizes innovation and value creation through tools like the Strat-

egy Canvas and Four Actions Framework, helping businesses redefine industry norms by delivering unique offerings. Blue Ocean can guide disruptive innovation. This approach suits companies aiming to disrupt industries or escape saturated markets.

SECURE COMPETITIVE POSITIONING

A different planning view is Michael E. Porter's "Competitive Strategy." It centers on competing within existing markets by leveraging cost leadership, differentiation, or niche focus. Porter argues that operational effectiveness, although necessary for superior performance, is insufficient because its techniques are easy to imitate.

In contrast, the essence of this strategic planning framework is choosing a unique and valuable position rooted in systems of activities that are much more difficult to match. Using tools such as the Five Forces Framework and Value Chain Analysis, businesses analyse competitive forces to build sustainable advantages. This strategy works best in established industries with defined competitors.

While Blue Ocean targets untapped opportunities, Porter's framework optimizes within current industry structures. Porter's strategies can secure competitive positioning. Combining these frameworks allows companies to innovate, compete, and execute effectively in a dynamic business environment. Together, they complement each other, enabling businesses to innovate in new markets while securing a strong foothold as markets mature.

ENSURE EXECUTION

Once your business has developed a

... continued on page 11 »



What is EOS?

The EOS Model provides a visual illustration of the Six Key Components™ of any business that must be managed and strengthened to be a great business. This model applies to big and small businesses alike, in any industry. Image from EOS website: eosworldwide.com

Strategic Planning in Facility Management

strategic plan, the critical question is: How will you deploy it effectively so that everyone in the company is aligned and working toward the same goals?

A company needs a structured system to ensure alignment, accountability, and sustainable growth, especially when facing challenges such as miscommunication, inefficiency, or lack of clarity. The Entrepreneurial Operating System™ (EOS) can provide a powerful solution.

EOS offers a comprehensive framework designed to transform strategic plans into actionable outcomes. Developed by Gino Wickman and introduced in his book *Traction: Get a Grip On Your Business*, EOS integrates practical tools and principles to strengthen six key areas of a business: Vision, People, Data, Issues, Processes, and Traction. Through tools like the Vision/Traction Organizer™ (V/TO™), Accountability Chart™, and Level 10 Meetings™, EOS helps leadership teams define a clear vision, establish accountability, and foster disciplined execution. Metrics tracking ensures data-driven decisions by everyone in

the company, while structured problem-solving processes address issues proactively.

While EOS is particularly effective for small to mid-sized companies seeking operational consistency and growth, every business, regardless of size, needs a system for strategic implementation. A well-structured approach, like EOS, ensures that your strategy doesn't just remain on paper but becomes a roadmap for sustained success, empowering your company to scale with clarity and purpose.

Thus, Blue Ocean Strategy, Michael Porter's Competitive framework, and EOS each offer unique concepts. Companies can benefit from selectively applying these frameworks based on their strategic goals.

For instance, Blue Ocean can guide disruptive innovation, Porter's strategies can secure competitive positioning, and EOS can ensure execution. Combining these frameworks allows organizations to innovate, compete, and execute effectively in a dynamic business environment.

We can conclude that effective strate-

gic planning is hard. As a leader, you are trying to articulate or predict a vision for the future and communicate that vision to everyone in your company in such a way that they know the vision as good or better than you so they can make daily decisions. It may be hard to do, but what is the alternative?

So, empower your business with vision, innovation, and execution to thrive in a competitive world and succeed.

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— Jon Hill is the CEO of Cobotiq and provides business managers with information on how to create and implement profitability. He is a frequent speaker and presenter on the future impact of automation and technology in the cleaning industry.

