

SUMMER 2018

# contractor's corner

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NEWS, VIEWS AND INFORMATION FOR THE FACILITY SERVICE PROVIDER



## The Cannabis Act: What employers need to know

*With legalization of recreational marijuana just around the corner, it's important for employers to be prepared and know where they stand*

By DAVID MAHER

**T**he impending legalization of recreational marijuana presents challenging and uncharted territory for many employers in Canada. The forthcoming Cannabis Act, AKA Bill C-45, raises a number of questions

regarding workplace safety and impairment, particularly for jobs that have the potential to place employees in harm's way.

Here's what employers need to know ahead of the law changes:

### Is marijuana legal in Canada right now?

Not for recreational use, even though it is legal for verified medicinal purposes. The government had initially aimed to

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# ISSA SHOW

## NORTH AMERICA 2018

### Register Now for ISSA Show North America 2018

Registration is now open for ISSA Show North America 2018, which will take place October 29 to November 1, 2018 at the Kay Bailey Hutchison Convention Centre in Dallas, TX.

In addition to being the one week when the entire cleaning industry comes together, this year's show features:

- 360° of immersion with more than 90 educational seminars and workshops, networking events and innovation throughout the show floor.
- A fresh variety of events and attractions to keep attendees engaged and eager for more, such as the ISSA Backlot Bash and the ISSA Spotlight Speaker.
- Specialty pavilions focusing on the latest products and business opportunities.
- Tailored educational tracks to meet the specific needs of attendees.
- More savings – the earlier you register, the more you save.

For more information, please visit [www.issa.com/show](http://www.issa.com/show).

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## contractor's corner

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910 Dundas St. W., P.O. Box 10009  
Whitby, ON L1P 1P7  
Tel: (905) 665-8001  
Toll free: (866) 684-8273  
Email: [tracy@issa-canada.com](mailto:tracy@issa-canada.com)  
Web: [www.issa-canada.com](http://www.issa-canada.com)

# The Cannabis Act: What employers need to know

have the Cannabis Act passed before July of this year, but a packaged Senate timetable led to a postponement. A final vote on the act is to be held by June 7.

Assuming the bill is passed by the Senate on this date, it will be another two to three months before provincial and territorial governments are prepared for retail sales – pushing legalization back until August or September.

## How will legalization affect the workplace?

Marijuana is the most commonly encountered substance in workplace drug testing already, and widespread use is expected to increase exponentially once the bill passes.

Employers have expressed concerns that this proliferation of pot smoking could present an array of problems. This is particularly pertinent for those who run high-risk business, such as those where workers operate heavy machinery.

“The THC in cannabis can impair your ability to drive safely and operate equipment,” warns Health Canada. “It can also increase the risk of falls and other accidents. Impairment can last for more than 24 hours after cannabis use, well after other effects may have faded. People who use cannabis regularly may have trouble with certain skills needed to drive safely for weeks after their last use.”

## Should employers amend policies?

Yes. Most businesses strictly forbid their employees from showing up to work drunk as part of their policies. If marijuana is not part of your employment policies and procedures, they should be updated to reflect your stance on it. Similar to alcohol, there are no “blanket rules” against employees showing up to work impaired, explains Simone Ostrowski, a workplace lawyer with Whitten and Lublin.

“An employer can put in their policy that it's prohibited to show up impaired or to be consuming marijuana at work, and it's not hard to do that,” she said. “A

policy can be pretty basic, especially if the employer already has existing drug and alcohol policies in place. Generally speaking, it's not going to be a crime, or against any employment standards, for an employee to show up impaired unless the employer has a policy in place.”

## Should employers take a zero tolerance stance against marijuana?

No, as employers still have a duty to accommodate employees who use marijuana medicinally. However, a ban on workers smoking weed recreationally at work or showing up high to the workplace without having a medical reason is recommended. You should look to clearly discern between the two when establishing policies on the matter.

“It's more legally risky to establish a zero tolerance policy because of the duty to accommodate that all employers have. Employers should look at the case of each individual employee, their disability and their needs in their particular job,” Ostrowski said. “For safety sensitive roles I'd recommend a policy that tells employees who have a medical need for marijuana, that they must notify their employer, so they can look at the evidence and assess the person's ability to do the job safely.”

An individualized policy, as opposed to a blanket one, could help employers avoid running into Human Rights problems down the line.

