



The Cleaning Industry Management Standard



Advancing Clean.
Driving Innovation.

10275 W. Higgins Road, Suite 280
IL 60018 USA
800.225.4772
www.issa.com/standard

CIMS V25

INTRODUCTION

Managing a successful cleaning organization, be it a building service contractor or an in-house custodial/cleaning department, requires hard work, dedication and, perhaps most importantly, a thorough understanding of the customer's service requirements. It is necessary, therefore, to manage an organization in a manner that is predicated on ensuring quality, efficiency and overall customer satisfaction.

The Cleaning Industry Management Standard is designed to assist cleaning organizations in setting up a management system that allows an organization to meet those goals. In essence, the Standard should be thought of as a management framework that can be used to develop customer-centered, quality organizations.

Building on this foundation, ISSA has merged select elements of the GBAC STAR accreditation criteria into the CIMS program. This program is based on the successful CIMS criteria, which outlines the primary characteristics of a quality cleaning organization, combined with a renewed emphasis on maintaining hygienic environments through GBAC's industry-leading cleaning, disinfection, and infection prevention protocols. The result is a comprehensive certification for quality-driven building service contractors and in-house cleaning organizations that strive to maintain hygienic environments for the benefit of building occupants.

Further, the optional Green Building component provides organizations an opportunity to implement a standardized framework for the delivery of environmentally preferable cleaning services. The criteria specified in Section 6 is closely tailored to meet the specific green cleaning requirements in the LEED for Existing Buildings: Operations and Maintenance (LEED- EBOM) Green Building Rating System, and compliance helps an organization demonstrate their ability to assist customers achieve LEED points, while greening their overall operations.

Quality and Customer Satisfaction

Compliance with the Standard is dependent on a dedication to quality and meeting customer requirements and is based on universally accepted management principles that are the hallmarks of successful organizations. Further, compliance with the Standard is undeniably achievable by all cleaning organizations, regardless of size and sophistication. In fact, the Standard elements were developed through a true consensus-based process to ensure that it is applicable to cleaning organizations of all sizes and levels of service and those representing all segments of the cleaning industry.

One of the most important features of the Standard is that it is non-prescriptive and is based on management principles that have proven to be primary characteristics of quality, customer-centered cleaning organizations. The Standard, therefore, does not require, recommend, or otherwise endorse any particular process or product; it allows individual organizations flexibility in choosing the most effective ways in which to meet their management requirements.

The Standard's management and Green Building provisions have been intentionally designed to be as simple and straightforward as possible and, as mentioned above, applicable to all cleaning organizations from the largest national building service contractors to the smallest in-house custodial/cleaning departments. Ultimately, it is designed to assist cleaning organizations in developing customer-centered, quality organizations and to guide organizations in managing their businesses in the most efficient and cost-effective manner possible.

Scope, Purpose, and Application

Scope

The ISSA Cleaning Industry Management Standard and CIMS-GB criteria describe the procedures and principles to be considered in designing and implementing quality management/ environmentally preferable programs for cleaning organizations. This Standard applies, without respect to the size of the organization, both to cleaning organizations that self-perform cleaning and to building service contractors.

Purpose

The purpose of this Standard is to set forth the policies, processes, procedures, and supporting documentation that guide cleaning organizations in establishing customer-centered organizations.

Because of the unique characteristics of the cleaning industry, it is impractical to prescribe policies, processes, and procedures that apply to every situation. In certain circumstances, minor deviation from portions of this Standard may be appropriate.

Application

This Standard was written directly for use by those involved in the cleaning industry, but may also have application for property owners/managers and other materially interested parties. Thus, it is applicable to in-house cleaning organizations, not-for-profit entities, and for-profit cleaning businesses, including building service contractors.

This Standard defines management, operational, performance system, process, performance measure, and environmental preferability requirements. Compliance with the Standard demonstrates that the organization is structured to deliver consistent, quality services. The Standard should be thought of as a framework to help cleaning organizations develop as customer-centered, quality organizations, while the Green Building criteria should be thought of as a framework to help in the development of a practical green cleaning program.

Certain provisions of the Standard pertaining to legal and/or regulatory requirements are specific to cleaning organizations operating within the United States. International organizations seeking to meet the requirements of this Standard shall comply with all parallel laws and/ or regulations that apply in their specific jurisdictions.

Definitions

Throughout this document the terms “shall,” “should,” and “may” are used to distinguish between those processes, practices and elements that are mandatory, those that are strongly recommended, although not required, and those that are suggested.

Shall: when the term *shall* is used in this document, it is a mandatory requirement of the Standard.

All elements that contain the term *shall* must be satisfied in order to achieve full compliance with the Standard.

Should: when the term *should* is used in this document, it means that the practice or procedure is a recommended element of the Standard. Only a percentage of the elements containing the term *should* need be satisfied in order to achieve compliance with the Standard.

May: when the term *may* is used in this document, it means that the practice or procedure is advised or suggested, but is not a requirement of the Standard and not satisfying these elements does not affect compliance with the Standard.

