Commercial Cleaning
Best Practices Handbook

This handbook is to improve the efficiency and effectiveness of Building Service Contractors and their relationships with Building Owners by the Standardization of Terms, Concepts & Guidelines

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Introduction

The Canadian Commercial Cleaning Association (CCCA) was formed in May of 2012. The majority of the largest Building Service Contractors (BSCs) in North America agreed it was time to work together and to follow some best practices, to improve the industry. The initial founding members have revenues in excess of $5 billion per year. Our membership drive to medium and small BSCs and affiliated companies began in March 2014.

The Commercial Cleaning Industry has been under intense pressure for many years, particularly with price compression, lack of guidelines for best practices, lack of benchmarking and quality control with high labour turnover rates. This has resulted in a “race to the bottom line”, which hampers the ability of this essential industry to professionalize and stay healthy.

It is our belief that through the providing of this Handbook of Guidelines to Property Management Executives and BSCs, we will continue to provide leadership to professionalize the industry and deliver a more consistent and higher quality of service, while increasing value to our customers.

The intent of this handbook is not to provide an exhaustive “encyclopedia” of everything that needs to happen in our industry. Rather, its purpose is to provide all stakeholders of the industry with what the CCCA sees as industry-leading best practices with key management tools and principles. It is designed to be a practical, hands-on guide, particularly in the area of contract purchasing. It is our belief that, if both the purchaser and the vendor understand the true nature of value in the cleaning industry, the service relationship and delivery will be improved and allowed to evolve in a manner that is beneficial to all stakeholders.

Property Managers and building owners are seeking a professional approach to commercial cleaning by choosing building services contractors that use products that protect the environment and improves indoor air quality, and one that has policies and procedures in place that promotes safety and a positive work environment for employees and tenants.

Building Service Contractors are seeking to partner with commercial building owners and Property Managers to ensure that together they achieve this professional working relationship.

The Canadian Commercial Cleaning Association (CCCA) can work alongside both parties to help achieve this partnership.
Acknowledgements

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SECTION 1

Building Service Contractor: Selection & Negotiations

This is one of the most important and demanding processes for Property Management and the Cleaning Industry. Cleaning contracts are not, in a true sense, “purchased” but many of the systems, principles and tools of a professional supply management/purchasing agent are used in the process of selecting a Cleaning Service Provider.

In general, Building Owners and Managers have evolved from using a “tender” process to a more appropriate Request for Proposal (RFP) process. This is principally due to the ever-increasing complexity of Cleaning Services and the fact that service relationships play an important role in service delivery.

There are few businesses like the Cleaning Industry, in which the human element is the most critical element. Narrowing the focus to a “tender” often results in “low bid” awards, which have a high failure rate.

Rationale of Tenders vs RFPs

There are two principal schools of thought between a Tender and a Request for Proposal, and they coincide with the differences between Purchasing and Procurement. A tender or purchasing arrangement is effective for products where the specifications are exact and the vendor is awarded the contract according to the lowest price, such as commodities. Procurement is a process for attaining services where you can match the services and approach of a vendor with the philosophy and needs of your organization. The Purchasing Department is involved in the process, but they do not own it as low price is not the driving factor.

The primary way of purchasing Cleaning Services in the past was to conduct a tender process where you
had an open invitation to vendors, issued the document and the lowest price from the vendors was awarded the contract. The logic was that, if you properly prequalified the vendor through the questions in the tender, then the lowest price was awarded the contract. The problem with this approach is that BSCs (Building Service Contractors) complete so many Cleaning bids that mistakes can be made and the lowest bid can be the BSC who “forgot the most”.

The current trend in attaining Cleaning Services is through a well thought-out Request for Proposal process that will give both the Building Manager and selected BSCs the steps necessary to achieve the greatest chance of success in the new service relationship. The critical advantage of the RFP is the freedom not to accept the lowest bid.

Another major advantage of the RFP is that it gives the Building Manager the ability to handle the initial proposals, as proposals only. Once initial proposals are received, they can then conduct subsequent fine-tuning of the service package with the vendors at a short listed interview or final BSC candidate selection stage. This fine-tuning can include all key elements, including labour hours, seasonal labour adjustments, wage rates, equipment packages, all of which, of course, affect price. This would also be an opportunity to discuss additional costs of services not covered in the scope of work in the RFP.

The CCCA recommends that Service Contracts be 5 years in length as 3-year contracts don’t cover the length of equipment amortization, service relationships are really just embedded and some efficiencies are yet to being realized at the 3 year mark.

**Recommended Steps of the RFP Process**

A properly planned and executed Request for Proposal process is a time-consuming and detail laden task. The Building Managers must realize they are creating, in most cases, a minimum three year relationship with a service provider that is the second highest cost of operations in the building and has a significant impact on tenant satisfaction. Additionally, dysfunctional cleaning operations can significantly increase the Building Manager’s risk exposure with health and safety, building lifecycle and many other items.

Depending on the time and expertise of the Building Manager’s Team, you may consider the use of third-party consultants, which is addressed later in this document.

The following is a general list of the steps of a typical Request for Proposal process:

- Information gathering on BSCs in your market.
- Write and issue the Request for Qualifications (RFQ) or Request for Information (RFI) document as well as an evaluation template.
• Score the RFQ responses and select the proposing companies that score the highest on the evaluations.

• Gather all information required to write the RFP document. This should include interviews of your major Tenants and your current Cleaning Service Provider (if applicable).

• Complete a thorough cleaning inspection to benchmark your quality of services prior to any change in your cleaning program.

• Write the RFP document.

• Produce the RFP document either electronically or in hard copy.

• Issue the RFP document to the proposers 1 to 2 weeks ahead of the site tour for the BSCs to review the document.

• Review the RFP in a group setting prior to touring the building.

• Conduct a site tour with the proposers.

• Answer the proposers’ questions within a cut-off date. It is important to publish all questions and answers from individual proposers for all other proposers to read.

• Receive proposals on closing date.

• Complete detailed analysis of proposals.

• Select a short list of two or three proposers for an interview.

• Award and sign the contract.

**BSC Prequalification**

It is often advantageous, especially in large markets, to prequalify BSCs (Building Service Contractors) to participate in your RFP process. Prequalification not only allows you to screen who is bidding on your...
properties, it is an Industry Best Practice and a courtesy to the Cleaning Industry by not having companies go through the proposal process who have little chance of being awarded the contract.

The best tool to prequalify BSCs is a Request for Qualifications (RFQ) or Request for Information (RFI). With this document you can request specific information about the Corporation, their financial stability, Health & Safety Certifications, references, services they provide, geographic area they service, annual revenue and any other particular general questions you feel will “narrow the field” of the potential BSCs you would like to invite.

We recommend that the Property Manager or their designate tour one of the Proposer’s currently cleaned facilities with them and the facility’s Main Contact to get a feel of how they interact and provide services.

Many Building Managers are using the services of companies to do this prequalification. In the opinion of the CCCA, these services are useful in ensuring BSCs have been maintaining their required certifications, such as workers’ compensation, insurance and safety programs, but not as an evaluation tool for the RFP Process.

The CCCA feels that these services are not specific enough about the cleaning service and organizational requirements of the Cleaning Industry to properly prequalify proposers. This topic is discussed more under Third Party Certification Companies later in the Handbook.

**Structure and Content of the RFP Document**

The following is a general list of headings for content in the RFP document:

- Introduction of the company, project and facilities.
- Schedule of events, specifically tour date, closing date and time, etc.
- Contact information and address for proposal submission.
- Owners’ discretion... In that you do not need to take any or low bid.
- Equipment and materials required from the BSC (Building Service Contractor).
- Environmental compliance.
- Security procedures.
• Keys, cards, locks.

• Cleaning personnel conduct and uniforms.

• Quality Control.

• Training.

• Proposal pricing submission format.

• Statement of Miscellaneous costs section, including security clearances, day staff, management fees, parking costs, communication equipment, etc.

• Proposal evaluation requirements.

• Work site safety.

• Insurance requirements.

• Cleaning specifications.

• Day staff hours and duties.

• Detailed scope of work.

• Consumables.

• Additional costs of services not detailed in the scope of work, microwave cleaning, partition glass

• A list of Key Performance Indicators (KPIs) to be reported on by the BSC and vetted by the client (optional).

• Specific information to comply with local labour laws regarding existing staff. In Ontario, Bill Seven information needs to be provided to the proposers along with specifics about additional labour costs for high paid staff that are to be retained and incremental wage and benefit costs to comply with the collective bargaining agreement if in place.

• Building Cleanable Area square footage.

• BSC Proposal Certification Signature Page.
- A copy of the Property Management’s standard Service Contract.
- Workers’ Compensation Board Clearance.

### Recommended Timing of Cleaning RFP

Timing is a critical element in any Cleaning RFP process. From start to finish, Property Management should allow themselves, at least, four months before the expected start of a new contract.

**Here’s a typical schedule of this process:**

This chart is a reverse schedule, starting with the day the Property Manager requires the new BSC (Building Service Contractor) to start services.

<table>
<thead>
<tr>
<th>Action</th>
<th>Date</th>
<th>Action</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Start of new contract</td>
<td>November 1st</td>
<td>Issue RFP document to bidders</td>
<td>July 11th</td>
</tr>
<tr>
<td>Award of contract</td>
<td>October 1st</td>
<td>Write RFP Document</td>
<td>June 24th – July 8th</td>
</tr>
<tr>
<td>Start internal process for contract award</td>
<td>September 15th</td>
<td>RFQ Scoring</td>
<td>June 24th-July 8th</td>
</tr>
<tr>
<td>Short listed interviews</td>
<td>September 7th</td>
<td>RFQ closes, score</td>
<td>June 16th</td>
</tr>
<tr>
<td>Activity</td>
<td>Start Date</td>
<td>End Date</td>
<td>Description</td>
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<tr>
<td>----------------------------------------------</td>
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<td>------------------------------------------------------------------</td>
</tr>
<tr>
<td>Complete analysis of proposals</td>
<td>August 15th – 28th</td>
<td></td>
<td>Responses to RFQ issued to potential bidders</td>
</tr>
<tr>
<td>RFP Closes</td>
<td>August 14th @ 2:00 pm</td>
<td></td>
<td>Write RFQ</td>
</tr>
<tr>
<td>RFP Tour of Bidders</td>
<td>July 17th @ 8:30 am</td>
<td></td>
<td>Inspect cleaning and benchmark quality</td>
</tr>
<tr>
<td>Interview of the operators &amp; tenants</td>
<td>April</td>
<td></td>
<td>Collect information</td>
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**Unionized Market Special Procedures**

In markets where there is substantial organized labour, there are additional requirements and market sensitivities that are important to be addressed. In certain provinces, there are Labour Laws which require information on current employees to be provided by the incumbent BSC to all the proposers. An example of this is Bill Seven legislation in the province of Ontario. These include requirements for jobs to be offered to existing employees first.

As BSCs, they are required under the Employment Standards Act to provide certain information about their existing staff at the request of the Building Manager. They are required to provide information about all staff employed at the location, whether active or inactive. This means that even those Employees who are on a Leave of Absence must be included in this information.

For example, Employees who are off work, as a result of a Workplace Safety and Insurance Board claim, would have to be included.