## What about drug testing?

Drug testing in Canada is a highly contentious issue and there are very limited circumstances where an employer can make workers take one – generally only if there's a connection between drug and alcohol testing, and workplace safety. Even then an employer would have to show that there's reasonable cause for testing. “If there was an ongoing substance abuse problem in the workplace and there had been an accident that employees had been involved in, potentially because of

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By JEFF SMITH

# Build Your Exterior Maintenance Budget

**W**hen budgeting for any business setting, it's important to plan ahead. However, facility managers and building service contractors know how difficult it can be to determine a budget and stick to it. An organization's or client's goals may change throughout the year, and it's nearly impossible to foresee expenses that can arise from workplace or building structural issues and natural disasters – especially when they pertain to your facility's exterior.

While you cannot predict the future, trying to budget the money for it will ensure your facility receives the routine care it needs. When creating a budget for your exterior maintenance plan, consider the following steps:

## CHECK YOUR RECORDS

If you're not sure where to start, refer to the data you have on hand as a

first step. Looking at past expenses and maintenance projects will help you get a better understanding of which building areas typically receive the most time and resources and how your facility is spending resources on exterior maintenance projects. Use this information to create or update your company's maintenance log and continue to monitor all repairs and routine services.

Build the foundation of your budget by:

1. Pinpointing what exterior areas need attention, the time of year to address them, the frequency and how much the projects cost. This will help to calculate how much you can expect to spend on each maintenance project.
2. Think about the dollar amount you're willing or able to spend on exterior maintenance for one year. Do all of the expenses from the above bullet point require attention, or are there some areas where you can scale back? Keep this in

mind as you move to the next step.

3. Note larger renovations your facility is planning five years from now.

## REDEFINE YOUR LINE ITEMS

Examine where you've spent your money in the past and break future purchases into categories to highlight where you can make cuts and where you can afford to make investments. Set up three overarching categories: routine care, repairs and renovations.

Once you've divided your expenses among these categories, determine if you're spending more money on repairs than on routine maintenance. If so, you may want to incorporate more routine services into your exterior maintenance budget to offset any large repair bills down the line. For example, budgeting to service an HVAC unit once or twice per year will be less expensive in the long run

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## 2018 Innovation Award Program Opens for Submissions

ISSA is thrilled to call for entries for the 12<sup>th</sup> Annual ISSA Innovation Award program.

The program serves as a platform for exhibitors at the ISSA Show North America to launch their product and service innovations, which are voted on by cleaning-industry distributors, building service contractors, residential cleaning contractors, and in-house service providers prior to the show.

“The ISSA Innovation Award program gives inventors, innovators, and the best and brightest in the cleaning industry an opportunity to showcase what they do best,” said industry expert and 2016 ISSA Innovation Award program judge, Holly Borego, of C&W Services. “The ISSA (Show) North America is the only place where you can see the significant technological strides made in the cleaning industry right in front of your eyes.”

The ISSA Innovation Award program features the latest products and services from top manufacturers and suppliers throughout the cleaning industry worldwide. Entries are organized into five categories – Cleaning Agents, Dispensers, Equipment, Services and Technology, and Supplies and Accessories. Each entry vies to earn an ISSA Innovation Category Award and, ultimately, the top honor, the ISSA Innovation of the Year Award.

All entries will appear online for members to vote at [www.issa.com/innovate](http://www.issa.com/innovate). Then, all entries will be on display in the ISSA Innovation Marketplace & Lounge – Booth

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# Build Your Exterior Maintenance Budget

than repairing or replacing the unit due to negligence. Budgeting to caulk cracks in the building exterior can also help to prevent interior damage from leaks.

## CONSIDER YOUR PRIORITIES

Once you’ve reviewed your past exterior renovations and repairs, take into consideration the building areas that are the biggest priority to you and your tenants. With safety being a top priority, sidewalks and parking lots should be first in line for routine services, such as pavement resurfacing, crack sealing and parking lot space re-stripping. Allocate the money for these expenses first.

After addressing areas that have a direct impact on workplace and building occupant safety, allocate resources to building improvements or repairs associated with preventative maintenance (roofing, exterior walls, entryways) and work your way down to the tasks that help with the general appearance of the property (landscaping, pressure washing).

When determining your priorities, be sure to set aside improvement projects that may not be immediately necessary. Although upgrades and additions to your building exterior will boost the aesthetics, make sure funds first go to fixing and maintaining the current lay-out and building foundation.

## CREATE YOUR TIMELINE

A large factor affecting your budget planning is your service timeline. Are you taking a reactive approach

and scheduling jobs as exterior issues or renovations pop up? This may not be the best way to cut costs. Instead, schedule your services for the beginning of the year based on the best times for routine care and updates.

