

3. Human Resources

It has been said that a cleaning organization's most important asset is its people. A cleaning organization will only operate in an efficient and professional manner if its employees are well-trained, customer-focused, and dedicated to delivering a quality service. Therefore, an organization must ensure that it efficiently and effectively manages its "human capital" in a way that enhances organizational performance. From hiring to training to the actual delivery of service, an organization's human resources, including both management and cleaning personnel, must be prepared to uphold the organization's commitment to quality.

- ❖ **Assessor's Note:** There is a total of 15 provisions contained in Section Three, six of which are mandatory ("shall"). Organizations seeking certification should demonstrate compliance with all six mandatory provisions and at least 60% of those provisions that are included as recommended elements (should) of the Standard. Those organizations that demonstrate compliance with at least 85% of the recommended elements are eligible for "Certification With Honors" classification.

3.1. **Human Resource Policy:** There shall be a written human resource policy.

- **Explanation:** A human resource policy is required because a successful organization relies on the collective efforts of a diverse workforce. The organization must, therefore, establish guidelines that govern the formulation and administration of the policy. Ultimately, an organization's human resource policy should act as a central reference tool in the management of employee relations policies.
- **How to Comply:** The organization establishes compliance with this section by presenting an assessor with its written human resource policy. An assessor may also interview organization management to determine how the policy was developed and how it is implemented.
- **Recommendation:** The organization's Human Resource Department and legal counsel are primary resources. The Society for Resource Management's website (http://www.shrm.org/hrtools/policies_published) contains example policies that may be customized by an individual organization.

3.2. **Hiring Practices**

- a. **Recruitment:** There should be a written plan for recruiting employees and a means of monitoring the plan's effectiveness.
 - **Explanation:** Recruiting the right people is of paramount importance to the continued success of an organization, and an organization's recruitment policy can help ensure that the best

people are recruited. The organization's human resource policy and recruiting plan should also help the organization abide by applicable laws and regulations.

- ***How to Comply:*** The organization must have a written plan that specifies the tools that are used in recruitment. For example, an organization might use advertising, referral bonuses, job fairs, walk-in candidates, and/or billboards. The organization should indicate which methods are used and under which circumstances. The assessor will look for a coherent recruitment strategy and may interview management to discuss the organization's recruitment strategy.
- ***Recommendation:*** An organization's Human Resource Department and legal counsel are primary resources. The Society for Resource Management's website (http://www.shrm.org/hrtools/policies_published) contains example policies that may be customized by an individual organization.

b. Selection: There shall be a written procedure for selecting qualified employees.

- ***Explanation:*** Developing a clear employee-selection policy is important to ensure that the organization hires the best persons available.
- ***How to Comply:*** The assessor will review the organization's employee selection policy and relevant employment records. The policy may include information on the following:
 - Number of interviews to be conducted
 - Who is responsible for interviewing
 - Verification of application information
 - The conducting of background investigations
 - Drug testing
 - Reference checks

The above list is not meant to be exhaustive but rather to provide an example of the types of issues that should be addressed.

- ***Recommendation:*** An organization's Human Resource Department and legal counsel are primary resources. The Society for Resource Management's website contains example policies that may be customized.

c. Retention: There should be a program in place to encourage and to measure employee retention.

- **Explanation:** Retaining employees and developing a stable work force can improve service and foster quality performance.
- **How to Comply:** The organization should be prepared to describe how it calculates employee turnover and retention and should provide retention and turnover records to the assessor. The assessor shall then review the tools, techniques and programs that are used by the organization to retain employees. For example, if the organization uses incentives, a description of the program should be provided to the assessor and examples of its use should be evaluated. The assessor may also wish to interview organization management to discuss the organization's employee retention efforts to verify that tools are being implemented.
- **Recommendation:** An organization's Human Resource Department and legal counsel are primary resources. The Society for Resource Management's website (http://www.shrm.org/hrtools/policies_published) contains example policies.

3.3. **Site-Specific Orientation**

- a. Each employee shall participate in a site-specific orientation program.
 - b. There should be written documentation that an orientation program occurred.
- **Explanation:** Each facility is different and comes with its own challenges that employees need to be aware of. Organizations that service multiple buildings/ locations need to include site-specific issues such as safety, access, and other unique requirements in the organization's general employee orientation program.
 - **How to Comply:** This element does not necessarily require that an organization create separate policies for every location that it serves. To establish compliance with this element, it is sufficient for the orientation to reference site-specific requirements. The assessor will verify compliance by reviewing training records and interviewing staff members.

3.4. **Executive Development:** There should be an executive development program or a continuing executive education program.

- **Explanation:** Leadership in a rapidly changing environment requires a diverse and evolving skill set. The organization's leadership should

be encouraged to continually acquire new skills and hone existing ones.

- ***How to Comply:*** This element applies specifically to presidents, vice-presidents, directors, and other upper management personnel of an organization. Executive development can take many forms including, but not limited to, attendance at trade shows, seminars, college and university courses, and industry specific training. The assessor verifies compliance by reviewing documentation of the executive's activities or conducting interviews with the executive to discuss the executive's ongoing educational activities. For example, certificates of completion would substantiate seminar attendance. A certification, such as one issued by IFMA or IEHA, would also satisfy the requirements of this element.
- ***Recommendation:*** Industry associations such as ISSA, IEHA, IFMA, BOMA, and APPA provide executive education programs that help fulfil this requirement.

3.5. Management Training

- a. Technical: There should be a written curriculum for technical training of management and documentation that personnel have been trained.
 - ***Explanation:*** Technical training refers to procedural training of cleaning techniques and processes (i.e., how to clean). An organization must document that the training has occurred.
 - ***How to Comply:*** An organization should provide the assessor with access to the following:
 - The technical training curriculum.
 - Training materials. For example, handout materials, a video tape, DVD, or other materials used in the training.
 - Documentation that the training occurred. For example, training sign-in sheets.The assessor will evaluate the items and may choose to randomly interview program participants.
 - ***Recommendation:*** Industry associations such as ISSA, IEHA, and APPA have a vast array of training resources. For example, IEHA's certification could be used to demonstrate compliance with this element. In addition, many manufacturers, distributors, and cleaning consultants offer tools that will help satisfy the requirements of this element.