SOURCE: ISSA Articles Online

	Blue Ocean Strategy	Michael Porter's Strategies	EOS
Definition	A strategic approach that focuses on creating new, uncontested markets.	Creative competitive advantage within existing market structures.	A management system for aligning vision, people, data, issues, and processes in organizations.
Core Idea	Blue Ocean Strategy to identify new opportunities that break away from competition by innovating and creating new demand.	Achieving sustainable advantage through cost leadership, differentiation, or focus strategies.	Create internal alignment and operational execution within a business by providing a holistic system to improve organizational efficiency and focus.
Primary Users	Growth-focused businesses.	Businesses in competitive markets.	Small- to mid-sized businesses.
Focus	Achieving innovation, differentiation, and low cost simultaneously in untapped markets.	Competitive positioning within current markets.	Internal alignment, accountability, and operational execution.
Goal	Make competition irrelevant by capturing new demand.	Outperform rivals in the same market.	Achieve sustainable growth and operational excellence.
Tools/Frameworks	Value innovation, strategy canvas, four actions framework (Eliminate, Reduce, Raise, Create).	Cost Leadership: Become the lowest-cost producer. Differentiation: Offer unique value through superior products or services. Focus: Target specific niches or customer segments.	Vision, Traction, and Six Key Components: Vision, People, Data, Issues, Processes, Traction. (Vision/Traction Organizer [V/TO] — Accountability Chart — Level 10 Meetings)
Challenges	Risk of misjudging demand for new markets; requires significant innovation.	Risk of being stuck in the middle if strategies are not well-executed	Requires strong commitment from leadership and teams to adopt the system fully.
Potential Outcome	High growth potential and market disruption.	Stronger competitive positioning and profitability.	Enhanced organizational efficiency, clarity, and scalability.
Examples from authors' readings	Marvel Comics (reinvented by movie production model).	Wal-mart (cost leadership), Apple (differentiation).	EOS-implemented companies like Traction Tools or Rocket Fuel.

Accelerate Your Cleaning Business at the 2025 ISSA Business Growth Strategies Conference

ISSA, the worldwide cleaning industry association, is excited to welcome building service contractors, residential cleaning companies, restoration professionals, distributors, and manufacturers to the 2025 **Business Growth Strategies Conference** – a dynamic two-day event designed to give your business the competitive edge it needs to thrive and connect with professionals across every segment of the industry.

Taking place **June 10–11**, at ISSA Headquarters in Rosemont, IL, this conference delivers practical, results-driven insights tailored to the cleaning industry. With O'Hare International Airport just five minutes away, getting there is easy – leaving you more time to focus on what matters most: accelerating your business.

This is not your average industry event. The Business Growth Strategies Conference dives straight into what matters—sales and marketing strategies that drive growth. Learn directly from industry experts and thought leaders who will share the latest trends, proven tactics, and real-world case studies to help you stay ahead of customer needs and market shifts.

One of the highlights of the event is the MasterMind Breakout Sessions – interactive, small-group discussions where you'll collaborate with peers to solve real business challenges. These sessions are built for honest conversations, innovative ideas, and immediate takeaways you can bring back to your team.

And of course, networking is at the heart of the experience. Whether you're seeking a strategic partnership, peer advice, or simply inspiration from those walking a similar path, this is your chance to connect

... continued on page 14 »



The Culture Factor

By ADAM POVITZ

Did you know that companies with highly engaged employees outperform their competitors by 147 per cent in earnings per share? In a world where competition is fierce, what differentiates a successful business often comes down to one thing: its people. Staffing a team with the right skills is critical, but fostering a positive workplace culture is what drives long-term success.

Let's explore how staffing and culture come together to create an inspired team that exceeds expectations and delivers client experiences that truly stand out.

What makes a great company stand out? The best companies don't just sell products or services – they create memorable experiences. Those experiences are crafted by motivated, engaged employees who embody the brand's values. Brands like Patagonia and Zappos thrive because they intentionally cultivate a positive culture that clients can see, feel, and trust.

When employees feel motivated, engaged, and genuinely valued, they go above and beyond. They drive innovation, foster collaboration, and create a workplace where everyone strives to excel. This type of culture doesn't happen by accident. It's developed intentionally through trust, clear communication, and shared goals. When people feel as if they're part of something bigger, they don't just stay—they grow and bring others along with them.

Collaboration isn't just a buzzword; it's the backbone of a thriving organization. A collaborative culture builds trust, encourages innovation, and aligns teams around shared goals. When people feel valued, they're more willing to share ideas, take

risks, and embrace challenges. Teams that work harmoniously achieve goals quickly and create a workplace brimming with creativity, energy, and mutual respect. Shared goals, aligned efforts, and unified purpose are the recipe for success.

