COVID-19 has certainly contributed to raising public awareness about the importance of good hygiene and sanitation, and we salute everyone’s efforts to address the global health crisis. But watch out for hygienic fraud.

The pandemic, unfortunately, exacerbates the behaviours of unscrupulous people who are trying to make a profit by relying on fear and ignorance. There are more and more advertisements for “anti-COVID-19” products, and a sudden emergence of professional cleaning and disinfection services. Of course, it is important to always remain vigilant, even more so now that certain organizations, such as the INRS and the Anti-Fraud Centre in Canada – or the CDC in the United States – are warning the population against new COVID-19 related frauds.

The Growing Trend Towards Hygienic Fraud

What is hygienic fraud? It is a term coined for the sake of this column to describe the offering of tools, products, or services that do not meet the current...
situation or your requirements, whether voluntary or not by the provider of the products or services. Either the chemical solution is too weak to kill the coronavirus and therefore absolutely ineffective, or the solution is far too violent for such an easily inactivated virus, or the proposed technique promotes cross-contamination. In any case, the result is an unnecessary waste of time and money, at your expense.

Faced with so much new information, so many different products and tools, making decisions without the advice of an expert can cost you a lot of money but can also mislead you into believing that your environment is disinfected and safe when it is not. In short, calling upon the services of an independent consultant is not an unnecessary expense; on the contrary, it can allow you to save a lot of money and, above all, make the right choice.

**Typical Examples of Hygienic Fraud**

Most companies act professionally, in your best interest, and can only benefit from highlighting certain questionable practices for the sake of protecting the population. Having said that, here are some examples of the most common frauds detected in the last 10 months. The intention here is not to discredit industry players, but rather to raise customer awareness:

- **A new product “sharing” the same Drug Identification Number (DIN)** as another product. This is an illegal practice. In Canada, every licensed product must have its own DIN.

- **Promises not kept.** This may include a promised DIN, a promise to be listed on Health Canada’s COVID-19 list of disinfectants, a virucidal claim in the process of being obtained, etc.

- **Exaggerating the actual benefits of the product.**

- **Falsification of the safety data sheet by duplicating another safety data sheet.**

- **Error in technical data sheets that distorts reality and exposes users to health risks.**

- **Making unofficial claims about product attributes.** Only Health Canada can issue product claims.

- **Selling unsuitable disinfection services and techniques by using the most time-consuming techniques to bill extra time.**

- **Ignoring the safety data sheets of a product to the point of going against it by verbally suggesting to the customer that the product can be used without personal protective equipment when this is not what is stated on the safety data sheet.**

- **The application of “green” logos on labels and advertisements when the product is not certified as being environmentally-friendly.**

- **Above all, deliberately ignoring the fact that coronavirus is not transmitted as much through objects and surfaces as previously thought, and not admitting that excessive disinfection is questioned by many specialists… All experts rather agree to advocate thoughtful and appropriate disinfection for each situation according to the inherent risks.**

From the very first weeks of the pandemic, ValkarTech offered its services to help fight, protect, and prevent the effects of COVID-19. During this critical period, the company offered the opportunity to benefit from visits by hygiene and sanitation specialists to observe the characteristics of an environment on-site, to analyse calls for tenders, and to evaluate customers’ choices in terms of tools, products, and household maintenance service providers. The intervention allowed either a validation or a restricting of disinfection protocols with the goal of guaranteeing the safety of installations.

Through all the mandates entrusted to us over the last 10 months, I have personally analysed countless disinfectant products, antibacterial coatings of all kinds, validated several protocols and even had the chance to handle various electrostatic spraying devices. The conclusion I have come to is a very worrying one: hygienic fraud is spreading. People may try to steal your time or money by betting on fear… and this manifests itself in many ways. Beware!

It is perfectly normal to ask for advice if you are not a specialist in chemical products and sanitary maintenance techniques. Do not hesitate to contact experts in the field.
The Cleaning Management Institute (CMI) is pleased to launch its latest education program to professionalize the industry – the Certified Workloading Specialist workshop.

Workloading is the foundation of a successful cleaning plan. The strategy and plans are what determines the who, what, when, and how of cleaning needed to meet customer expectations. A workloading strategy provides an opportunity to rebuild the current cleaning culture to one of efficiency, innovation, balanced workload, and high-performance thinking. Benefiting front line cleaning workers involved with performing the cleaning functions, as well as those that are tasked with making, and defending, custodial staffing levels.