If they do not provide this information and the Cleaning Contract is awarded to a new provider, the new provider will not have the information needed to offer employment or provide termination/severance to the existing employees. Any legal responsibilities relating to their employment would then lie with the incumbent BSC for failing to provide the proper information as outlined in the Employment Standards Act. Awarding contracts is all about fairness and should always include consideration of the existing staff.
This varies with the cost implications for any new BSC hiring existing Staff. It is common for senior cleaning Staff to have wage rates that are above market rates. Often the long-term staff are key to the building cleaning operations and have strong Tenant relationships.

Additionally, individual collective-bargaining agreements have varying degrees of fringe benefits, holidays, minimum hours worked, wage rates, etc. that will be inherited by the incoming BSC. The details of these costs need to be spelled out clearly in the RFP to create a “level playing field” for all proposers and to maintain the Status Quo.

When an RFP is being developed, any and all Collective Agreements, City Wide Agreements on labour, etc. must be included so as to present an even playing field for all participants. If one company is quoting as a Union Shop and another is not, then the resulting quotations will not be comparable. It is recommended that BSCs and Property Managers treat Unions as Business Partners to improve the quality of the workplace and work together to solve issues.

Cleaning Specifications

The cleaning specifications, also known as the scope of work, are one of the core elements of any Cleaning RFP. The actual cleaning tasks and functions need to be clearly detailed by area, surface, room type and frequencies of cleaning in this section.

At the onset the Building Manager needs to make a decision as to whether he or she is going to use a frequency-based or performance-based specification document. The central difference is that a frequency-based cleaning specification is very detailed and prescriptive and describes how often cleaning tasks are completed in various room types. This frequency is especially important in non-daily cleaning tasks such as high dusting, scrubbing and refinishing of floors, carpet cleaning, etc.

A performance-based specification describes what results are expected, and general cleaning tasks by room type, with minimal references to actual frequencies.

A cleaning specification RFP with frequency based tasks, while seemingly easier to follow, is somewhat restrictive.

A performance based cleaning specification RFP allows the BSC the room to be innovative above the standard tasks using technology, his or her proprietary programs and inspirations from Front Line Workers to continually improve the quality and service provided. It also allows the BSC the flexibility to
adjust the cleaning program for seasonal conditions, tenant changes etc. The cleaning required when snow is tracked into the building for example.

Additionally, the Building Manager may have a complex facility or wish to transition to a Daytime Cleaning Service. This, of course, will significantly alter the cleaning specifications, building labour requirements, equipment package and several other important factors. This will be further discussed later in this document.

**General subcategories of cleaning specifications include:**

- Daily cleaning
- Project work
- Day staff duties
- A list of cleaning items completed on request
- Snow removal
- Window cleaning
- Carpet cleaning
- Exclusions to the Contract
- Tenant Services

The CCCA recommends that every Facility have its own Standard Operating Procedure (SOP) because of the unique factors within it. The SOP topics, as much as possible, should be included in the documentation provided in the RFP.

**The SOP should cover:**

- Approved Cleaning Products
- Approved Equipment
- Cleaning Standards
- Maintenance Standards
  - Indoor Environmental Quality (IEQ)
- Periodic Maintenance Procedures
- Tenant Services and Procedures
- Sustainability Initiatives and Programs
• Site Specific attributes, risks, complexities
• Community Relationships and Events
• References to Corporate Policies

Quality Control & Quality Assurance

Quality Control (QC) is the “act of inspecting completed work to uncover defects”. The data collected from the QC Inspections should be entered into a software program from which reports can be derived so as to compare scores between areas, staff or buildings.

Quality Assurance (QA) is the “practice of improving and/or stabilizing production or processes to reduce the defects found from completing a QC Inspection”.

Quality Control and Quality Assurance are BSCs’ responsibility to their clients and their shareholders. The North American market’s expectation is that Service Providers should be proactive in their inspection/correction activity so as to avoid any wide swings in the quality of Cleaning Services delivered to the facility. The challenge for Property Management is that Commercial Cleaning Services, by their nature, often fall down when periodic work is not completed and with lack of supervision; this can take time to become apparent. A quality benchmark should be determined at the start of the contract and adjusted annually.

An active Quality Control Program will have the following attributes:

• Daily physical inspections of common areas, washrooms and a select Tenant space;
• Inspection forms are area/building specific and could be loaded onto a computer program or spreadsheet for the physical inspection process;
• Uploaded inspections are tabulated in the QC Software and a rating is developed. Manual inspections should be tracked in a master quality report;
• Various and numerous standard reports are available from the data entered;
• There should be a formal tie-in to the QA process.

A proactive Quality Assurance Program will have set points for:

• Retraining of staff who do not meet the minimum QC standard
A classic example of the decline of cleaning quality is as follows:

- Staff turnover is high, management turnover or general inattention by the BSC results in periodic or deep cleaning being delayed or not completed;
- Front End Cleaning Staff witnesses the buildup of soil which also makes daily cleaning more challenging;
- Time passes and surfaces become more soiled and more difficult to clean;
- Cleaning quality degrades to the casual observer;
- If left unchecked, this whole process snowballs and accelerates with a continual drop of cleaning quality;
- Building Management and/or Tenants may notice and call attention to the issue of the BSC’s decline;
- Depending on the response time and effectiveness of the BSC, standards can improve or continue to degrade;

- Building Management’s firmer manner captures the BSC’s attention, who then spends excessive amount of time, energy and money to correct the issues;
- If the proper QC & QA processes are not in place, the whole cycle will repeat itself.

This poor management style is called “the roller coaster of service” and is the key indicator of a poorly managed BSC. This lack of Management is hard on building surfaces, cleaning Staff, budgets, Tenant satisfaction and Building Management relationships, bringing negative energy into much of the building operations.

- In order to avoid this often-repeated negative cycle, Building Management must insist that the BSC conduct a Quality Control Program and provide supervision at a minimum as follows:

- Site supervision is responsible for daily inspections/correction of deficiencies and must be seen responding to any Tenant or Building Management concerns that day.
• Incidents or major issues must be reported to Building Management daily.

• At a minimum, a thorough cleaning inspection should be completed monthly with the results forwarded to the Building Manager. This should include a brief detailing corrective action taken or planned. A more rigorous schedule is often implemented for Facilities with cleaning issues.

Quarterly or semi-annually (depending on the size of the facility) the BSC should prepare a detailed report that explains what has occurred during the previous reporting period, including quality results achieved, project work completed or deferred, staff training or changes, turnovers, major complaints or issues, etc.

The BSC should schedule a meeting with Building Management and present the report requesting feedback. At that meeting, discussions should occur on a look back and look forward basis for the facility and what may affect the Cleaning Services in the next quarter.

There should be a regular tour of all areas of concern.

Contract Terms

Length: The typical term for Cleaning Contracts in North America is three years. Option years, to extend the contract, are common. It is recommended by the CCCA that a standard 5 year contract be realized for the Industry.

Contract Escalation Clauses: There are many cost variables inside a Cleaning Contract that can fluctuate within the contract term. The largest one is labour. Minimum wage increases, labour shortages, scheduled union rate hikes, legislated benefit costs are all increases that can occur. Many of these costs/increases are unpredictable for the BSC. An underfunded Cleaning Contract serves no one and forces the BSC to “cut corners” and other cost-cutting measures which may hurt services.

The best practice is to detail in the RFP how labour cost increases are to be passed on to Property Management through negotiation in the Contract. The BSC should be required to produce documentation that shows clearly the reason for the increase, the staff affected, the net wage rate increased with benefit costs and net cost increase to the Client.
Equipment: Cleaning BSCs normally supply all equipment and tools to complete the work. Equipment capital cost is normally amortized over a five year period. In some cases cleaning equipment, such as snow removal equipment or major auto scrubbers, pressure washers or street sweepers that have been purchased by Property Management, can be sold to a BSC at a negotiated price.

Consumables: Toilet tissue, hand towels, hand soap, and sanitary napkin bags are often purchased and provided by the Property Manager. If they would like the BSC to purchase these materials for them, the Best Practice for the BSC is to invoice cost +10% based on actual monthly consumption. The BSC would produce the original invoice from the supplier as back up.

Cleaning products, solutions and compounds: the Cleaning BSCs normally supply these materials as part of their contract price. An important element to the overall sophistication and delivery of services is the support services that the BSCs receive from their suppliers’ network. This can be investigated and evaluated by Property Managers during the RFP Process.

Labour Cost and Hours: The Best Practice is for the BSCs to workload the labour for the facility and state the labour hours/day they are going to provide to execute the scope of work in the RFP. Day and patrol cleaning staff members, job classification, wages and hours of work are typically listed. It is recommended that the Day Staff requirements be prescribed by Property Management in the RFP, as there can be differences between each BSC to “guess” what the Day Staff requirements are. State it clearly, how many day staff for how many hours.

Insurance Requirements: the amount and types of insurance required by a BSC is typically set by the legal departments of Property Management Companies. We recommend a minimum of $5 million liability.
project owner. The agreement binds the Contractor to comply with the Terms and Conditions of a Contract. If the Contractor is unable to successfully perform the Contract, the Surety assumes the Contractor’s Responsibilities and ensures that the Project is completed. This tool is also rarely used.

Vacancy Credits are negotiated for full floors or partial floors during the RFP process. An example would be if the cost/sq/ft per month is 0.12 cents/sq/ft to clean the full facility, then the Full Floor Vacancy Credit will typically be about 50% (0.06 cents) and the Partial Floor Vacancy Credit 75% (0.09 cents).

A full vacancy credit of 0.12 cents cannot be given as Fixed Costs cannot be removed from the Contract, and reductions will affect the rest of the Facility as the BSC will have to reduce supervision, day services, management, supplies, telecommunication devices, insurance, equipment, uniforms, etc.

The Light Duty labour can be adjusted for the vacant area based on the LD coverage rate set by the Work loading exercise. The Heavy Duty reduction will vary depending upon the type of area being serviced (high density, low density), floor types (carpet, vinyl composition tile rubber), and periodic schedules of the area in question. The reduction in HD can be from 0 - 20% of the HD labour rate for the Area.

Since the Fixed Costs, Supervision Costs, Day Cleaning Services and other elements cannot be adjusted and the Heavy Duty hours might be reduced, it is difficult to develop a formula to reflect all of the possibilities in determining a Vacancy Credit for a Facility. This is why it is recommended for the BSC to negotiate the Vacancy Credit in the RFP process with the Property Manager based on the 50/75 rule of thumb illustrated above as the Standard.

Every Facility is different in its complexities, size and cleaning schedules. It is important for the Property Manager to understand how a reduction in the overall labour of their Facility will affect the end result in performance.

Full Disclosure Pricing and Performance Based Services

It is common in the Canadian Marketplace, especially in larger Contracts, for Property Management to receive complete detailing of all costs to be provided by the BSC in the Cleaning Contract. All labour hours, wage rates, benefits, supply costs, profit and overhead are listed to show transparency.

While this information is important in Contract evaluation, it should not be used to excessively “audit” labour hours provided by the BSC. Performance based contracts should be allowed a reasonable flexibility margin of labour hours delivered. This flexibility margin should be 5% of total hours to allow for seasonal demands of the work, all forms of absenteeism and to encourage efficiency in the execution of the scope of work.

“Fixed Price” versus “Fixed Management Fee/Flow Through” Contracts
Most Cleaning Contracts in North America are fixed price with allowances for multi-year contract increases based on expected labour cost increases.