Take these action steps with your staff to achieve success:

- Organize team-building activities to strengthen relationships.
- Use project management tools such as Trello or Asana to promote transparency and alignment.
- Host regular brainstorming sessions where every voice is heard and valued.

Happy employees don't just perform better – they transform client interactions. When employees are engaged, their energy, service quality, and attention to detail naturally elevate. Clients can sense this, which creates lasting impressions and builds trust.

Feeling valued fosters teamwork, innovation, and a shared commitment to excellence – all of which make a lasting impression and set your business apart from the competition. Simply put, great service begins with a great workplace.

You can encourage a positive culture in your business when you:

- Empower employees to make decisions that enhance client service.
- Share stories of impactful client interactions during team meetings.
- Highlight your team through a social media campaign that celebrates their contributions.

Your company culture isn't just internal; it's a powerful story waiting to be shared.

... continued on page 14 »



Appreciation Paves a Career Path to Success

By PEGGY CRUSE

Elevating the custodial role benefits your organization and its cleaning staff

Custodians are vital in maintaining a facility's cleanliness, safety, and functionality. However, they often go unnoticed, working behind the scenes to ensure that the environments where we live, work, and learn remain sanitary, hygienic, and aesthetically pleasing.

Elevating the professional reputation of custodians is not just about acknowledging their hard work, but also recognizing the specialized skills and knowledge they bring to their roles. To truly appreciate these individuals, we must view their careers with respect and admiration and create pathways for advancement — just as we do in other fields.

UNDERSTANDING THE IMPACT OF CUSTODIANS

The critical work of custodians is often undervalued. We frequently take for granted the clean and orderly spaces we

navigate daily. At home, a busy week might mean accumulated dust, unwashed dishes, dirt on the floor, and piles of laundry waiting to be tackled. However, in most public and professional environments, custodians tirelessly ensure that cleaning and sanitation happen behind the scenes, quietly maintaining our surroundings and allowing us to focus on our tasks without distraction.

Children learn in clean classrooms, adults work in clean offices, patients are treated in sanitary hospitals, and we enjoy leisure activities at malls, museums, and theme parks because of hardworking custodians. If you've never considered the impact of cleaning professionals in your day-to-day life, imagine a school after one week with no cleaning. Consider an office with overflowing trash bins, unsanitary restrooms, and dirty breakrooms. Picture a

football stadium after a big game with no one staying behind to clean up.

The value of custodians cannot be overstated. Recognizing their impact is the first step in showing appreciation and elevating their professional reputation.

SHOWING APPRECIATION

Expressing gratitude to custodial professionals doesn't have to be complicated. A simple "thank you" can go a long way. However, an employer can use more structured ways to show appreciation and recognition to team members.

Showing gratitude for custodial team members should be a daily practice, but recognizing these professionals on special days and through formal appreciation programs can further demonstrate recognition of their hard work.

... continued on page 14 »

The Culture Factor

Let clients know why your business is special by highlighting the people who make it happen — your employees. Share their stories, celebrate their successes, and showcase the passion they bring to their work every day.

When clients see the people behind the brand, they connect on a deeper level, building trust and loyalty. A strong culture is more than what happens inside. It creates a ripple effect that leaves a lasting impact on everyone your business touches.

Some marketing suggestions to leverage your company's positive culture and brand are:

- Feature a “Meet Our Team” section on your website featuring more than just executives.
- Share behind-the-scenes videos on platforms like LinkedIn or Instagram.
- Include employee testimonials in newsletters, social media posts, or ad campaigns.

Investing in staffing and culture is much more than a business strategy; it promises your employees and clients that their growth and well-being matter.

Prioritizing a positive atmosphere builds an environment where people feel appreciated and eager to come to work. This dedication distinguishes you from competitors, enhancing client relationships by showcasing a company that genuinely cares. And remember, a strong, supportive culture leads to higher retention rates, increased productivity, and a reputation for excellence, driving long-term success.

Evaluate your workplace culture today. Small changes can lead to significant results, transforming your team and winning over your clients.

— Adam Povlitz is CEO and president of Anago Cleaning Systems, one of the world's leading franchised commercial cleaning brands and a leader in technological advances relating to business operations and janitorial services. Visit his website at anagocleaning.com or connect with him on [LinkedIn](https://www.linkedin.com/in/adampovlitz).