The goal of workloading is to provide a mathematical and factual basis for stated custodial staffing levels in relation to customer and management expectations of clean. A certified workloader provides management with confidence that their operations will be professionally assessed and evaluated. Management is provided with industry-recognized recommendations that improve operations and minimize expenses.

A Certified Workloading Specialist will reduce system waste and improve efficiencies.

Certification by CMI in workloading provides an industry-recognized brand for professionals to advance their career, and add value to their
director role. Soon after becoming certified, he was consulted for advice, began to mentor new hires, and was instrumental in updating his facility’s procedure manual.

**Improved processes.** Upon starting a new role at a school, Birt already had an efficient operation plan ready as a result of his training. He was quickly trusted to make major changes, including modernizing equipment and retraining staff members to correct improper or obsolete methodologies. By managing everyone’s time more efficiently, the school has been able to reduce labour and product costs.

**Enhanced safety.** By retraining employees on proper techniques, Birt has corrected ineffective use and handling of products, and incorrect or unsafe equipment operation. The site is now dramatically safer due to reducing the opportunity for workplace-related illnesses and accidents.

**Improved cleanliness and employee morale.** Birt has received feedback that the site is functioning at its highest standard ever, even compared to years when the school had a facility management team four times the size of the current team. Employees take pride in making the school a cleaner and more aesthetically attractive environment.

“CMI certification is worth it in every way. It increased by value as an employee and helped me to progress quickly to my current role,” Birt said. “I would encourage everyone to pursue that edge, as it can open up greater opportunities, higher wages, and enhanced job satisfaction.”

SOURCE: CMM Magazine

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**GBAC STAR Service Accreditation Introduced**

ISSA is pleased to launch its new GBAC STAR™ Service Accreditation program, the cleaning industry’s only outbreak response and recovery accreditation for cleaning service providers.

GBAC STAR Service Accreditation is designed for building service contractors and other out-sourced cleaning service providers who want to demonstrate their commitment to building occupant health and safety through a respected, third-party accreditation.

The accreditation program validates a cleaning company’s cleaning, disinfection and infection prevention program to help its facility customers prepare, respond and recover from biohazards and infectious agents, such as SARS-CoV-2, the virus responsible for COVID-19.

GBAC STAR Service Accreditation provides service providers with a competitive advantage in the following ways:

- An accredited firm is more attractive to hire due to third-party validation of cleaning, disinfection, and infection prevention protocols and procedures.
- An accredited firm is uniquely positioned to help facility customers achieve GBAC STAR Facility Accreditation for their buildings, and empower them to operate their facilities in a clean, safe, and healthy way that increases customer confidence.

For more information, please visit the GBAC STAR Service Accreditation information page.
Examining Ergonomic Impacts to Sanitation Staff

Ensuring facilities are cleaned to expected standards without negative backlash on workforce

By ALEXANDRA STINSON

As more companies open their doors, allowing staff back to work, and with many students attending school in-person, it is important to recognize that our health and safety may compromise the well-being of sanitation staff.

Increased cleaning frequencies, heavy waste removal due to the use of more disposable commodities (i.e. masks, gloves, sanitation containers, etc.), and potentially heavy and/or old equipment mean the bodies of these essential workers are taking a beating. To keep them safe at work, ergonomic impacts and strategies should be under the microscope to minimize WSIB claims due to physical injury.

The following are some considerations to help ensure facilities are cleaned to expected standards without a negative backlash on the workforce:

**Staffing and Scheduling**

Before COVID-19, most cleaning schedules had a rotation that occurred on a weekly, monthly and annual time frame to ensure all surfaces, equipment and amenities were properly cleaned without negatively impacting physical demands of the employees and, thus, injury rates. With COVID-19, those standards have increased, in some cases dramatically for the protection of staff and public alike.

In many cases, independent high-touch surfaces are being cleaned as frequently as each use, central high-touch surfaces are cleaned twice per day and low-touch surfaces are cleaned daily. Cleaning staff might experience significantly higher levels of awkward postures with the increased repetition they are required to adopt.

Many organizations have taken steps to increase their staffing to ensure that the impacts of higher repetition and manual handling required to maintain the new COVID-19 sanitation standards does not also cause an increase of injuries for their workers.