Other Definitions:

Appropriate: fitting for a particular condition, application, business, occasion, or situation.

Cleaning: locating, identifying, containing, removing, and properly disposing of undesirable substances from surfaces or materials.

Cleaning Personnel: *employees* who deliver *cleaning* services. They may often be referred to as janitors, custodians, cleaners, production staff, or housekeepers.

Customer: the person(s) or group that is the direct beneficiary of the cleaning services being rendered. As used within the Standard, customer refers to the individual or entity that contracts to have a service provided and/or to the receipt of services provided by an in-house operation.

Due Diligence: proper care, attention or persistence in doing a thing; such a measure of prudence, activity, or assiduity, as is properly to be expected from, and ordinarily exercised by, a reasonable person under the particular facts and circumstances.

Element: an individual part of the standard. Each *section* of the standard is comprised of numerous elements.

Employees: individuals who are hired to perform a job in exchange for compensation.

Environmentally Preferable: Executive Order 13423 defines environmentally preferable as “products or services that have a lesser or reduced effect on human health and the environment when compared with competing products or services that serve the same purpose”.

Green Cleaning: the use of cleaning products and practices that have lower environmental impacts than conventional products and practices.

Industry-accepted: a methodology or technique that is commonly used by members of the trade.

Management: individuals who make decisions about how the *organization* is operated.

Materially interested parties: an individual or entity substantially and directly affected by the services provided.

Non-technical Training: customer service, interpersonal skills, management, supervision, communication, and other non-cleaning task related training.

Organization: a group of people that provide cleaning services. It includes in-house cleaning organizations, not-for-profit companies, and for-profit cleaning businesses such as building service contractors.

Potentially Infectious Material: includes the following human body fluids: blood, semen, vaginal secretions, cerebrospinal fluid, synovial fluid, pleural fluid, pericardial fluid, peritoneal fluid, amniotic fluid, saliva in dental procedures, any body fluid that is visibly contaminated with blood, and all body fluids in situations where it is difficult or impossible to differentiate between body fluids.

Quality Plan: a document that explains how the organization will achieve its quality objectives.

Rapidly Renewable Resources: agricultural products that take ten years or less to grow or raise and can be harvested in a sustainable fashion.

Reasonable: in accordance with sound thinking, within the bounds of common sense: prudent. It applies to that which is *appropriate* for a particular situation.

Section: one of the five major subdivisions of the standard. Each section is comprised of numerous individual *elements*.

Suitable: *appropriate* to a purpose, use or situation.

Standard of Care: practices that are common to reasonably prudent members of the trade who are recognized in the industry as qualified and competent.

Technical Training: cleaning task and skill training.

1. Quality System

This section describes quality system requirements. It sets forth a general framework to ensure effective operations and continual improvement. Elements include:

1.1. Definition of Cleaning Service Requirements

- 1.1.1. There shall be a site-specific scope of work or performance outcome describing cleaning service requirements.
- 1.1.2. Changes to the service requirements shall be documented.
- 1.1.3. Cleaning service requirements should be consistent with the organization's stated mission and values.

1.2. Quality Plan

- 1.2.1. The organization shall have a written Quality Plan. The Plan is a written process for determining whether cleaning service requirements are met and for identifying improvement opportunities. It commits the organization to attaining the level of service as defined by the customer and the organization in the scope of work or performance outcomes.
- 1.2.2. The organization should communicate the plan to materially interested parties.
 - 1.2.2.1. Each customer may receive a copy of the plan.
 - 1.2.2.2. Each person in the organization may receive a copy of the plan.
 - 1.2.2.3. The plan may define roles and responsibilities of operational personnel.
 - 1.2.2.4. Each person in the organization should receive documented training related to the plan.
- 1.2.3. Service quality measurement/metrics
 - 1.2.3.1. The organization shall measure and document its performance against the scope of work and performance outcome requirements.
 - 1.2.3.2. The measurements should be taken at a frequency appropriate for scope of work and performance outcome requirements.
 - 1.2.3.3. The factors being measured should be reasonable and suitable for scope of work and performance outcome requirements.
 - 1.2.3.4. The organization shall use two or more of the following measurement tools:
 - 1.2.3.4.1. Surveys

- Customers completing the surveys should submit them directly to appropriate representatives of the organization, rather than to the on-site supervisory personnel.
- Surveys should be reviewed with appropriate customer representatives.

1.2.3.4.2. Inspections

- Operational inspections by cleaning personnel should be performed as service is delivered.
- Site supervision should conduct site inspections.
- Management should conduct unannounced site inspections.
- Customers may participate in management-level inspections.

1.2.3.4.3. Complaints

- The organization should maintain a record of complaints.
- The organization should keep the source of complaints as confidential as possible.
- The organization should document what procedures have been implemented in response to a complaint to minimize the possibility of a reoccurrence.