SOURCE: ISSA Articles Online

Appreciation Paves a Career Path to Success

• **International Cleaning Week** (*the last full week of March*) and **National Custodian Appreciation Day** (*October 2*): Make these dates an annual celebration with events, thank-you cards, and small gifts or snacks. Schools can involve students and teachers by encouraging them to create bulletin boards, write cards, or give special shout-outs to custodians.

• **Recognition in team meetings:** Acknowledge employees who maintain high standards, show extra care for their spaces, or go beyond their normal work responsibilities to make a bigger impact or meet an unexpected need. Cultivating a culture of frequent celebration makes employees feel valued.

• **Professional recognition programs:** Set clear expectations and measurable goals for your custodial team members. When they meet or exceed the expectations, celebrate them. Create a recognition program that celebrates excellence on a regular basis — monthly, quarterly, or annually — and provide practical rewards that associates will appreciate. Whether this is a gift card, a free lunch for the entire team once a month, prize baskets, or simply certificates or trophies, a physical reminder of gratitude and recognition never goes unnoticed.

ELEVATING THE REPUTATION OF CUSTODIANS

Custodians are professionals, and every professional industry benefits from defined career paths and development opportunities. Supporting custodians in their career growth not only helps individuals but also strengthens organizations as a whole. If organizations truly want to elevate the reputation of custodial professionals, they must recognize talented workers, nurture their growth, and promote them within the organization. Some team members

may wish to stay where they are at in their career — but others have dreams of growing, learning, and leading. Offering training, certifications, and clear pathways for career advancement creates opportunities for ambitious team members to thrive.

• **On-the-job training programs:** Provide team members with hands-on training that will enhance their knowledge of cleaning techniques, innovative equipment, chemical safety, and workplace safety. The skills they gain will elevate their performance in their existing roles and enable them to train others.

• **Leadership development workshops:** Formal leadership training is the first step for associates aiming to become supervisors, department managers, or regional managers. This training will develop their skills in customer service, communication, and problem-solving, setting them up for success as they strive for career advancement.

CHANGING PERCEPTIONS IN WORKPLACE CULTURES

When we foster a culture of appreciation for custodians, we provide opportunities for their growth and transform the way others within the organization perceive their value. By recognizing their contributions, investing in their development, and elevating their professional reputation, we ensure that these essential workers receive the respect they deserve.

— Peggy Cruse is a human resources manager with SSC Services for Education, a leading provider of education facilities management services. With oversight of more than 2,200 employees, she works closely with operations teams to facilitate training and orientations, drive recruitment and retention strategies, and support employees in their professional growth and career advancement.

SOURCE: CMM Online

Accelerate Your Cleaning Business at the 2025 ISSA Business Growth Strategies Conference

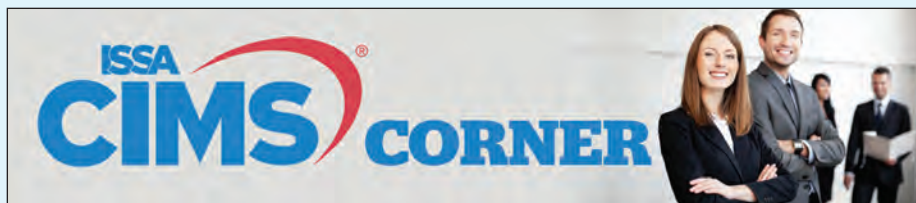
with professionals across every segment of the industry.

Whether you're a seasoned executive or an emerging leader, the 2025 ISSA Business Growth Strategies Conference is the place to sharpen your strate-

gy, build your network, and power your next stage of growth.

Mark your calendar and register now—your future success starts here.

For more details and to reserve your spot, [click here](#).



How to Price Labour in the Cleaning Industry with ISSA's CIMS Guidelines

Effective labour pricing is essential for success in the cleaning industry. Using the ISSA's Cleaning Industry Management Standard (CIMS) as a framework, commercial cleaning companies can set competitive and sustainable labour rates. This guide will show you how to price your labour correctly while maintaining profitability and client satisfaction.