A growing trend in larger Cleaning contracts is the “flow through” or “fixed management fee” model. With this contract model, all variable costs, such as labour and benefits, supplies, equipment amortization, etc. are billed monthly, based on true costs. A management fee is then charged on top of these costs.

This management fee can be a percentage of the cost, often 10%-12% for large contracts, or a fixed management fee that remains static, month by month. This contract model has advantages in allowing flexibility to the client in the amount of hours, wage rates paid by the BSC to handle the cleaning, seasonal needs and other service requirements of the building.

**Contractor Performance Bonus and Penalty Mechanisms**

The Commercial Cleaning Industry is a challenging and unglamorous business. The fact is, in the industry, there is a saying, “There is no other industry where so much is expected from people who get so little.” The Front Line Staff often gets little more than minimum wage and few, if any, fringe benefits. They are required to work, often after normal business hours, doing what most consider unpleasant, menial and repetitive tasks that require a surprising amount of strength, dexterity, focus, training and skill.

The Front Line Workers are typically new Canadians who have reduced English comprehension, and this often reduces the ability to promote from within. Supervisors and Managers have typically been in the Cleaning Industry for their entire careers, and it is very difficult to hire into this industry because of low wages, hours of work and lack of opportunity for advancement.

Today’s productivity rates in medium and large facilities are typically in the range of 5000 to 7000 ft.² of light duty cleaning per hour, and their duties are taxing both physically and mentally. There is little if any social status in being a Cleaner, and often the attitude of the people they serve has a “master/servant” feel to it.

At the same time, these are the people that we trust with the **“keys to the castle”**, and we require them to clean the Facility on a daily basis so it is attractive, healthy, safe, secure, and environmentally compliant and with no disruption to the business’s daily activity. It is no wonder that the Commercial Cleaning Industry is facing labour shortages in many markets across North America. This situation is likely to get worse as the traditional labour force of new Canadians ages and retires.

Contract performance bonus programs that deliver money and perks to Cleaning Staff who receive high marks in their QC Inspections have proven to be the most cost-effective and efficient way of motivating, rewarding and retaining Front Line Cleaning Staff. It is important that these programs be structured to reward directly the Front Line Staff for success.
Programs proven effective are typically:

- Predetermined monetary awards for good inspection results or Key Performance Indicator (KPI) results achieved. They should be paid to staff in a non-taxable form, such as grocery store certificates, bus passes, etc.

- Periodic staff recognition events that would include free food and minor awards
- Holiday bonuses and social gatherings/parties.

- Recognition of individual staff for exemplary performance or good deeds published in BSC and/or Property Manager’s newsletters and publications.

Contract Performance Penalty Mechanisms can vary upon the Facility being cleaned, the Property Manager and the negotiated Contract derived from the RFP.

**A list of some of these penalties are as follows:**

- Financial penalties for failure to adhere or attain KPI levels
- Individual, Team or Corporate bonuses can be graded on a scale and the attained rating determines what the bonus/penalty will be
- Loss of contract for failure to maintain minimum performance standards

Penalty mechanisms should be a last resort to cleaning issues. The Cleaning Industry is moving away from penalties and trending towards bonuses to attract and retain workers.

Experience and tenant surveys have shown that the Facilities with a Bonus Program have better cleaning quality, lower staff turnover and stronger relationships with their BSC.

**Key Performance Indicators (KPIs)**

Some sample KPIs are listed below. It is prudent to develop your own set of standards derived from your Corporate and Site Specific policies and procedures:

- Communication; response time on issues
- Security; clearance status updates
- Service Deliverables; project work completion
- Quality Control; cleaning inspection scores
- Training; planned, completed & documented
- Health & Safety compliance; tool box meetings
- Equipment; Preventative Maintenance records
- Invoicing; accuracy
- Customer Relations; number of overall cleaning complaints/issues
- Workplace Management; Staff turnover
- Environmental compliance; recycling program

At the beginning of a contract, the KPIs for each site need to be developed by the BSC, the Site Contact and the Owners’ Representative. They need to determine:

- The KPIs
- The Standards within the KPIs
- The Guidelines for Evaluation
- The Reward/Penalty System

A typical performance based system is graded quarterly with a monetary reward given to the BSC based upon a percentage of the contract. The guidelines will establish a streamlined reporting system for documentation, points system spreadsheet, and an agreed upon format for grading.

- The Guidelines for Evaluation
- The Reward/Penalty System

A typical performance based system is graded quarterly with a monetary reward given to the BSC based upon a percentage of the contract. The guidelines will establish a streamlined reporting system for documentation, points system spreadsheet, and an agreed upon format for grading.

**Actual Market Example:**

A BSC was evaluated and scored 877 points out of 1000. They received $1000.00 which was split between the staff and BSC. If they had scored 900 points, they would have received $2000.00, so the BSC has scheduled a Team meeting to discuss ways to get those extra 23 points for the next evaluation.
Penalty clauses that impact the BSC financially are typically reserved for large cleaning/facility service contracts. These are typically tied to predetermine Key Performance Indicators (KPIs) that are evaluated periodically, often by a third party.

Environmental Program Compliance

Environmental Program Compliance is an ever-increasing requirement of every Cleaning Contract. Below we have detailed some typical language that should be included in bid documents to comply with Green Seal, LEED EB, ISO and other environmental programs that are affected by the Cleaning Industry.

1. Cleaning Products
Cleaning products shall meet, at least, one of the following product Standards as applicable to the given product category.

- Glass Cleaners, All Purpose/General Purpose Cleaners, Washroom Cleaners and Carpet Extraction Products shall be certified by Green Seal's GS-37 Standard
- Other cleaning products shall meet the Canadian National Office of Pollution Prevention.
- CCD-110 for Cleaning and Degreasing Compounds
- CCD-146 for Hard Surface Cleaners
- CCD-147 / GS-40 for Floor Care Products
- CCD-148 for Carpet and Upholstery Care
- CCD-104 / GS-41 for Hand Cleaner / Hand Soaps
- CCD-112 for Digestion Additives for Cleaning and Odour Control
- CCD-113 for Drain or Grease Traps Additives
- CCD-115 for Odour Control Additives

It is recommended that no hazardous products be allowed into the Facility from a cleaning perspective.

2. Paper
Green Seal - Paper products shall meet the following Standards as applicable for the given product category (i.e. Canadian Cascades):

- GS-01 for Toilet Tissue
- GS-09 for Paper Towels and Paper Napkins
From a Sustainability aspect, the Building Owner should determine what recycled content the paper and liners must have to adhere to their sustainability programs. The Building Owner can also, in its Green Lease language, control products entering their Facility from a Tenant’s perspective.

3. Liners
Liners should contain a minimum of 10% post-consumer recycled content and be sized properly to minimize excess material.

4. Equipment

Green Seal Equipment:
- Vacuum cleaners must meet, at a minimum, the Carpet and Rug Institute (CRI) Green Label Program requirements and shall operate at a sound level of less than 70 dBA.
- Carpet extraction equipment must meet, at a minimum, the Carpet and Rug Institute Bronze Seal of Approval.
- Powered floor maintenance equipment must be equipped with controls or other devices for capturing and collecting particulates and shall operate at a sound level less than 70 dBA.

- Propane powered equipment is not recommended because of the carcinogens produced which contributes to poor indoor air quality and occupants’ health.

It is important to control batteries and charging systems in auto-scrubbers, sweepers, etc. The discharge of gases from the overcharging of these systems can lead to a building evacuation, serious injury or death. The BSCs need to illustrate how they control and maintain the battery operated equipment and how they train and monitor staff for compliance.

Recycling

Recycling programs are expanding in the marketplace with some larger buildings achieving a zero downstream waste level.

BSCs are the principal operators of most recycling programs. The growing responsibility and complexity of handling numerous types of recycled materials (paper, cardboard, bottles and cans, organics, batteries, etc) in a variety of containers on a daily basis is increasing labour hours and cost. In particular, organics and desk side recycling are demanding in daily workload organization, cart systems and supervision of staff. As new elements are added to a building’s recycling program, additional
labour should be added to the contract.

LEED points can be achieved by creating centralized waste & recycle points, instead of desk side recycling, thereby saving labour and placing some of the sustainability onus on the originator. This reduces the number of garbage/recycle cans and bags required on a daily basis.

Sorting of recyclable material at a central collection point is reoccurring and requires additional staff and space above and beyond a normal cleaning complement. The trend is to place all recycling in one container and then the sorting occurs at the receiving point.

Value Added and Market-Leading Initiatives From the CCCA Manufactures Advisory Council

The Cleaning Industry is constantly evolving and developing to enhance the value to Property Management and Tenants. Recently the CCCA formed a Manufacturer Advisory Council. This council has created the following information to bring to light some of the latest products and systems for the Cleaning Industry.

An Overview

Today, commercial Facilities and Managers are demanding a lot more from their Service Providers, whether these are “In House Service Providers” (ISPs) or contracted out through BSCs. Green Cleaning and sustainability have had a major impact on how these services are performed and what products are used.

Equipment, Tools and Carts

There is a greater desire than ever to ensure the products used and the processes followed meet industry standards for performance and safety. Vacuums must recover soil to specific performance levels and guarantee particle filtration at pre determined levels of efficiency while janitor carts must now be work stations with the ability to support colour coding and the onboard storage of cleaning products in a locked, safe secure area. Automatic scrubbers can no longer run in excess of 70 dBA or use wet lead acid batteries since they give off gas hydrogen at 40 times the level of gel batteries while charging, are hazardous to maintain and require staff training, maintenance and safety equipment. Chargers for auto-scrubbers and other battery operated equipment need to have controls to prevent overcharging as gel batteries can still overcharge through faulty chargers.
Along with the products and processes, we are seeing other changes; daytime cleaning is becoming far more prevalent, and there is far greater input overall from the Tenants and Facility Managers requesting energy savings and reductions in noise. The Stakeholders at all levels are showing a lot more interest in what’s being used to clean (chemicals, paper and equipment) and how it’s being used. This interest is driving the manufacturers in our industry to develop safer, more efficient products such as lower noise level vacuums, lithium polymer battery vacuums and automatic scrubbers that are lower in noise level and recycle water.

The net result is a more productive workforce using products that are safer for them, the occupants of the facility and the environment with the final outcome being a cleaner, safer and more sustainable facility.

Equipment, Tools and Carts – Below is a brief explanation and a few specific product examples of industry leading equipment:

These examples of equipment can be found at the following sponsor web site, http://nacecaresolutions.com however there are many similar equipment suppliers we also recommend:

1. Green Vacuum Line - 2 speed 400/800 watt vacuum from Nacecare.
   At 47 dBA they offer the same soil recovery on low (400 watts) as the standard 1200 watt machines providing a net energy savings of $100 per year/vacuum. Unique to the industry, these units are the lowest energy consumption and lowest noise level vacuums on the market.

2. Battery Powered Vacuums
   There are many battery powered vacuums available with many models to choose from in both backpack and canisters. With noise levels of 45 dBA and no cord anywhere, they are outstanding for daytime cleaning. Whether you choose to wear them (16 lbs so anyone can) or have to pull them mounted on the cart, they are great in offices, health care and education at all levels, and the NBV 220 is exceptional for day porters who need to vacuum during operational hours!

3. Vacuum Filtration and Performance - all models
   Vacuum line overview for LEED-EB, CRI, HEPA-Like for non-hazardous soil removal and HEPA for hazardous soil removal.