That being said, it is important to ensure that the scheduling of tasks/duties is given a thorough review in an attempt to rotate muscle groups and similar activities to provide active muscular rest breaks throughout an employee’s shift. For instance, surface cleaning rotating with waste removal allows the impact to upper limbs during surface cleaning to rest while lower limbs and back are activated in the rotation of more manual work.

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Future of Office Custodians Tied to Post-Pandemic Work Practices

As many office workers continue to work from home with the recent spike in COVID-19 cases, office custodians are needed to work less frequently – if at all. Custodians who only specialize in cleaning offices may soon be a thing of the past. Workplace trend specialists are predicting that once the pandemic ends, many people will continue working from home, at least part time.

Amazon Web Services (AWS) CEO Andy Jassy predicts “hot offices,” where employees reserve a desk by the day, will be the office model of the future, Business Insider reports. Jassy believes, now that employees have had a taste of remote work and companies now realize their staff can productively do their tasks from home, many workers will continue working from home, at least part time.

According to Jassy, if it hasn’t been already, and many organizations are doing a fabulous job of this, now is the time to review and audit the equipment being provided. Old, heavy and worn equipment, such as sanitation carts, mops, vacuums and even spray bottles, can be a huge source of additional force, stress and strain for a worker. Look to replace these pieces with lightweight, expandable/adjustable and automated options that will require less effort to use, and allow employees to not only work safely but efficiently.

Expert predicts hot offices will replace traditional workplaces

Examining Ergonomic Impacts to Sanitation Staff

Equipment
If it hasn’t been already, and many organizations are doing a fabulous job of this, now is the time to review and audit the equipment being provided. Old, heavy and worn equipment, such as sanitation carts, mops, vacuums and even spray bottles, can be a huge source of additional force, stress and strain for a worker. Look to replace these pieces with lightweight, expandable/adjustable and automated options that will require less effort to use, and allow employees to not only work safely but efficiently.

Training and Technique
Everyone develops bad habits, but when work demands increase, poor work habits need to go. Providing regular training on ergonomic principles related to cleaning duties can be a reset for many long-term employees and a way to set the tone for healthy habits for new workers. Interactive training sessions disseminate core ergonomic awareness and allow staff members to share principles for working smarter not harder.

Self-assessments
Helpful daily reminders, especially while trying to retrain the mind and body on new or revised work methods, is also highly important for ensuring sustainable habits.

Developing self-assessment checklists that become mental reminders of key ergonomic principles addressing poor postures and reducing repetition and forces, can be highly effective follow-up to any training or procedural practices that are in place.

Protecting sanitation workers from injury is not only a social responsibility but an operational imperative. If facilities are unable to meet the stringent sanitation requirements because staff members are unable to work due to work-related musculoskeletal disorders, then moving forward and staying open may become a challenge.

Reviewing the aforementioned areas can lead to great strides in lowering injury potential, even when work demands increase, and can offer a foundation for an impressive ergonomics and health and safety program for the future.

SOURCE: The REMI Network

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Examining Ergonomic Impacts to Sanitation Staff... continued from page 5

Examining Ergonomic Impacts to Sanitation Staff... continued on page 10

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– Alexandra Stinson, R.Kin., CCPE is a Certified Professional Ergonomist and co-owner of PROergonomics. With over 20 years’ experience across North America, she excels in solving diverse ergonomic challenges, lowering injury claims and developing sustainable ergonomics programs, policies and training programs. PROergonomics prides itself on a professional experience that is focused on a proactive, preventative ergonomics model that helps organizations move past a reactive claims driven approach.

SOURCE: The REMI Network
Within the last decade, the evolution of concrete and terrazzo floors has been something to marvel at. These two substrates were originally restricted to the most functional facility areas, such as basements, warehouses, industrial areas and manufacturing facilities, serving primarily as an unfinished subfloor. Now you see concrete and terrazzo floors everywhere you look, ranging from grocery stores, schools, hospitals, airports, retail chains and even in homes. You may notice these floors have a new and improved look compared to the concrete and terrazzo floors of the past.