UNDERSTANDING THE COSTS

The first step in setting labour prices is understanding all associated costs. These include direct labour costs (wages, benefits, payroll taxes) and indirect costs such as training, equipment, and uniforms. Proper tracking of these expenses forms the basis for fair and accurate pricing.

BENCHMARKING AGAINST INDUSTRY STANDARDS

Benchmarking labour costs against industry standards is key. ISSA's CIMS suggests comparing your rates with others in your geographic area and marketing segment. This approach helps you set competitive wages, attracting quality employees and retaining clients.

FACTORING IN PRODUCTIVITY AND EFFICIENCY

Enhanced productivity and efficiency can significantly reduce labour costs. CIMS emphasizes the importance of standardizing cleaning processes and using metrics to measure performance. Implementing these strategies can boost productivity and profitability.

ADDING A PROFIT MARGIN

When calculating labour costs, ensure to include a reasonable profit margin. This covers direct and indirect costs and helps maintain financial health. Profit margins should account for unexpected expenses and economic fluctuations.

ADAPTING TO MARKET CONDITIONS

Consider current market conditions

when setting labour prices. Economic trends, client expectations, and competitive pressures all influence your pricing strategy. Flexibility and tiered pricing can help you adapt to these changing factors.

TRANSPARENT COMMUNICATION WITH CLIENTS

Clear communication regarding your labour pricing builds trust and credibility. Provide clients with detailed quotes and explain the factors influencing labour costs. This transparency helps them understand the value you bring.

BENEFITS FOR CIMS FOR CLEANING COMPANIES

Adopting a standardized approach like the ISSA CIMS helps cleaning companies optimize processes and demonstrate their commitment to excellence. By leveraging these standards, you can ensure consistent service delivery, increase operational efficiency, and boost customer confidence.

Additionally, compliance with OSHA safety standards further demonstrates a company's commitment to providing a safe work environment for employees while delivering reliable services.

CONCLUSION

Pricing labour effectively requires a comprehensive approach that balances costs, productivity, market conditions, and regulatory compliance. By leveraging ISSA's CIMS guidelines alongside resources such as the OSHA workplace safety standards, commercial cleaning companies can establish sustainable pricing strategies that ensure profitability while prioritizing employee well-being and client satisfaction. Implementing these best practices not only enhances operational efficiency but also positions companies as leaders in the cleaning industry – capable of delivering high-quality services that meet both customer expectations and regulatory requirements.

For more information about the CIMS Standard, please visit the [ISSA Canada website](#).

CALENDAR OF EVENTS

May 8: ISSA Hygiene Networking & Leadership Conference, Toronto, ON – 9:30 a.m. to 4:30 p.m. [LEARN MORE](#)

May 14: ISSA Hygiene Network How to Navigate Tough Conversations webinar – 2 to 3 p.m. (Eastern). [LEARN MORE](#)

May 21: ISSA Canada Power Hour webinar – *Winning the Talent War Part Two* – Noon to 1 p.m. (Eastern). [LEARN MORE](#)

June 10: ISSA Canada CIMS Certification Expert (C.C.E.) Virtual Workshop – 10 a.m. to 3 p.m. (Eastern). [LEARN MORE](#)

June 10 & 11: Business Growth Strategies, ISSA Headquarters, Rosemont, IL, 1 p.m. to 5 p.m. [LEARN MORE](#)

June 11-13: Canadian Healthcare Housekeepers 12th Annual Conference, Oakwood Resort, 70671 Bluewater Hwy., Grand Bend, ON. [LEARN MORE](#)

AUGUST 20: ISSA Hygiene Network Strategies for Leading Diverse Teams webinar – 2:00 to 3:00 p.m. (Eastern). [LEARN MORE](#)

OCTOBER 14 & 15: ISSA Cleaning Management Institute (CMI) virtual Accredited Auditing Professional & Certified Workloading Specialist certification workshop – 10:00 a.m. to 6:00 p.m. (Eastern). [LEARN MORE](#)

NOVEMBER 9-13: ISSA Show North America 2025, Mandalay Bay Convention Center, Las Vegas, NV. [LEARN MORE](#)

NOVEMBER 11: Canada Night 2025, Mandalay Bay Convention Center, Las Vegas, NV. 5:15 p.m. to 7:30 p.m. [LEARN MORE](#)

« ... continued from page 8

Are You Disinfecting Effectively?

structions, as there is a risk of binding, which means that they can be absorbed by the cloth as you are trying to apply them to a dirty surface. Knowing the benefits and drawbacks of each type of disinfectant and using them accordingly can help you achieve better cleaning results, and keep your facility and staff safe.