   Note: Vacuums should be HEPA-like in their filtration. This means that they remove 9.99% of particulates. Bags should be double walled and vacuums will have filters on their exhaust. This 99.99% efficiency allows for the most cost effective way of removing dust from the environment. HEPA vacuums and their filters are expensive and only need to be used in select areas, such as white rooms, laboratories, asbestos removal and isolation rooms.

5. Carts and Mopping Trolleys
Whether you require recycling, colour coding, locking cabinets or onboard pre-charging systems, they are all part of the system, and so is the ability to design and develop custom cart programs that are modular, ergonomic and work in your facility.

It is recommended that BSCs visit Industry Trade Shows on an annual basis to learn about new systems and advancements in technology, processes and labour savings in the Cleaning Industry.

Paper Towels and Bathroom Tissue

The “Built Environment” accounts for 40% of all Global Energy Consumption and 33% of all Green House gas emissions.

Facility Managers are faced with the challenge of sourcing products that are cost effective, high quality and environmentally responsible.

The Paper Manufacturing Industry consumes vast amounts of air, water and energy resources. The paper industry, which is still dominated by virgin fiber products, is the fourth largest generator of Green House gas emissions and is the largest user of industrial process water.

Fortunately, there are more and more paper products being manufactured using 100% recycled materials. Many paper products, such as office paper and corrugated boxes, can be recycled five to seven times. This type of source material is known as post-consumer fiber. It is desirable to have a high percentage of post-consumer material which diverts valuable fiber from landfills and requires no harvesting of trees.

Commercial Facilities are promoting proper hand washing and drying as an easy, inexpensive and effective way to prevent the spread of germs and keep Employees healthy. There are now paper hand towels which are available to improve the hand washing and drying process by reducing the bacteria.

Post Consumer Recycled Content:

It is possible to manufacture towel and tissue paper products with 100% recycled content and 60-100% post-consumer material. [http://www.afh.cascades.com/en/brands-systems/](http://www.afh.cascades.com/en/brands-systems/) (North River, click on MORE)
**Bleaching Process:**
It is now possible to eliminate the bleaching chemicals from the bathroom tissue manufacturing process while maintaining a high quality product. [http://www.afh.cascades.com/en/brands-systems/](http://www.afh.cascades.com/en/brands-systems/) (Moka, click on MORE)

**Control Systems:**
It is possible to cut back on the overall usage of paper towel and bathroom tissue. This is done through the use of a controlled dispensing system. Controlled dispensing systems decrease the amount of paper waste and the labour cost of restocking dispensers.

It is preferable to use dispensers that do not use batteries but are still hands free.

**Life Cycle Assessment:**

**Sustainability Paper Certifications:**

**Environmental Benefits Calculator:**

**Workplace Wellness:**

**Wiping Systems**

Facility Managers are being asked to reduce costs and increase performance when it comes to maintaining their Facilities. The industry has turned to microfiber cloths to help reduce the chemical burden, waste reduction and general cleanliness in their Facilities.

Microfibers have reduced the amount of paper towels needed to clean a Facility as well as the packaging that surrounds that product and storage needed to hold half empty boxes.

With technology continuously moving forward, microfibers using Silver Ion Technology are available with sanitation claims of 99.9% without the use of chemicals. The life cycle of a microfiber cloth is up to
600 cycles, drastically reducing the cost in use for all facilities that have switched to microfiber.

Now with the invention of polyvinyl alcohol microfiber cloths, we can reduce harmful chemicals and VOCs in a building by cleaning and polishing glass and stainless steel with no need to use window cleaner, stainless steel polish or other cleaning products. The same technology enables one cloth to be used all day as it releases 40 times more dirt particles than any other type of microfiber on the market.

**Silver Ion Technology Cloths**

**Polyvinyl Alcohol cloths**

**Sustainability Awards and Certification**

An in-house washer is important to reduce transportation costs, clean microfibers and reduce the need for replenishment of microfibers.

**Workplace Wellness**

One other aspect to look at with cloths is the reduction of repetitive strain claims against employers with the implementation of microfiber in a facility; the Cleaner can work smarter not harder, reducing the action of scrubbing to light wiping with superior results in cleanliness and appearance and reduced strain. http://www.youtube.com/watch?v=BGJYrZ-1YVE&index=5&list=PL7EE4DEA8CF787295

**Cleaning Products**

“Cleaning chemicals” is no longer the proper verbiage when describing the products used to clean today. With Cleaning Products, all hazards should be removed from the Front Line Workers’ reach, and the products they clean with are Green Cleaning Products, environmental labelled and won’t harm anyone or anything.

BSCs, along with their Vendor Partners, need to work with Property Management Clients to deliver significant and measured improvements in the areas of:

- Green compliance related to building and product certifications
- Cost efficiency
• End user training
• Dispensers
• Providing a healthy workplace for Tenants, Employees and Visitors
• Quality Control inspection, compliance and certification
• Innovation related to cleaning products, tools and processes

A truly effective and cost efficient cleaning program requires that the BSC utilize current technology, dilution systems, limited products and regular training.

With no hazardous chemicals on site, incident & accident rates can decrease by up to 20% according to Cleaning Industry documentation.

There are systems on the market that claim to turn water into better cleaners through ozone infusion. Through practical applications, they appear to work in lightly soiled conditions, and, in high soil conditions, a surfactant needs to be added to the water.

Sustainability

As Industry Leaders, Property Managers are interested in a strong approach to sustainability with the ability and commitment to support 100% Green Cleaning Programs utilizing all Ecologo, Green Seal certified products. It is intended that by implementing sustainable cleaning as a philosophy and practice that improvements will be realized in areas of environmental impact, community relations, plus health and wellness. We ask our Partners to help us reach sustainability targets including LEED EB and cleaning industry management standard green building (CIMS GB) applications.

The Canadian Green Sustainability Program (CGSP) through the Canadian Sanitation Supply Association (CSSA) provides a green program tool kit which offers training and certification through a third party. The program is designed for Property Managers, Building Owners and Building Service Contractors who are looking to go green.

Certified Green Sustainability Manager: www.cssa.com
Certified Green Sustainability Contractor: www.cssa.com
New Building Technology

Architects can help Property Managers and the Cleaning Industry by developing Facilities that do not require as much labour to clean. Touch free washrooms, silver in the contact points eliminating bacterial growth, flooring that does not require coatings after installation thereby eliminating stripping and refinishing are just a few of the innovations available today to make a better and more sustainable Facility.

The time to approach these ideas is during the development or planning stages. Unfortunately most floor plans and sample boards are never seen by the Property Manager before they are selected, let alone the BSC before they are approved. The cost of making changes after the Facility has been built can be prohibitive, and the cost to operate a Facility with challenging materials can lead to higher expenses than the original budgeted cleaning costs.

Several buildings across Canada were built with no cleaning or water closets on any of their floors. The owner had to turn rentable space into cleaning storage rooms and a section of the parkade into a caged equipment storage area, thereby losing valuable rent in both of these areas.

Windows that clean themselves, how much would that save your Operational Budget every year?
http://www.pilkington.com/en-gb/uk/architects

Touch free washrooms were a trend but are now the norm in Retail. Touch free washrooms reduce touch points, thereby reducing cross contamination and reduction of cleaning labour.
Cleaning Industry Technology

Innovation in the labour intensive Cleaning Industry is always developing new ways or ideas on how to improve productivity. Chemical & water reductions, microfibers, robotic auto scrubbers and vacuums are just a few of the innovations to come to the Commercial Cleaning Industry recently.

Vacuums, batteries, dispensers, microfibers, operational software, polymers and ergonomically designed tools and equipment have all been developed to increase productivity and reduce hazards in the Cleaning Industry.

http://www.tennantco.com/am-en/equipment/Innovations/Technology/ec-h2o

Robotics for Vacuuming and Floor Cleaning

http://www.intellibotrobotics.com/

Staff Security Requirements

In our post 9/11 world, compliance with security procedures is an ever-increasing concern and requirement for BSCs and their personnel. The cost of these clearances is normally borne by the BSC as an overhead item.

The current best practice in the marketplace is requiring “level one” police clearance for all Cleaning

Rubber Flooring, instead of VC Tile flooring, is sustainable, reduces operational costs and has a payback of 3-5 years.
Staff. Additional enhanced security clearance may be required for some Tenants, in particular, federal and provincial/state governments. The cost of these clearances is accounted for as an additional line item or paid separate of the Contract.

BSCs should have Staff training on basic security awareness as part of their normal operating procedures. As in every case whenever training is provided it should be documented complete with sign off by both the trainer as well as the employees receiving the training.

SECTION 2
Guidelines for Recommended Cleaning Contract Cost Elements

Recommended Supervision Levels

Supervision is the act of overseeing other people’s work, evaluating it, providing feedback and taking corrective action when required. Some organized labour contracts stipulate what the ratio of supervisors to cleaners is.

Supervisors require a different set of skills than the Front Line Worker. Supervisors must have good English skills (both verbal and written) so that they can communicate with Tenants, Staff and Visitors.

The ratio of Supervisors to Staff varies from Industry to Industry, building to facility. The Collective Agreement for a Canadian University uses the ratio of 1 supervisor to 15 Cleaning Staff as its Standard.

Labour Productivity Guidelines

Productivity in the Cleaning Industry has increased over the years due to a number of innovations with cleaning equipment, cleaning products and the procedures in which they are used.

The process of determining how much time it takes to complete each task is called Work loading. Each task in the RFP cleaning specifications requires a square footage and a time to complete the task. The Estimator for the BSC should workload each task by area type to determine the total time to clean the facility.

By completing this work loading exercise, the BSC can attain an accurate time factor by employee type (Heavy Duty, Light Duty, vacuumer, etc.) for daily and periodic activities.
Some BSCs will say this building requires 5000, 6000 or 7000 sq ft per hour to maintain giving a general work loading figure for the total facility. This is not an “estimate”, it’s a guesstimate”. By Work loading the Facility, the Estimator will find that some areas are 2500 sq ft/hr, whereas other areas are 10,000 sq ft/hr, and the end result will be an accurate breakdown of labour for the Facility.

It is recommended that the BSC be continually retuning to the Facility’s workload to address areas of concern, seasonal needs, reduce unnecessary tasks and increase productivity. A proactive retuning of the work loading in a Facility should be done at a minimum of annually by the BSC. A good QA Program will continually retune the work loading in the Facility.

Example:

Work loading is used to help to determine which flooring type is the best value for a Facility (TCO - total cost of ownership). For example: vc tile floors need to be stripped, sealed and refinished on a rotational basis, whereas rubber floors do not require this additional labour. Looking at the life cycle cost of vc tile floors versus rubber floors, this additional labour must be taken into account as the cost of rubber floors is higher initially, but the payback can be within 3 years.

Cleaning Products Guidelines

“Chemicals” in this day and age are not the correct verbiage, and they should be addressed as Cleaning Products. The reason for this is that the majority of the day to day cleaning products that are used today are safe, environmentally friendly and should have a safety rating of “0”.

A Light Duty Cleaner only needs microfibers and one or two cleaning products to do his or her job, an all-purpose cleaner and a disinfectant. Ten years ago, his or her cleaning cart would have had 5 or 6 chemicals on it.