Today’s concrete and terrazzo floors have become more of an artist’s canvas rather than just a subfloor that gets covered up with other flooring options. Polished concrete and terrazzo contractors – or artists as I like to refer to them – are polishing, staining, dying and inlaying decorative patterns and materials in the floors to create one-of-a-kind canvases. Thanks to these new looks, some facilities have considered concrete and terrazzo the “in” floor – and for good reason:

- Concrete and terrazzo can be amazingly durable.
- When compared to other flooring materials, such as granite, marble and natural stone, concrete is very cost effective.
- Polished in concrete and terrazzo floors are breathable surfaces, which make them environmentally friendly.
- Concrete and terrazzo floors typically require less maintenance than other floors.

It’s the last point that often results in one of the biggest misconceptions about concrete and terrazzo floors. Yes, they usually are “low-maintenance” floors, but low maintenance does not mean “no maintenance.”

Let’s clear up this and other myths about concrete and terrazzo floors. The more building service contractors and other specialty cleaning services understand these floors, the better they can clean and maintain them.

**Myth 1:** The best way to clean polished concrete or terrazzo is wet mopping with pure water.

Many floor maintenance companies see a highly refined and polished concrete or terrazzo floor, and get nervous that they’ll “mess it up” by using cleaning chemicals. Because of this, they end up using pure water from a sink to clean their terrazzo or polished concrete floors. But pure water can actually cause more harm than good to these types of floors.

The average pH of tap water from a faucet can range from 6.5 to 8.5. The average pH of a cured concrete or terrazzo floor has a pH of 8.5 to 11. The added acidity in pure water will deteriorate the mechanical polish of a concrete or terrazzo floor, and dull the surface. It is imperative that the right cleaning solution...
Macgregor-Skinner, director of the Global Biorisk Advisory Council, is an explanation from Dr. Gavin Macgregor-Skinner, director of the Global Biorisk Advisory Council® (GBAC), a Division of ISSA. Earlier I mentioned that polished concrete and terrazzo floors should be treated like any other type of floor. That means a maintenance program is needed. However, it does not have to be as extensive as you may think. You will find there are programs in that are extremely cost effective, and easy to use and understand. Most programs incorporate a single maintenance chemical that is specific for polished concrete coupled with a diamond infused maintenance pad to maintain that degree of gloss, refinement, DOI (distinction of image) and haze.

Here’s a tip: Select floor care products and programs from the same manufacturer. They are often designed to work together. This synergy will make your job easier.

The last thing you want is to use one manufacturer’s pad and another manufacturer’s chemical, and combine the two of them to maintain said polished concrete or terrazzo floor. If something were to happen and you needed the manufacturer’s expertise to survey the floor and determine what is happening, it will be very difficult because you are not using a true “program.”

Myth 4: There is no need to disinfect a polished concrete or terrazzo floor if using a maintenance system.

This is of the utmost importance in today’s environment. With the ongoing spread of COVID-19, it is imperative that we are taking a specialized approach to cleaning and disinfecting. This is true in floors as well as touch surfaces. Concrete and terrazzo floors encompass the largest footprint of a facility, and are often overlooked when it comes to infection prevention.

We now know that SARS-CoV-2 is spread by respiratory droplets. These droplets are released when someone with COVID19 coughs, sneezes or talks. These infectious droplets are suspended in air before they eventually drop to the floor.

Because of this, we must implement a disinfecting protocol in floor maintenance as well as all other surfaces. The key to choosing the right disinfectant to be used on polished concrete and terrazzo floors is, first, making sure it is a neutral disinfectant with a pH above 7.
To stay operational in today’s unprecedented circumstances, many businesses have had to alter their course to meet new customer expectations, adapt to restrictions that help slow the spread of COVID-19, and continue thriving amid uncertainty. In Canada, small businesses have risen to the occasion. Seemingly overnight, manufacturers began producing personal protective equipment to arm front-line healthcare workers, distilleries started producing hand sanitizers when they became scarce on our shelves, and restaurants pivoted to sell groceries and meals curb side.

With all these changes happening so quickly, it may not have occurred to businesses that their insurance policies may need to be updated to reflect their new operations.

**Does your business insurance need to change if your business has changed due to COVID-19?**

If your business operations have changed because of the pandemic, it’s important to contact your insurance company to let them know. They’ll need to review or update your policy to make sure that you’ll still be covered if anything goes wrong or let you know of new risks you may be facing.

If you’re not sure if your business needs an insurance check-up, start by asking yourself these questions:

- Are you and your staff now working from home, or have your business operations moved to a new location?
- Has your revenue changed?
- Have you had to invest in new equipment or tools?
- Is your business doing deliveries?