SOURCE: FC&M Magazine



Why Become ISSA Cleaning Industry Management Standard (CIMS) Certified?

Here are **8** Powerful Reasons...



1 Enhanced **CREDIBILITY & REPUTATION**



- ✓ **Commitment to Quality:** CIMS/CIMS-GB certification demonstrates a commitment to industry best practices, quality management, and professionalism.
- ✓ **Company Distinction:** Certification distinguishes quality contractors from a crowded marketplace.
- ✓ **Operational Excellence:** Drive operational excellence with a proven scalable road map.



2 Focus on **HEALTH & SAFETY COMPLIANCE**

- ✓ **Enhanced Cleaning Protocols:** Industry-leading best practices to reduce the spread of illness and ensure a healthier environment.
- ✓ **Compliance with Safety Standards:** Aligns with regulatory requirements, minimizing workplace hazards and promoting a culture of safety.
- ✓ **Employee & Occupant Protection:** Properly trained staff result in safe handling of equipment and chemicals, reducing risks for both workers and building occupants.

3 Increased **CUSTOMER CONFIDENCE**



- ✓ **Proven Quality Reassurance:** Clients are more likely to trust and choose certified providers.
- ✓ **Trust & Reliability:** Clients gain confidence knowing the company meets rigorous standards for operations, safety, and performance.
- ✓ **Commitment to Excellence:** Demonstrates a proactive approach to continuous improvement, customer satisfaction, and compliance with industry regulations.



4 **COMPETITIVE ADVANTAGE** in Bidding

- ✓ **Preferred by Clients:** Many organizations—including government and corporate entities—prioritize CIMS-certified providers in their selection process.
- ✓ **Demonstrates Leadership:** Showcases a commitment to excellence, professionalism, and best practices.
- ✓ **Opens New Revenue Streams:** Certification leads to increased market exposure.



5 **ADHERENCE** to Regulatory Requirements

- ✓ **Meets Industry Standards:** Ensures compliance with regulations, including OSHA, EPA, and other health and safety guidelines.
- ✓ **Legal Risk Reduction:** Helps avoid fines, penalties, and liabilities by maintaining documented policies and procedures that align with regulatory requirements.
- ✓ **Facility Standards:** Cleaning processes to procedural implementation to provide consistent, high quality outcomes.



6 **COST SAVINGS & RISK REDUCTION**

- ✓ **Improved Resource Management:** Reduces waste and optimizes labour, equipment, and supply usage.
- ✓ **Minimized Liability Risks:** Compliance with safety and regulatory standards, reducing the risk of fines, legal issues, and workplace accidents.
- ✓ **Proactive Issue Prevention:** Establishes standardized procedures that help identify and address potential risks before they become costly problems.



7 **Alignment with SUSTAINABILITY & ESG GOALS**



- ✓ **LEED Support:** Meet sustainability requirements for LEED and other green certification programs.
- ✓ **Sustainability Commitment:** Demonstrates dedication to eco-friendly practices.
- ✓ **Promotes Green Cleaning Practices:** Encourages the use of environmentally friendly products and processes that reduce ecological impact.

8 **Higher PERFORMANCE & Staff SATISFACTION**

- ✓ **Engaged & Productive Workforce:** Due to better training, clear policies, and a structured work environment.
- ✓ **Clear Policies & Expectations:** Structured guidelines and best practices, reducing confusion and enhancing workplace efficiency.
- ✓ **Positive Work Environment:** Promotes health, safety, and professionalism, fostering a culture of respect and motivation among staff.



Becoming an **ISSA Cleaning Industry Management Standard – Green Building (CIMS-GB)** certified facility service provider demonstrates a commitment to quality, efficiency, and professionalism. Get a competitive edge, get CIMS-GB certified!

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