All Cleaning Products should be:

- no VOCs, no aerosols
- Green Products/ Environmentally Friendly
- support LEED EB (Carpet Cleaning Products)
- DIN and/or PCP numbers for the Disinfectants which guarantees that it kills bacteria, viruses, and/or spores at certain rates over a period of time.
- Neutral Ph
• free of metals (floor finish)

The BSCs should have strong relationships with their Suppliers, and it is important to take advantage of the Value they bring to the Relationship.

The Cleaning Supply Company should be providing the following items to support the BSC:

• A dispensing system for the cleaning products (with backflow prevention units included)
• MSDS, procedures, best practices, trouble shooting, knowledgeable sales and R&D staff
• Training; how, when, where to use the products (with Documentation)

• Recycling, reduced packaging, sustainable support & education
• Support programs such as 3rd party evaluations of their cleaning operations
• Supply Chain Management; e.g. Pandemic supplies

Cleaning Products must be safe to protect staff, visitors and the environment. It will also save money. For example, the slurry from stripping metal interlink floor finish must be disposed of through Hazardous Waste procedures in Ontario and British Columbia, thereby increasing costs. If a Green (non-zinc based) floor finish is used, the slurry resulting from the stripping process can be disposed of down the drain.

The Cleaning Supplier will be at the forefront of innovation and technology. The BSCs should be utilizing their strengths and Research and Development to be providing the best options available today. Since innovation is constantly improving the cleaning products and equipment, it is imperative that the BSC be visiting Industry Trade Shows annually to keep up with the latest trends.

Supply Guidelines

Supply Items are cleaning tools, Personal Protective Equipment (PPE), microfibers, mop heads, dust mop handles, floor pads, vacuum bags and other items that are utilized on a daily basis in the Cleaning Industry.

These items are “disposable” in nature as, when they wear out or are full, they are thrown out or recycled. The trend is to find items that are reusable, such as microfiber cloths which can be laundered.

Typically these items are low cost but necessary for the Front End Workers to do their job. A typical list of these supplies can be found at:

http://www.rubbermaidcommercial.com/rcp/products/facilitylist.jsp
Ancillary Cost Items

Ancillary Cost Items are necessary but do not belong to cleaning products or supplies categories. They would be the following items:

**Uniforms**
- Styles
- logoed
- winter gear
- specialty needs (white room, biohazard, etc.)

**Communication Devices**
- Resident Manager’s computer
- cell phones, radios, pagers, Ipads, smart phones

**Laundry Equipment**
- washer and spin dryer for microfibers

**Quality Control**
- devices
- software
- budget for bonuses

**Time Management**
- Time Clocks
- Photo Ids

**Security**

An item that reaches the end of its life cycle must be disposed of. If the product contains hazardous components and is sent to the landfill, we are creating an unsustainable environment. Check out what the product is made of before purchasing it and make sure you are helping the sustainability of your facility.

Security checks
Key/Card Control System

* Some of these systems will have to be physically installed and would require power and Internet access. The costs to install are to be included in this section.

Training Guidelines

The BSC must have a comprehensive general Training Program that covers the following categories:

- Cleaning Products; their use, where to use them and why, procedures
- WHMIS
- Cleaning Equipment; how to use, maintenance, procedures
- Customer Service
- Health & Safety
- Company Policies and Procedures
- Cleaning For Health; Infection Control
- Hand washing
- Light Duty Cleaning
- Heavy Duty Cleaning
- Team Cleaning and Working in a Productive Team
- Green Cleaning, Sustainability, Environmental Responsibilities
- Quality Assurance Inspections and Performance Management

The BSC can utilize In House Trainers, 3rd Party Companies and their Suppliers to fulfill these needs.

The BSC must have a Site Specific Training Program that covers the following categories:

- Building Specific training; Building Tour, Customer Policies & Procedures, Introductions
- Building Cleaning Plan & Schedules
- Communications Plan
These training components must be delivered and documented to every employee and some training (WHMIS) must be reinforced on a regular basis to uphold OH&S legislation, the COR or ISO Program.

It is recommended that Supervisors be given additional training such as Kaizen Training, conflict resolution, leadership skills, feedback skills, accident investigation, team building, etc.

**Health & Safety**

The Building Service Contractor (BSC) must make every effort to provide a safe and healthy work environment for all Employees, in order to prevent occupational illness and injury in the workplace. The Contractor has the responsibility to ensure that it is in compliance with the Occupational Health & Safety Act, as well as all other applicable laws and regulations.

The BSC’s Health & Safety Program must be comprehensive, and contain policies, procedures and processes that are integrated into all functional operations. Ultimately, the objective is to protect the health and safety of all Employees, Tenants, Visitors, and any other individuals who occupy the premises.

In addition to providing appropriate training, hazard information, proper safety equipment, and ensuring all supervisors are competent, the BSC must also ensure that their Health & Safety Program includes and addresses the following, depending on the number of workers in the BSC workforce:

- A Health & Safety Policy
- Site Specific Hazard Assessment (Workplace Inspections)
- Documented Regular Safety Meetings (Toolbox Talks)
- Emergency Preparedness and Building Evacuation Procedures
- Workplace Hazardous Materials Information System (WHMIS)
- Accident Reporting and Investigation
- Prevention of Slips, Trips & Falls
- Early and Safe Return to Work
- Physical Demands Analysis
- First Aid Procedures
- Workplace Violence and Harassment
- Roles and Responsibilities of the Joint Health & Safety Committee
• Pandemic/Business Continuity Plan
• Preventative Maintenance Program

The BSCs must evaluate their Health & Safety program on a regular basis (at least annually), for the purpose of making continuous improvements. This includes reviewing and updating policies and procedures, performing Health & Safety audits, and staying up to date on new laws and regulations.

The BSC must be committed to the expenditure of time, resources, attention and authority in order to ensure a safe and healthy work environment for all workplace parties, creating a safety culture for all employees.

SECTION 3
BSC Overhead Value Elements, Definitions and Cost Ranges

It is advantageous for Property Managers to classify their commercial buildings into one of three categories, Premium, Standard or Basic, and then fine-tune their desired service models. Most Property Managers can identify with a class A, B or C building, depending on size, age, location, and Tenant requirements of the particular building they are managing. With a classification in place, appropriate Cleaning Service value elements can be evaluated, then allocated with appropriate expenses budgeted.

This classification and delineation of key value elements of Cleaning Services will mostly eliminate the ambiguity between cost and value. Property managers negotiating cleaning contracts need to be aware of the varying costs of these overhead items to ensure adequate funding has been allocated by the proposing BSCs in their RFP response document.

Overhead Value Elements Classified by Cleaning Level and Cost.

Note: Value items that are checked in a lower classified building are automatically assumed to be included in the higher classifications of buildings.

The following chart is provided to illustrate these costs:

<table>
<thead>
<tr>
<th>Cleaning Service Value Element</th>
<th>Overhead Cost Range</th>
<th>Basic</th>
<th>Standard</th>
<th>Premium</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality Control Systems</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Manual QA Systems</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cleaning Service Value Element</th>
<th>Overhead Cost Range</th>
<th>Basic</th>
<th>Standard</th>
<th>Premium</th>
</tr>
</thead>
<tbody>
<tr>
<td>Template based inspections with scoring</td>
<td>NC</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project work scheduling and completion</td>
<td>NC</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Basic Computerized QA Systems</strong></td>
<td>$500/year for program</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Flexible template based inspections with Upgraded scoring</td>
<td>+120 hours per year to execute</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Defined tracking capabilities with Flexible analytics, report generation</td>
<td>“</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Web Based Advanced Computerized QA Systems</strong></td>
<td>$1,500/year for program</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Customizable template based inspections</strong></td>
<td>Plus 240 hrs/year to execute</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Customizable tracking capabilities with work order generation</strong></td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Customizable scoring systems with Detailed trend analysis</strong></td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Real-time analytics, sophisticated report generation &amp; data mining</strong></td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Green Cleaning</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Policy with Product list</strong></td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Specific equipment &amp; tools list</strong></td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Detailed in-house staff training</strong></td>
<td>12 hours per year per employee</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Product and program customized for client</strong></td>
<td>“</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Systematized plan with Standard Operating Procedures</strong></td>
<td>14 hours per year per employee</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Identification of vulnerable populations</strong></td>
<td>“</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Formal procurement processes</strong></td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Independent third party certification</strong></td>
<td>Add third-party cost ($3,000-$8,000)</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Cleaning for Health</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Procedures in Place</strong></td>
<td>Base included</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Initial specialized training</strong></td>
<td>6 hours per employee per year</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Systematized approach</strong></td>
<td>“</td>
<td>✓</td>
<td></td>
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</tr>
<tr>
<td><strong>Facility benchmarking</strong></td>
<td>“</td>
<td>✓</td>
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<tr>
<td><strong>Pandemic training of staff with supplies on-site</strong></td>
<td>20 hours per year per employee</td>
<td>✓</td>
<td></td>
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<tr>
<td>Decontamination training and equipment on-site</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td></td>
</tr>
<tr>
<td>On-going training &amp; support with ATP validation</td>
<td>Add ATP equipment supplies cost or third-party cost</td>
<td></td>
<td>✓</td>
<td></td>
</tr>
</tbody>
</table>

### Equipment and Materials

| Basic, quality equipment and materials | ✓ |
| Medium quality equipment and materials with on-site supplier support | BSC allows 5% premium over basic supply costs |  | ✓ |
| High quality equipment and materials with on-site supplier support | BSC allows 10% premium over basic supply costs |  | ✓ |

### Safety training and equipment

| Company Health and Safety Policy | $150/year | ✓ | ✓ | ✓ |
| WHMIS training | $75/employee per year | ✓ | ✓ | ✓ |
| Basic PPE | $100/employee per year | ✓ | ✓ | ✓ |
| Basic Health and Safety program | $1,500-2,000 | ✓ | ✓ | ✓ |
  | Site Specific Hazard Assessments | ✓ | ✓ | ✓ |
  | Safe Work Practices | ✓ | ✓ | ✓ |
  | Accident Investigation | ✓ | ✓ | ✓ |
| Health and Safety Management System | ✓ |
  | Formal Hazard Assessment Program | ✓ |

### Cleaning Service Value Element

<table>
<thead>
<tr>
<th>Cleaning Service Value Element</th>
<th>Overhead Cost Range</th>
<th>Basic</th>
<th>Standard</th>
<th>Premium</th>
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<tr>
<td>Job Hazard Analysis</td>
<td>✓</td>
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<tr>
<td>Safe Job Procedures</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Company Rules and Enforcement Policies</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Advanced PPE Policies and Procedures</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Advanced Preventative Maintenance Program</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Advanced Training and Communication Program</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Workplace Inspection and Reporting Program</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emergency Preparedness</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
SECTION 4
Recommended Cleaning Contract Operating Guidelines

Daytime Cleaning

Daytime cleaning has been the operating norm in Europe for decades. It began to gain traction in North America in 2006 and has been gaining market share steadily since then. There are many advantages to daytime cleaning, including energy savings, reduced cleaning complaints, increased Tenant satisfaction, and enhanced environmental program values. The key challenge to daytime cleaning is managing the culture change with tenants.

Most large BSCs have experience with daytime cleaning, and it is advisable, in large building transitions, to use the services of a third-party consultant, particularly for Tenant presentations to facilitate the education that is required to change the culture in the Facility.

In pricing daytime Cleaning contracts, it is not unusual for labour costs in non-unionized marketplaces to be higher than evening cleaning.