## CONSULT WITH VENDORS

Reviewing previous vendor relationships and consulting with new professional maintenance companies is another important step in the budget-planning process. After evaluating each vendor that has serviced your facility, you should get a better feel for which companies excelled in timeliness, pricing, responsiveness and professionalism. If a past vendor relationship didn’t meet your standards, re-state your expectations, negotiate your current contracts or generate new business partners.

## STAY ON TOP OF IT

Having a solid exterior maintenance plan is an essential part of every building manager’s job. However, creating or re-defining the budget behind the plan is the first step to saving money in the long run. Be proactive by having a plan in place at the start of your organization’s fiscal year, and continue to monitor and categorize your spending as the year progresses. This will ease the hassle of budgeting and set your team up for long-term success.

- Jeff Smith is president of City Wide Maintenance of Indianapolis, IN.  
Reprinted from ISSA’s CMM online

## ISSA Engage

Sparkling innovation in the global cleaning community

ISSA Engage is a new digital idea exchange for members of ISSA, the only worldwide cleaning industry association.

The quarterly, on-line publication leverages one of the benefits members say they value most from ISSA – the ability to find new ideas from peers around the globe. Through ISSA

Engage, the association features innovative thinking applied in various organizations, tips you can try, reports you can share and inspiration to fuel your team’s success.

Mistakenly, many people think ISSA is just an American organization, or an exhibition they’ve attended, but

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By DON PHIN

# Knowing the Math of Hiring and Retaining Talent

## There's a lot of variance in the cost of turnover

**H**ere's a reality. Half of you hire better than the other half. Some are in the bottom 10 per cent, and then there are those great cleaning companies in the top 10 per cent. You can imagine how this variance impacts your bottom line, whether you have five or 500 employees.

The same could be said for your retention practices. What if you had half the turnover of your closest competition?

I speak with a lot of cleaning service business owners. I do my best to help them understand that there is great opportunity in great HR practices. I also let them know somebody must pay for poor HR practices and, eventually, that somebody is the sales team (which may be you).

Think of it this way – you have an annual turnover rate of 50 per cent. That's one out of two employees. Actually, not all that bad in your industry, where the average can be as high as 200 per cent. They may have left because you fired them, or they went to a competitor paying an extra 50 cents per hour.

There's a lot of variance in the cost of that turnover depending on whether they were a poor performer or a great performer, took people with them or filed unemployment or work comp claims, etc., to get a true sense of this exposure. I encourage you to fill in your "replacement" costs:

(1) The time and money it takes to find a replacement. Sourcing, interviewing, etc. If you are a small shop and doing the hiring yourself that cost adds up quickly. What's an hour of your time worth?

(2) Time and cost of background checks and pre-hire fit-for-duty exams (You do both... right?). Typically, \$75 to \$100 per new hire if you do it right.

(3) Short-term replacement costs such as paying for overtime, hiring a temporary employee or best of all, doing it yourself.

(4) The cost of customer dissatisfaction and "brand value" (the customer lost somebody cleaning their home or office that they liked and trusted, or you lost the customer because of that poor employee the customer never wants to see again). What's the "lifetime" value of a customer? What's the value of your brand?

(5) Training, onboarding, new hire paperwork, payroll, benefits, handbooks, etc.

(6) The cost affects your margins and pricing structures, making you less competitive.

(7) It affects team productivity. How many people do they typically work with if on a team?

(8) It affects safety and work comp costs. (The most dangerous employee is a new employee).

(9) It affects overall morale, reducing engagement and "discretionary" effort.

What percentage of total payroll costs are affected? If it causes even a five per cent that's a huge number.

(10) It drives you crazy... and that's priceless.

Let's say that cost is conservatively \$5000 per service worker. The ratio jumps dramatically higher with office personnel. It is an expense that comes right out of ownership's pocket. There's no insurance for it, or other way to amortize the cost. Let's say you lost ten service employees last year and one office worker. To put that \$70,000 cost back into ownership's pocket, you must now produce a certain level of replacement revenue. Sometimes people are quick to think that's an ROI figure, meaning if the company has a 10 per cent ROI then it will cost \$700,000 in revenue to place the \$70,000 back into the pockets (bottom line). Not so fast.

After speaking at two CPA conferences, I learned this was not the case. Because there are many fixed overheads involved, the replacement figure is closer to a 4:1 to 6:1 ratio. This means you must bring in top-line revenue of anywhere from \$280,000 to \$420,000 to put the \$70,000 back into your pocket.