**Other important coverages your business may need**

Not all businesses need the same coverages when it comes to an insurance policy. Some businesses operate out of homes, while others operate out of a commercial space. The following are some of the most common coverages business owners may need to consider modifying or adding to their policy:

**Commercial general liability (CGL):**

All businesses should have a comprehensive liability policy to protect them from potential losses associated with liability lawsuits. Commercial general liability is especially important to have as your business re-opens, and you start getting more foot traffic.

If someone slips and falls at your business, you could end up with a costly lawsuit. Should your business face a liability claim for bodily injuries or property damage to third party, CGL coverage helps keep the costs of liability claims low.

**Errors and Omissions (E&O) or professional liability:**

Does your business offer a service or advice for a fee? Whether you’re a consultant, a contractor, or a designer – having errors and omissions insurance (also known as professional liability insurance) built into your policy is important as it can protect your business, financially, if you are found at fault in a lawsuit for a mistake or error you made in your work.

If your business is in a high demand, it can be easy to make mistakes, overlook a small error or omit something, especially if you’re trying to meet a deadline. If a mistake in your work leads to a financial loss for a client, they can file a lawsuit against your business. Lawsuits are time-consuming and expensive. A way to mitigate the costs associated with an unexpected lawsuit is to ensure you have professional liability insurance.

**Commercial Property Insurance:**

Whether you operate your business out of your home or a commercial space, it’s important to protect your business property, tools and equipment. Commercial property insurance is especially important now if your business has invested in new tools or equipment in order to adapt to new business avenues.

No one really wants to worry about... continued on page 10
thief or damage to their business property or contents, but the reality is no business is impervious. Commercial property insurance helps cover that cost if your business experiences a loss caused by damage or theft. Replacing or repairing buildings, tools, equipment, inventory, electronics and furniture is expensive, so having commercial property insurance helps keep those costs down and helps your business get back on its feet faster.

**Commercial Auto Insurance:**

Have you or your employees started making deliveries for your business?

Personal auto insurance and commercial auto insurance are not exactly the same, and by not having commercial auto insurance, you may be leaving yourself vulnerable to risk. Some of the things that are covered by a commercial auto policy include:

- Replacement car coverage: A commercial auto insurance policy can help with the cost of a temporary rental car to continue business operations if you’ve been involved in an accident.
- Lost wages and medical expenses: If you, any of your employed drivers or passengers are injured in an accident, a commercial auto insurance policy could help with lost wages and medical expenses.
- Equipment protection: If your vehicle has any loading and unloading equipment to help your business transport products to events or clients, your loading and unloading liability could help with the cost of repairs if the equipment needs it.

**Cyber Risk & Data Breach:**

Does your business collect customer information, email addresses or payment/credit card information? If you said ‘yes’ to any of these, your business may be at risk for cyber attacks. It’s important that big and small businesses have security measures in place to protect data and the privacy of customers.

A lot of businesses have gone digital—opening e-commerce shops, partnering with food delivery apps, and offering contactless payment options. All of this requires data and customer information. If your business suffers a data breach, do you know what to do? Having insurance coverage for cyber risk and data breaches can help you cover the costs associated with cyber attacks, data breaches and hacks into your computers and mobile devices.

As your business operations continue to evolve to meet the changing demands of these unprecedented times, it’s important to check in with your insurer to make sure that you’re covered when you need it most.

At TruShield, insurance partners of ISSA Canada, we’ll work with you to design a policy that recognizes the risks your cleaning business faces with a flexible payment plan. On top of that, we offer services to help you make informed decisions and stay competitive in your industry; such as access to our team of Risk Services specialists. Browse our cleaning business insurance page and get a free quote today.

**Future of Office Custodians**

entire floors divided into cubicles will become obsolete, replaced with office hubs and meeting spaces that can be configured to handle small groups of people at one time.

These work areas will be configured so they are easy to clean and may use technology such as air filtering systems, ultraviolet lights, and other creative ways to keep the hub sanitary and safe.

**Myths & Misconceptions**

eight, and second, consulting with the manufacturer that it is safe to use in said facility. In order to slow the spread of COVID-19, as well as other viruses, we must implement these safety protocols for floor maintenance as well as surface maintenance. As we look beyond the pandemic with cautious optimism, we also want our beautiful terrazzo and polished concrete floors to last for many, many years with minimal interventions. By moving past commonly held maintenance myths described here, you will be well on your way to a future of bright, beautiful terrazzo and polished concrete floors.