Cleaning for Health

In 2003 SARS was transmitted to Toronto, Canada, and companies across the country were frantic to implement cleaning services to reduce the transmission of the disease and keep their staff from getting ill. Since SARS is a respiratory disease, the answers provided to the companies were unacceptable in their eyes as it meant keeping people away from each other at work.

Health Professionals and Infection Control Practitioners were training trainers to bring proper PPE use and Hand Washing Techniques to Front End Workers and concerned Citizens. Wearing N95 face masks became standard for Staff dealing with the public. Alcohol hand wash stations popped up outside of washrooms and elevators.
Pandemic planning suddenly became a reality that most organizations had just put a cursorily effort into by that time. Policies were developed to work from home and to stay at home when you were sick to prevent the spread of the infection in the workplace.

The process of Cleaning for Health is the frontline for reducing the transmission of diseases and influenzas. This process helps reduce absenteeism and assists in keeping companies and institutions more profitable.

**Cleaning for Health is a four part system**

1. Cleaning contact points with microfibers and a certified green disinfectant to reduce cross contamination in the workplace.

2. Educating companies, Tenants and Staff on proper hand washing techniques, the use of PPE, the transmission of disease, Universal Precautions, and that they are ultimately responsible for their own health.

3. Providing additional Personal Protective Equipment (PPE) and specific cleaning products (for example, absorbents) to Cleaning Staff and making alcohol hand wash available to everyone.


4. Having a Pandemic Cleaning Plan with a Team, trained, equipped and available to clean up after individuals who have become sick.

Companies that want to reduce absenteeism in the workplace have implemented a Cleaning for Health Program.

Cleaning staff clean all contact points (elevator buttons, door knobs, light switches door handles, etc.) with a microfiber and disinfectant on a rotational basis. A systematic and rotational approach is required.

The act of cleaning contact points during the daytime during business hours “breaks the bacteria chain” and gives tenants the added perception that the Facility is cleaner.
Cleaning for Health Testing

There are several ways to evaluate the cleanliness of a Facility. Unfortunately the one we use the most, vision, is limited as we can only see visible dirt, not the germs and viruses that can harm us.

Ultra Violet (UV) or Black Light is an inexpensive way of “seeing” organic matter with our eyes. A black light is shone on the surface, and the blue glow that is emitted identifies organic matter; no glow translates to good cleaning procedures!
http://chemistry.about.com/cs/howthingswork/f/blblacklight.htm

Cleaning Supervisors can write, with a UV marker, a date and come back a week or month later and shine the black light on the surface to see if the date has been erased by cleaning techniques. This is one way of confirming that Project work, such as wall washing, has been completed.

ATP testing is a more formal way of identifying organic matter on surfaces. Swabs are taken and independent laboratories provide the results. This testing is typically completed by 3rd Parties.
http://en.wikipedia.org/wiki/ATP_test

Pandemic Planning

A Pandemic Plan is the steps a BSC will take during the escalating phase of an active disease pandemic.

A quality Pandemic Plan will take into account the BSC’s reduced labour pool at each Pandemic Phase and how each Customer will be affected. It will also address the communication plan, supply chain plan and transportation plan.

Construction Projects

Churn (the rate of relocation of occupants in response to reorganizations, workforce reductions and additions or transfers), retrofits and construction projects in your Facility can affect the Indoor Environmental Quality (IEQ) and the quality of the Cleaning Services provided. The dust created by a construction project can spread through a facility and cause indoor air quality issues and therefore hazards for your Tenants, Visitors and Staff.

Sheet Metal and Air Conditioning Contractors National Association (SMACNA) has operational standards to use in Facilities while these projects are happening. Sticky mats at doorways, isolation of
HVAC units, filter changes and increased outside air are all covered in their recommendations. The CCCA recommends that these protocols be followed.

Additional cleaning of areas affected by the Construction are inevitable, and it is best to have an action plan in place prior to any project happening on site. Your on site BSC is best suited to provide the construction cleaning services that will be required. The BSC already has qualified, trained and security cleared staff on site. Why increase your risk by allowing uncertified cleaners on site?

It is best practice to have a plan in place with your BSC to handle all of the cleaning needs in the Facility based on a prearranged pricing sheet that can be part of the Project RFP or Tender.

The BSC can help the Property Manager by being additional eyes and ears during a Project. They will often be the first ones to notice that drywall dust is tracking into common areas or that neighbouring offices are accumulating dust from HVAC systems that have not been adjusted.

**Gradual Start-ups:**

Sometimes in a new Facility, a gradual start up is required and only certain floors are occupied in stages. It is the CCCA’s recommendation that Vacancy Credits not be used in this situation, but a negotiated start up with a staffing schedule and costs be utilized. For example, a 12 storey office building opens 3 floors every 2 months, and the BSC builds a schedule for staffing to match the facility’s needs as follows:

<table>
<thead>
<tr>
<th>Date</th>
<th>Floors Open</th>
<th># of Managers</th>
<th># of Supervisors</th>
<th># of Staff</th>
<th>Cost/month</th>
</tr>
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<tbody>
<tr>
<td>January 1</td>
<td>B, M, 1, 2, 3</td>
<td>1</td>
<td>1</td>
<td>10</td>
<td>$15,000</td>
</tr>
<tr>
<td>March 1</td>
<td>4, 5, 6</td>
<td>1</td>
<td>1.5</td>
<td>25</td>
<td>$22,000</td>
</tr>
<tr>
<td>May 1</td>
<td>7, 8, 9</td>
<td>1</td>
<td>2</td>
<td>40</td>
<td>$29,000</td>
</tr>
<tr>
<td>July 1</td>
<td>10, 11, 12</td>
<td>1</td>
<td>2.5</td>
<td>55</td>
<td>$36,000</td>
</tr>
</tbody>
</table>

**New Contract Start-up Procedures**

The activity that is to be completed by the BSC at start-up can be condensed in a list as follows:

- Contract is awarded and signed. Start date is confirmed. Get floor plans, room inventory, contact names and numbers.

- General meeting of all BSC Management involved in the start-up. They will meet to review and finalize all start-up details, review of operating budgets, procedures and detailed site specifications, such as garbage & recycling programs.
• Customer Initial meeting to discuss; current staff to keep (if applicable), tenant introduction meetings, schedule for start-up, supply insurance documents, WCB documents and arrange for Operations Team to walk through the Facility. Is an initial or construction clean required? Are Washroom dispensers staying or being replaced?

• Educate the Customers & Tenants about the Company's standard of cleaning, logbook, negotiate additional services with tenants. Setup coffee & donuts and Introduction display for first day of Contract. Changes in the scope of work should be discussed at this time.

• Order equipment, ancillary supplies, cleaning products and dispensers.

• Schedule pre-start up & start-up Training classes for staff.

• Start Hiring staff, meet incumbents staff (if applicable) and present company’s offer of employment to potential Employees.

• Setup Quality Control system and complete a baseline Inspection.

• Prepare communications strategy; inform the Team and the Customer.

• Task Schedules, Employee specific floor plans, Time Management systems and Periodic Work Schedules to be prepared. All schedules to be reviewed with the site-specific Contact Person prior to initiating them.

• Complete Pre Job Hazard Assessments, Safety Audit for Facility, add to site specific OH&S Training Program.

• Setup Key system and time clocks, get photo IDs taken, complete security checks.

• Receive all equipment and supplies, build as required.

• Clean all Caretaking rooms and storage areas, setup dispensing systems, stock Caretaking rooms as per Operational Plan.

• Start up requires a heavy Management presence. How many people will be on site? What are their duties? When will they be here?

• Accept and sign for keys with clearly marked locations, alarm codes and access cards from Customer. Review policies for locked offices and light that may have been left on.

• Site walk through with staff, on the job training the day before start-up.
- Document start-up and any issues with existing incumbent if applicable.

- Day of start-up meet and tour with customer & tenant contacts. Communications start with Tenants.

---

**BSC Supporting Service Partners, Expectation and Value Elements**

The Cleaning Industry has revenues of over $100 billion per year in North America. It is supported by other large industries, including chemical manufacturing, equipment manufacturing, software companies, uniforms supply companies, third-party consultants, training companies, etc.

These supporting companies are a critical partner that BSCs rely on every day to deliver timely and quality services to Property Managers. An objective of the CCCA is to bring the value that these supporting companies deliver to BSCs and, by extension, to Property Managers’ service programs. Currently, many of these Companies sell and service directly to Property Managers.

These Suppliers also have varying degrees of products and services from basic to premium. As the BSC purchases value-added products, the value to the end user (Tenants and Property Managers) increases.

It is wise for Property Managers to encourage BSCs to bring their Suppliers forward, informing Property Managers of the value and support they receive currently and potential future value for premium products and services that could be brought into the service package for their building.

**Quality Control and Communication Procedures**

Most BSCs try to be “self-managed” and proactive. They recognize that, if they deliver poorly managed and low quality services, not only will their costs increase, but their Contract is likely to be terminated.

By nature, BSCs are entrepreneurial and want to operate their businesses in an independent and responsible fashion.

At the same time, they are Service Companies and need periodic input from their Customers, which includes Property Managers and Tenants.
The CCCA recommends that Property Managers insist on receiving a minimum of a monthly inspection report with corrective action notes and twice per year a Joint Customer Review (JCR) session be scheduled.

The agenda and report for the JCR session should be prepared by the BSC and cover the previous reporting period:

- Cleaning quality assurance scores
- Major cleaning complaints issues and action taken
- Staff training, completed with records submitted
- Equipment or supply changes and issues
- Staff turnover and issues
- Staff incentives and recognition activities
- Periodic work completed and scheduled
- Future planning for the next report period

The BSC should take notes of the feedback from the Property Manager and submit a final report on the meeting to their Client.

In managing the Cleaning Service, Property Managers are recommended to focus on results and performance rather than frequencies of cleaning activities. It is wise to “drop in” on cleaning inspections that are occurring by the BSC from time to time.

**Human Resource Management**

As in many industries in North America with increasing limits on immigration and the aging of the traditional Cleaning labour pool, most markets in North America can expect a significant tightening of the labour market for cleaning service personnel. Many markets in North America will experience real labour shortages within the next five years.

Additionally, there is an extreme shortage of qualified Management now in many markets. It is no secret that the Cleaning Industry is extremely challenging for Management, and there is currently little promotion or incentives provided to bring Supervisors and Management into the Industry.

The CCCA is actively working with other associations to correct this problem. BSCs, supported by their Clients, need to have a detailed, adequately sourced recruitment and retention program in place to secure their labour force. At a minimum, the program should include:
Employee Recognition

In order to enhance employee recruitment and retention programs, recognition programs must be in place to acknowledge and reward employees who demonstrate excellent performance, display a positive attitude, and who demonstrate a commitment to providing superior customer service. Reinforcing these types of behaviours will enable employees to provide the best possible service to the customer.

In addition, by recognizing and showing appreciation for such behaviours, the employee will feel respected and valued, which will ultimately lead to increased employee morale and engagement, as well as less absenteeism and turnover. Ultimately this contributes to a happier and more productive workforce. Get caught doing something great!

There is great value in having the customer involved in employee recognition programs, as this provides an opportunity for the BSC, Building Management and all cleaning staff to establish a sense of unity, cohesion, and pride in providing service to the Facility. The BSC and client can share in the costs of developing and maintaining such programs.