Now that's a much bigger problem!

It gets owners attention when they connect the dots and realize their person-

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## 2018 Innovation Award Program Opens for Submissions

3405 – throughout ISSA Show North America 2018, taking place October 29 to November 1 in Dallas, TX.

“Part of our mission is to drive the cleaning industry forward,” said ISSA Digital Marketing Director Lou Centrella. “The ISSA Innovation Award program helps accomplish this by supporting and recognizing the latest in products and services our industry has to offer.”

Companies exhibiting at the ISSA Show North America wishing to enter the ISSA Innovation Award program can choose from the Standard and Premium entry packages, or a new Custom package. “The Custom package is designed, in part, by the ingenuity of the entrant,” Centrella explained. Details for all packages can be found at [www.issa.com/innovate](http://www.issa.com/innovate).

Online voting for the ISSA Innovation Category Award program begins August 1 and continues through October 19 – just days before the opening of the show.

“Since voting will be online only this year, we extended the deadline to be sure all those interested have plenty of time to vote,” Centrella said.

Online votes will be tabulated and combined with those of a panel of judges made up of industry professionals and the media to determine a winner in each category, plus the overall innovation of the year.

Category Award winners will be announced during the Team ISSA Welcome Reception (where ISSA Canada is a host), Monday, October 29 – 7:30 p.m. to 10:30 p.m. The Innovation of the Year Award will be announced at the ISSA Innovation Award ceremony to take place at the Innovation Marketplace & Lounge – Booth 3405 – at 1 p.m. on Thursday, November 1.

The deadline for entries is **July 16, 2018**. Exhibitors wishing to submit products and services to the ISSA Innovation Award program can visit [www.issa.com/innovate](http://www.issa.com/innovate) or contact Mikel Gabrielson or Iris Weinstein at (847) 982-0800.



## Unearth the Restroom Stall's Germiest Areas

**P**ublic restrooms aren't notoriously clean and pleasant places. Patrons' number one fear of public restrooms is exposure to the unsanitary conditions they perceive. That's why it's important to educate professional cleaners about the patrons' perceptions and fears *before* you train them on how to properly clean and disinfect a restroom stall.

As part of your restroom cleaning educational module, you need some pictures to illustrate the importance of proper cleaning and disinfection. The place to begin is inside the actual restroom stall. Grab some rubber gloves, a small mirror, a source of ultraviolet light and your camera, which is probably on your cell phone, and follow these steps.

**Pretend you are the patron.** Walk into the stall (or restroom if it's a single-patron bathroom). With the lights on, take photos of the floor, the walls and the backside of the stall door to provide the patrons' view from the “throne.” Notice the floor drain with gunk around it. That gunk was most likely created by numerous toilets and urinals that have overflowed, leaving both visible and invisible fecal matter deposits.

**Don't forget to check the door.** Next, turn around and photograph the latch that secures the door. Remember: The patron who has just used the facilities must grasp and turn the latch to exit the stall. Too often, when custodians clean, the stall door remains in the open position while they

clean the toilet and surrounding areas. As a result, the side of the door patrons see while seated is often neglected by the custodian. While training your employees, ask them the following: Is the door clean? Has the latch been disinfected?

**Check out what's not visible to the naked eye.** Put on your gloves and take out your pocket mirror. Look under the rim of the toilet and you will see visible bacterial growth; snap a picture. Look at the underside of the toilet bowl where the left-behind residue is brown and tacky. This is a source of odors; take another picture.

**Now, turn out the lights.** Go into the stall and turn on a black light (or light that produces ultraviolet light) and photograph what you observe. If it's like most restrooms, those specks on the walls around the toilet are urine that has not been removed by cleaning staff. They also could be feces that have gone undetected and uncleaned for days at a time.

**Put your pictures to use.** Equipped with these pictures, you can put together some meaningful education. Your patrons will thank you for allaying their fear of “what's behind the stall door.”

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*J. Darrel Hicks is author of “Infection Prevention for Dummies.” He provides environmental services support for a major metropolitan hospital and is a past president of IEHLA, a division of ISSA.*

– Reprinted from ISSA CMM Online

# The Cannabis Act: What employers need to know

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this substance abuse, then testing may be justified,” Ostrowski explained. “But there would have to be a demonstrated safety problem or threat in the workplace and even then, the employer can’t necessarily test everyone. It would be limited to those who had been involved in the accident.