SOURCE: Charlotte Products Blog
I am glad to see 2020 is finally behind us. Last year will certainly go down in infamy for all of civilization as we know it. Although there have been plagues and pandemics that have come before the coronavirus, none have had such a wide-reaching impact in the era of technology as COVID-19. That said, I’m sure this won’t be the last time we see a global pandemic.

The cleaning industry has also had a major wake-up call over the past year as people began to revisit their personal hygiene practices (i.e. hand washing and the use of alcohol hand sanitizer), as well as look more deeply into the sanitary maintenance procedures taking place in our commercial and retail spaces. With so many employees moving to home-based offices, it is highly possible that commercial office space will go from hard to find, to hard to lease. A lot has changed over the past year and, moving forward, it is quite likely that the microscope will be on us forever.

What does that mean for companies who offer cleaning services? It means, it’s time to up your game. Cleaning personnel will certainly be looked at much differently – not only how they present themselves, but how thoroughly they are cleaning and disinfecting. Additionally, with increased cleaning frequencies, there will be an expectation that cleaning teams are visible throughout the day.

This is the challenge to owners and managers in the cleaning industry. Sure, it’s easy to say that you can produce stellar results, but sometimes it’s much different actually producing them. As the old saying goes, ‘the proof is in the pudding.’

The CIMS/CIMS-GB certification represents the industry’s best practices not only in running an efficient business, but also in the delivery of high-quality cleaning results. The “proof” is done through third-party inspection of the complete operation – not just disinfection routines and protocols.

As we all race towards implementing cleaning and disinfection protocols, remember there is more to running a successful cleaning business that can succeed well into the future. CIMS/CIMS-GB is a certification that not only validates a company’s commitment to the industry now, but differentiates it from the competition because it covers so much more in-depth elements encompassing the entire business.

Consider this. The five main elements of CIMS are not just about cleaning, but running an efficient business. These elements include:

1. Quality systems.
2. Service delivery.
3. Human resources.
4. Health, safety, and environmental stewardship.
5. Commitment from management.

The sixth element is optional and focused on Green Building (GB), which is always a consideration when looking to distinguish your firm as a protector of the environment.

As we bid 2020 a farewell, let’s look optimistically to 2021 to bring health, safety and financial stability as we navigate this new normal. Check out the CIMS/CIMS-GB standard at the ISSA Canada website to learn how this certification can assist your company to stand above the rest.

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**Watch Out For Hygienic Fraud**

If you need an impartial opinion or simply to validate your choices, your work techniques, the products used, your protocols or other aspects before applying them.

Choose a company whose primary mission is to maximize your level of productivity, improve your corporate image, and contribute to the safety of your buildings.

Nathalie Thibault is a certified microbiologist and the Training Director at ValkarTech Building Hygiene Management, a Canadian consulting firm that guides, supports and advises their clients on ways to optimize the operational performance of their organizations in terms of building hygiene and sanitation. For more information, please email doliveira@buildinghm.com, visit www.buildinghm.com or call (647) 812-0160.

SOURCE: The REMINetwork
Summary of Program

Workloading is the foundation of an efficient, evidenced-based way to plan a successful cleaning strategy that meets customer expectations and benefits frontline workers alike.

As a Certified Workloading Specialist you will be trained to reduce system waste, advance your career and add value to your organization.

Our 8-segment live interactive virtual course covers official times for cleaning tasks, provides tools to plan and both measure your work and results.

CMI’s Certified Workloading Specialist is delivered through prescheduled live events, virtual workshops or onsite training held at your facility. This is an interactive course that encompasses a total of eight modules.

Module 1: How to measure how much you have to clean
Module 2: Workload Standardization and Specialization
Module 3: Levels of Service and cleaning worker expectations
Module 4: Tasks, Tools, Times and Tolerance
Module 5: Task Sheets, routing, and job cards
Module 6: Application of skills learned in modules 1-3
Module 7: Advanced Calculations and Systems Integration
Module 8: Measuring workloading results

February 4, 11, 18, 25
1 p.m.—3 p.m. eastern
$599.00 Member
$1,299.00 Non-member

To register, contact cmi@issa.com or issa.com/cmi-events