Customer Service Philosophy

Customer Service is extremely important; therefore, the individuals who are delivering services in your Facility should be trained in the highest regard in how to develop relationships and deliver quality Customer Service.

Front Line Staff needs to have adequate English skills to communicate with Tenants, Visitors and other Staff so that they can understand what the Customer needs or wants.

A Customer Service Training Program and ESL are valuable pieces of the puzzle for a BSC to implement in regards to Employee development.
Employees of BSCs, particularly those working on the daytime shift, are required to work in the presence of their Customers on a regular basis. Since Customer Service is the foundation for success, it is important that Employees participate in Training Programs to bolster their communication and Customer relations skills. Customer Service training programs should focus on the following:

- Proper appearance and personal hygiene
- Effective communication skills
- Performing work effectively while respecting Customer operations
- Customer Service best practices
- Role modeling typical challenge situations

**Tenant Services from Building Service Contractors**

BSCs rely on additional services from the Tenants of Buildings as an important source of revenue. In fact, in some North American markets, it is the norm that the building’s common areas are sold at a low margin or breakeven and all of the profit is derived from Tenant services.

It is important for the health of the Industry that these revenue sources be preserved. Some Property Management Companies have chosen to require BSCs to invoice their extra services through the Management Company. A surcharge of 10 to 15% is often charged to the Tenant for these services.

**The CCCA believes this is not a best practice for the following reasons:**

- Property Management will be responsible for the timing, quality, issue resolution etc. of these extra services over which they have very little input or control;
- It creates an additional administrative burden for Property Managers and BSCs;
- Increased costs to the Tenant.

Having recommended the above, it is a best practice for BSCs to be required to produce separate timesheets for these Additional Services. This is to ensure that these services are not completed with labour that is paid from the Base Building Contract. Budget separate and Bill separate.

**The Property Manager should be aware of all Tenant Services being provided by a BSC in their facility so as to be conversant if the Tenant asked a question about them.**
Miscellaneous Contract Consideration

Termination

While most of the ongoing cost in cleaning contracts is labour, there is still a substantial investment in equipment, materials and management time. In addition, a BSC's reputation in the marketplace is of paramount importance. For both of the above reasons, an early termination of a contract is a serious decision that should not be taken lightly.

In many Cleaning contracts, a 30-day cancellation clause “For any reason” is onerous and unclear to the BSC. A 30-day cancellation clause “for cause” is recommended as being appropriate and fair to your BSC, provided they have been given every opportunity to remedy the complaint or complaints.

Subcontracting

The Cleaning Industry has a deserved reputation for inappropriately using subcontractors. There is frequent use of various subcontracting methods, especially amongst companies with a history of low bidding.

The vast majority of commercial office cleaning in medium and large sized buildings does not suit itself to subcontracting the labour. The demands to manage the Staff completing daily cleaning requires hands-on Supervision and Management with the rights and privileges that are only in place with a legal Employee/Employer relationship.

Inappropriate or illegal subcontracting constitutes substantial risk for Building Management and BSCs alike. Not only do government agencies levy fines when such activity is discovered, but, if a safety violation or accident occurs, there is federal legislation in place that can be extremely punitive to Property Managers and Building Owners. Periodic third-party payroll audits from knowledgeable individuals who understand the Cleaning Industry is advisable.

There are many instances where a Subcontractor can provide daily cleaning legally and effectively. These are particularly appropriate with small locations or locations that are geographically distant. It is also appropriate with services such as carpet cleaning, snow removal, pressure washing, etc. which are to be provided by a company that is managed by the main Contractor.

Franchise vs Sub Contractor

The difference between a Franchiser and subcontractor is sometimes a confusing issue. A Franchiser purchases the rights to operate under that brand name in a city or area within a city. They pay a fee every month based on their Franchise agreement to operate which would be included in their
overhead. This can increase their cost, but the Franchise Head Office should be providing quality standardized programs, services, training and products to the Franchisee.

If a Franchisee fails, the Head Office will take over the accounts in the market to retain their reputation, Customer loyalty and revenue stream. It is important to pay due diligence in the RFQ/RFI stage and investigate the failure rate of Franchisees and what their Corporate support is.

It is imperative that Property Management be in control of any decision to allow a subcontractor onto their Property, and there should be a line item in the Cleaning Contract that strictly controls and limits the use of subcontractors.

An inappropriate example of subcontracting would be that a BSC hires a “family” to clean a floor in an 18-storey office building at a flat rate for the month. The subcontractor determines how many people are actually on site, the total actual hours worked, etc. This process adds considerable risk to the Property Manager and his or her Clients as the BSC cannot control who is on site, if a minimum wage is being achieved or if proper training has been completed.

**Use of Third-Party Verification Companies**

The use of Third Party Verification Companies to verify the status of Building Service Companies has grown substantially in the last few years.

**To date this has made sense in some aspects for the following reasons:**

- The increasing risk that Cleaning Services bring to Property Management operations
- Lack of available critical information from a third party on BSC’s risk elements
- The increasing size of Cleaning contracts
- There still remain some large issues with the use of these companies specifically:
  - BSCs are required to sign up, provide information and pay for several different Third Party Verification Companies, at the same time. The BSCs provide essentially the same information to a variety of third-party verification companies who then pass the information on to different Property Management “Client” Companies.
  - Additionally, third-party verification companies require additional fees to be paid for each project. The administrative cost and ongoing requirement to update information can be onerous.
• Verification companies are not of the Cleaning Industry and do not ask Cleaning Industry appropriate questions to adequately prequalify BSCs or protect Property Management from poorly operated companies.

• These costs are hurting an already financially stressed cleaning industry

The CCCA, in concert with the Senior Management of national Property Management Companies, feels there is an opportunity to work together to create a Central Registry and reporting arm of the Association to fill this gap more efficiently and to a higher standard of reporting. One report for each BSC through a centralized non-profit entity, such as the CCCA, will reduce the costs, complexity and usefulness of utilizing Third Party Certification Companies.

Use of Third-Party Consultants

There is an increased trend for Building Owners and Managers to use third-party consultants to support the management of cleaning contracts for a variety of tasks, especially inspections and the RFP process.

For example, at the time of this draft document writing, DCS Global is executing RFP programs for over 35 buildings totalling over 9 million ft.² of commercial office space in Canada.

Commercial Cleaning services, over the past two decades have become increasingly complex, coupled with an increased business risk. The variety of important value elements this Industry delivers that can directly influence Tenant satisfaction, physical performance, sustainability, health and safety and legal compliance is often under-estimated.

Property Managers cannot be expected to master all of the intricacies, best practices and legal requirements that are inherent in managing all of the tasks related to Commercial Cleaning. When one looks at the large cost that Cleaning Services occupy in the budget, many feel it is important to employ a professional from time to time to audit cleaning quality & services, assist with the BSC management process and shopping of the marketplace through RFPs.

There are some guidelines that should be considered when using third-party Cleaning Consultants including:

• Ensure that all BSCs involved in an RFP process understand that the Property Manager remains the purchaser of the Contract, not the third-party Consultant.
• The Property Managers, while benefiting from third-party protection, should still endeavor to form relationships and make themselves available to the BSCs directly.

• During an RFP process, all communication should go through the Consultant after instructions have been received from Property Management. This will avoid confusion and errors.

Cleaning Industry Sustainable Profit Position

As previously mentioned, the Cleaning Industry has been under extreme price compression for several decades. The CCCA feels this is principally due to:

• There have been no real guidelines/definitions of what constitutes value in Cleaning Contracts.

• BSCs defaulted to lower prices in the vacuum of consistent Best Practices for Property Managers.

• The Commercial Real Estate Industry itself has undergone difficult economic times and costs needed to be reduced.

• Unscrupulous or unsophisticated BSCs have engaged in illegal subcontracting and other activities to reduce costs and win Contracts through low bids.

• BSCs have bid Contracts at extremely low or no profit to gain market share or enter the Market with the strategy of increasing the Contract price over time.

• BSCs have bid Contracts using high, unrealistic and unworkable labour work loading or operating systems

The CCCA believes that, as in most businesses, a minimum 10% profit on all Contracts, regardless of size, is sustainable and advisable for Property Management and BSCs.

What is Profit and what is Overhead

BSCs and Property Managers have struggled over the years on what is profit and what is overhead. To put it plainly, Overhead is the money used to pay for most non job based costs except for the ownership of the BSC. Overhead expenses include insurance, WCB, wages, incentive programs, cell phones,
computers, uniforms, software, and supplies to name just a few. Profit is what is left at the end of the day.

There is much risk of unplanned expenses in the cleaning industry. The cleaning company has often been “guilty until proven innocent” with damage, theft, slip and falls and other claims. It is a win/win to have a reasonably profitable stable cleaning contract.

Summary

The Cleaning Industry continues to grow in size and importance relative to the commercial building environment. It is at the stage of its evolution that, without professionalization, it will increasingly fail in delivery of the many key responsibilities. The Canadian Commercial Cleaning Association’s Goal is to raise the viability, sustainability, and professionalism of the Industry to better serve the needs of Property Managers and their tenants.
WAGE REVIEW

What follows are some examples of current wages in the commercial cleaning industry. These rates can change, as witnessed recently in Alberta where the minimum wage rose to $11.20 an hour with the indication of further increases up to $14.00 an hour in the next few years. It’s well known that wage rates can be influenced by benefits, union agreements or long term contracts that include escalation clauses. It can be challenging when you try to compare current wages in long term contracts, that has experienced workers there, to a quote for lower paid employees that are just starting out in the industry. This is where using a consultant can be very beneficial in determining who is offering the best value in a proposal under consideration.

Therefore it is important not to be influenced by price alone.

Professional Building Service Contractors are aware of local current minimum rates and will be informed of the rates when a unionized contract is being proposed and calculated.

Some BSC’s pay their employees above these rates to secure a more experienced employee who in turn can perform at a higher level of service to the building owner and property manager.