## How can employers be prepared ahead of the Cannabis Act?

Proactively instill your marijuana related policy sooner rather than later, addressing both medical and recreational use individually. Be specific about where medical use can take place, can it be used on site? If so, where? And when? Are employees allowed to smoke at work? Or are they only allowed to use it in edible form?

Be explicit in your policy, specify how, and to what extent both medical and recreational use will be tolerated, if at all in the case of the latter.

“Certainly employers should have a detailed policy in place before the legislation passes so that employees have time to review it and familiarize themselves with it before it comes into effect. I certainly think any policy should require employees to disclose any marijuana prescriptions or use that might lead to impairment at work,” Ostrowski added. “The onus should be on them to let their employer know, not just after an accident has happened. Just because employers have a duty to accommodate these employees doesn’t mean they should get to consume how much they want, whenever they want, wherever they want. So the employer has to start putting those limits in place.”

— Reprinted from the RemiNetwork

## Welcome New Members

### City of North Vancouver (ISP)

Amir Bagheri  
(604) 861-2847  
E-mail: abagheri@cnv.org

### Janitor Bob’s Training & Consulting Ltd. (BSC)

Robert Abernathy  
(250) 382-7041  
E-mail: robert@janitorbobs.com

### Conciergerie Speico Inc. (BSC)

Carlos Gomes, Vice President  
(514) 364-0777  
E-mail: speico@speico.com



### WerkMaster Sanders & Grinders, Inc. (M)

Brian Wilson, President  
(604) 629-8700  
E-mail: info@werkmaster.com  
http://www.werkmaster.com

### Quality First Building Maintenance Ltd. (BSC)

Bea Perry, Director of Sales & Marketing  
(604) 584-2103  
E-mail: info@qfbml.com http://www.qfbml.com

### Toronto Zoo (ISP)

Tanya Barrett, Custodial Supervisor  
(416) 392-5991  
E-mail: tbarrett@torontozoo.ca

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## Knowing the Math of Hiring and Retaining Talent

nel practices are not just creating cost problems but revenue problems too. That revenue can be broken down into the number of sales, customers, marketing efforts, engagements and other activities required to generate it. For example, if you’re earning \$2000 to \$4000 on each new home cleaning contract sold, you must sell at least 75 to 150 contracts to break even on losing those employees. What will you have to drive those additional sales?

I’ll say it again... getting your HR act together is one of the most under-utilized opportunities at most companies and most likely yours. Everything I hear from owners is about getting talent, getting talent, getting talent. Is your HR department (if it’s somebody wearing three hats, like you) helping to attract great employees? Do you have robust referral programs? Is there great onboarding and engagement practices?

Whether you are an owner reading this, in HR or simply interested, I will send you an Excel document where you can help quantify your turnover costs and another to help you determine the most cost-effective retention programs to use. Here’s to growing your bottom line!

— Don Phin is an attorney, presenter and executive coach. He can be reached at [www.donphin.com](http://www.donphin.com). Since leaving litigation, he has written numerous books and presented more than 500 times to executives nation-wide. Don was the founder and President of HR That Works, used by 3500 companies and acquired by ThinkHR in January 2014.  
— Reprinted from Cleaning Business Today

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## ISSA Engage

that’s just one of the association’s many locations and only one of its 365 days worth of benefits. ISSA is made up of people like you, from over 80 countries, who are changing the way the world views cleaning every day, both internally and through customers’ eyes.

Have a new idea to share? Check out ISSA Engage at [www.issa.com](http://www.issa.com).

A woman with long brown hair is smiling broadly and talking to a man with glasses and a beard. They are in a crowded setting, likely a trade show. A large green circle is partially visible in the top left corner, and a large white circle is in the bottom right corner.

# 360° of Streamlined Solutions

How can you streamline operations, reduce costs, retain top talent, and increase customer satisfaction? Through a curated offering of education, expert insight, and training at the ISSA Show North America, the clear leader in the world of facility solutions—where you'll receive all the tools you need to exceed standards of clean. Find the full spectrum of resources you need to train yourself and your staff. See a well-rounded showcase of innovative products and complete the certifications you need to improve operations and stay ahead of the competition.

**EXPERIENCE A FULL CIRCLE  
OF OPPORTUNITY.**

**REGISTER TODAY at [ISSA.com/show](http://ISSA.com/show)**

**ISSA SHOW**

NORTH AMERICA 2018

OCTOBER 29- NOVEMBER 1, 2018  
DALLAS, TX