Again, this is where using a third party consultant can help determine the best value.
## APPENDIX

### WAGE REVIEW BY JOB AND PROPERTY TYPE

**Province:** Ontario  
**CITY:** Current GTA City Wide Agreement

<table>
<thead>
<tr>
<th>Job Classifications</th>
<th>Hourly Rate</th>
<th>Vacation Pay</th>
<th>Vacation Pay Per Hour</th>
<th>Monthly Employer Fringe Benefits ($)</th>
<th>Fringe Benefits Per Hour</th>
<th>Effective Wage Rate</th>
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</thead>
<tbody>
<tr>
<td>LIGHT DUTY - FULL TIME</td>
<td>$ 11.85</td>
<td>4%</td>
<td>$ 0.47</td>
<td>$ 276.98</td>
<td>$ 1.70</td>
<td>$ 14.03</td>
</tr>
<tr>
<td>LIGHT DUTY - PART TIME</td>
<td>$ 12.15</td>
<td>4%</td>
<td>$ 0.49</td>
<td>$ -</td>
<td>$ -</td>
<td>$ 12.64</td>
</tr>
<tr>
<td>HEAVY DUTY - FULL TIME</td>
<td>$ 12.95</td>
<td>4%</td>
<td>$ 0.51</td>
<td>$ 276.98</td>
<td>$ 1.70</td>
<td>$ 14.65</td>
</tr>
<tr>
<td>HEAVY DUTY - PART TIME</td>
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<td>4%</td>
<td>$ 0.54</td>
<td>$ -</td>
<td>$ -</td>
<td>$ 13.94</td>
</tr>
<tr>
<td>LEAD HAND</td>
<td>$ 12.65</td>
<td>4%</td>
<td>$ 0.51</td>
<td>$ 276.98</td>
<td>$ 1.70</td>
<td>$ 14.86</td>
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<tr>
<td>DAY PORTER</td>
<td>$ 12.65</td>
<td>4%</td>
<td>$ 0.51</td>
<td>$ 276.89</td>
<td>$ 1.70</td>
<td>$ 14.86</td>
</tr>
<tr>
<td>DAY MATRON</td>
<td>$ 12.35</td>
<td>4%</td>
<td>$ 0.49</td>
<td>$ 276.98</td>
<td>$ 1.70</td>
<td>$ 14.55</td>
</tr>
</tbody>
</table>
**Note:** Full Time is defined as 37.5 hours of work per week to a maximum of 44 hours of work per week. Part Time is defined as less than 25 hours. Fringe benefits include benefits such as health, dental and/or prescription drug benefits, work related education and training (other than mandatory training such as WHIMIS and HEALTH & SAFETY TRAINING)

### WAGE REVIEW BY JOB AND PROPERTY TYPE

**Province:** Ontario  
**CITY:** GTA-Non Unionized with Benefits

<table>
<thead>
<tr>
<th>Job Classifications</th>
<th>Hourly Rate</th>
<th>Vacation Pay</th>
<th>Vacation Pay Per Hour</th>
<th>Monthly Employer Fringe Benefits ($)</th>
<th>Fringe Benefits Per Hour</th>
<th>Effective Wage Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LIGHT DUTY - FULL TIME</strong></td>
<td>$11.75</td>
<td>4%</td>
<td>$0.47</td>
<td>$318.84</td>
<td>$1.96</td>
<td>$14.18</td>
</tr>
<tr>
<td><strong>LIGHT DUTY - PART TIME</strong></td>
<td>$11.75</td>
<td>4%</td>
<td>$0.47</td>
<td>-</td>
<td>-</td>
<td>$12.22</td>
</tr>
<tr>
<td><strong>HEAVY DUTY - FULL TIME</strong></td>
<td>$12.75</td>
<td>4%</td>
<td>$0.51</td>
<td>$318.84</td>
<td>$1.96</td>
<td>$15.22</td>
</tr>
<tr>
<td><strong>HEAVY DUTY - PART TIME</strong></td>
<td>$12.75</td>
<td>4%</td>
<td>$0.51</td>
<td>-</td>
<td>-</td>
<td>$13.26</td>
</tr>
<tr>
<td><strong>LEAD HAND</strong></td>
<td>$14.00</td>
<td>4%</td>
<td>$0.56</td>
<td>$318.84</td>
<td>$1.96</td>
<td>$16.52</td>
</tr>
<tr>
<td><strong>DAY PORTER</strong></td>
<td>$5.00</td>
<td>4%</td>
<td>$0.60</td>
<td>$318.84</td>
<td>$1.96</td>
<td>$17.56</td>
</tr>
<tr>
<td><strong>DAY MATRON</strong></td>
<td>$4.50</td>
<td>4%</td>
<td>$0.58</td>
<td>$318.84</td>
<td>$1.96</td>
<td>$17.04</td>
</tr>
</tbody>
</table>
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### WAGE REVIEW BY JOB AND PROPERTY TYPE

**Province:** Ontario  
**CITY:** GTA-Non Unionized without Benefits

<table>
<thead>
<tr>
<th>Job Classifications</th>
<th>Hourly Rate</th>
<th>Vacation Pay</th>
<th>Vacation Pay Per Hour</th>
<th>Monthly Employer Fringe Benefits ($)</th>
<th>Fringe Benefits Per Hour</th>
<th>Effective Wage Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>LIGHT DUTY - FULL TIME</td>
<td>$ 11.00</td>
<td>4%</td>
<td>$ 0.44</td>
<td>$ -</td>
<td>$ -</td>
<td>$ 11.44</td>
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<tr>
<td>LIGHT DUTY - PART TIME</td>
<td>$ 11.00</td>
<td>4%</td>
<td>$ 0.44</td>
<td>$ -</td>
<td>$ -</td>
<td>$ 11.44</td>
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<tr>
<td>HEAVY DUTY - FULL TIME</td>
<td>$ 12.00</td>
<td>4%</td>
<td>$ 0.48</td>
<td>$ -</td>
<td>$ -</td>
<td>$ 12.48</td>
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<tr>
<td>HEAVY DUTY - PART TIME</td>
<td>$ 12.00</td>
<td>4%</td>
<td>$ 0.48</td>
<td>$ -</td>
<td>$ -</td>
<td>$ 12.48</td>
</tr>
<tr>
<td>LEAD HAND</td>
<td>$ 12.50</td>
<td>4%</td>
<td>$ 0.50</td>
<td>$ -</td>
<td>$ -</td>
<td>$ 13.00</td>
</tr>
<tr>
<td>DAY PORTER</td>
<td>$ 12.50</td>
<td>4%</td>
<td>$ 0.50</td>
<td>$ -</td>
<td>$ -</td>
<td>$ 13.00</td>
</tr>
<tr>
<td>DAY MATRON</td>
<td>$ 11.50</td>
<td>4%</td>
<td>$ 0.46</td>
<td>$ -</td>
<td>$ -</td>
<td>$ 11.96</td>
</tr>
</tbody>
</table>
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## WAGE REVIEW BY JOB AND PROPERTY TYPE

**Province:** Ontario  
**City:** GTA-Average

<table>
<thead>
<tr>
<th>Job Classifications</th>
<th>Hourly Rate</th>
<th>Vacation Pay</th>
<th>Vacation Pay Per Hour</th>
<th>Monthly Employer Fringe Benefits ($)</th>
<th>Fringe Benefits Per Hour</th>
<th>Effective Wage Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LIGHT DUTY - FULL TIME</strong></td>
<td>$11.53</td>
<td>4%</td>
<td>$0.46</td>
<td>$198.61</td>
<td>$1.22</td>
<td>$13.22</td>
</tr>
<tr>
<td><strong>LIGHT DUTY - PART TIME</strong></td>
<td>$11.63</td>
<td>4%</td>
<td>$0.47</td>
<td>-</td>
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<td>$12.10</td>
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<tr>
<td><strong>HEAVY DUTY - FULL TIME</strong></td>
<td>$12.57</td>
<td>4%</td>
<td>$0.50</td>
<td>$198.61</td>
<td>$1.22</td>
<td>$14.29</td>
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<tr>
<td><strong>HEAVY DUTY - PART TIME</strong></td>
<td>$12.72</td>
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<td>$0.51</td>
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<tr>
<td><strong>LEAD HAND</strong></td>
<td>$13.05</td>
<td>4%</td>
<td>$0.52</td>
<td>$198.61</td>
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<td><strong>DAY PORTER</strong></td>
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<td><strong>DAY MATRON</strong></td>
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<td>$0.51</td>
<td>$198.61</td>
<td>$1.22</td>
<td>$14.52</td>
</tr>
</tbody>
</table>
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Wage Rates Alberta–BC

<table>
<thead>
<tr>
<th></th>
<th>Days</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Light Duty</td>
<td>Heavy</td>
<td>Supervision</td>
<td>Light</td>
<td>Heavy</td>
<td>Supervision</td>
<td>Light</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Duty</th>
<th>Duty</th>
<th>Duty</th>
<th>Duty</th>
<th>Duty</th>
<th>Duty</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alberta - Edmonton</td>
<td>$11.20 to $14.00</td>
<td>$11.50 to $14.00</td>
<td>$16.00 to $23.00</td>
<td>$11.20 to $14.00</td>
<td>$12.00 to $14.00</td>
</tr>
<tr>
<td>Calgary</td>
<td>$13.50 to $15.00</td>
<td>$13.50 to $15.00</td>
<td>$17.00 to $24.00</td>
<td>$12.00 to $15.00</td>
<td>$13.00 to $27.00</td>
</tr>
<tr>
<td>Fort MacMurray</td>
<td>$16.50 to $21.00</td>
<td>$18.50 to $22.50</td>
<td>$23.00 to $35.00</td>
<td>$17.50 to $22.00</td>
<td>$19.50 to $25.00</td>
</tr>
<tr>
<td>British Columbia - Vancouver</td>
<td>$11.020 to $12.00</td>
<td>$11.50 to $12.50</td>
<td>$14.00 to $23.00</td>
<td>$11.20 to $12.00</td>
<td>$12.00 to $12.50</td>
</tr>
</tbody>
</table>
**Province:** Quebec  
**CITY:** Montreal

### OFFICE, RESIDENTIAL, RETAIL, INDUSTRIAL and WAREHOUSE

<table>
<thead>
<tr>
<th>Job Classifications</th>
<th>Hourly Rate</th>
<th>Vacation Pay</th>
<th>Vacation Pay Per Hour</th>
<th>Monthly Employer Fringe Benefits ($)</th>
<th>Fringe Benefits Per Hour</th>
<th>Effective Wage Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class B LIGHT DUTY - FULL TIME</td>
<td>$16.75</td>
<td>4%</td>
<td>$0.67</td>
<td>$98.91</td>
<td>$0.61</td>
<td>$18.03</td>
</tr>
<tr>
<td>Class B LIGHT DUTY - PART TIME</td>
<td>$16.75</td>
<td>4%</td>
<td>$0.67</td>
<td>$65.94</td>
<td>$0.41</td>
<td>$17.83</td>
</tr>
<tr>
<td>Class A HEAVY DUTY - FULL TIME</td>
<td>$17.18</td>
<td>4%</td>
<td>$0.69</td>
<td>$100.62</td>
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<td>$18.49</td>
</tr>
<tr>
<td>Class A HEAVY DUTY - PART TIME</td>
<td>$17.18</td>
<td>4%</td>
<td>$0.69</td>
<td>$67.08</td>
<td>$0.41</td>
<td>$18.28</td>
</tr>
<tr>
<td>Class A LEAD HAND</td>
<td>$17.68</td>
<td>4%</td>
<td>$0.71</td>
<td>$102.60</td>
<td>$0.63</td>
<td>$19.02</td>
</tr>
<tr>
<td>Class B DAY PORTER</td>
<td>$16.75</td>
<td>4%</td>
<td>$0.67</td>
<td>$98.91</td>
<td>$0.61</td>
<td>$18.03</td>
</tr>
<tr>
<td>Class B DAY MATRON</td>
<td>$16.75</td>
<td>4%</td>
<td>$0.67</td>
<td>$98.91</td>
<td>$0.61</td>
<td>$18.03</td>
</tr>
<tr>
<td>Class A DAY PORTER</td>
<td>$16.75</td>
<td>4%</td>
<td>$0.67</td>
<td>$98.91</td>
<td>$0.61</td>
<td>$18.03</td>
</tr>
<tr>
<td>Class A DAY MATRON</td>
<td>$16.75</td>
<td>4%</td>
<td>$0.67</td>
<td>$98.91</td>
<td>$0.61</td>
<td>$18.03</td>
</tr>
<tr>
<td>Class C WINDOW WASHER</td>
<td>$16.75</td>
<td>4%</td>
<td>$0.67</td>
<td>$98.91</td>
<td>$0.61</td>
<td>$18.03</td>
</tr>
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