1.2.3.4.4. Customer Evaluations

- Customers may perform self-evaluations of the site.
- Organizations may provide customers a checklist or form to guide self-evaluation.

1.2.3.5. Feedback Cycle

- 1.2.3.5.1. The organization shall respond to both positive and negative customer feedback and inspection results and shall fully investigate complaints.
- 1.2.3.5.2. Organization management should meet with the designated customer representative to review survey and inspections results and to discuss complaints.
- 1.2.3.5.3. When corrective action has been taken, the organization should inform the customer representative and request feedback.

1.2.3.6. Evaluation of Progress and Continuous Improvement Plan

- 1.2.3.6.1. Appropriate levels of management should follow a documented process in reviewing performance results.

- 1.2.3.6.2. There should be a written corrective action plan that is consistent with the organization's policies and procedures.
- 1.2.3.6.3. There should be a written plan that describes how the organization will measure, report, and implement performance improvement.
- 1.2.3.6.4. Each customer representative may receive a copy of the plan.

2. Service Delivery:

This section describes the processes necessary to effectively produce and deliver services. These customer-related processes include purchasing, staffing, and handling unexpected events. Cleaning organizations must define and describe their unique business processes. Elements to be addressed include:

2.1. Service Delivery Plan

- 2.1.1. Workloading: There shall be an industry-accepted methodology for determining the number of labor hours needed to accomplish work requirements as specified in the scope of work or performance outcomes.
- 2.1.2. Bidding/Costing Process: There should be a system for estimating job costs that considers the following factors: costing of labor, materials, overhead, profit (if applicable), taxes, insurance, and miscellaneous costs.
- 2.1.3. Budgeting: Cost controls should exist and be used to ensure that work is completed within workloading, budgeting, and costing parameters.
 - 2.1.3.1. The organization should have reporting systems, which provide accurate budgetary support for all aspects of the operation.
 - 2.1.3.2. Management should be alerted when costs are not within acceptable parameters.
 - 2.1.3.3. The organization should have a plan of action to make any necessary budgetary corrections.
 - 2.1.3.4. Staffing Plan: Staffing levels shall be based on workloading and one or more of the following:
 - 2.1.3.4.1. Budgeting
 - 2.1.3.4.2. Costing data
 - 2.1.3.4.3. Customer requests
 - 2.1.3.4.4. Industry benchmarks
- 2.1.4. Work Plan: Individual cleaning assignments should be set forth in written work plans.

- 2.1.5. Work Instructions: Standardized task procedures should be used across the organization and such task procedures should be documented.
- 2.1.6. Contingency Planning: The organization should have:
 - 2.1.6.1. Contingency plan(s) to manage staffing shortages and service interruptions.
 - 2.1.6.2. A process to obtain customer input and feedback when contingency plans are used.
- 2.1.7. Special Requests: The organization shall have a plan to handle customer special requests.
- 2.1.8. Emergency Response: The organization shall have a plan to respond to emergency service needs.
- 2.1.9. Disaster Planning: The organization should have a plan to prepare for and deal with natural or man-made disasters.
- 2.1.10. Infectious Disease Prevention: The organization shall have a standard operating procedure established for infectious disease prevention work practices.
- 2.1.11. Invoicing/Charge-back Procedures: Invoicing/Charge-back procedures shall be documented.

2.2. Purchasing Procedures

- 2.2.1. Product/Equipment Performance Evaluation: Supply and equipment performance evaluations shall be incorporated into the procurement process.
- 2.2.2. Standardization: The organization should use similar equipment and supplies in similar facility types.
- 2.2.3. Inventory Control: Inventory management and supply control systems should be in place, in use, and appropriate for the organization.
- 2.2.4. Equipment Maintenance & Repair: The maintenance and repair of equipment should occur as the result of a planned process.
- 2.2.5. Contractor Management: To the extent that the organization employs contractors and/or subcontractors:
 - 2.2.5.1. Their selection and management shall be set forth in a written plan.
 - 2.2.5.2. There shall be evidence that the plan is implemented.
 - 2.2.5.3. The plan shall require that subcontractors produce proof of insurance.
- 2.2.6. Financial Controls: The organization should have appropriate financial controls over the procurement process including:

- 2.2.6.1. Supply and equipment requisition
- 2.2.6.2. Approved vendor list
- 2.2.6.3. Order placement
- 2.2.6.4. Receiving inventory
- 2.2.6.5. Accounts payable

3. Human Resources

In this section, the organization demonstrates that it efficiently and effectively manages “human capital” in a way that enhances organizational performance.

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

3.2. Hiring Practices

- 3.2.1. Recruitment: There should be a written plan for recruiting employees and a means of monitoring the plan’s effectiveness.
- 3.2.2. Selection: There shall be a written procedure for selecting qualified employees.
- 3.2.3. Retention: There should be a program in place to encourage and to measure employee retention.

3.3. Site-Specific Orientation

- 3.3.1. Each employee shall participate in a site-specific orientation program.
- 3.3.2. There should be written documentation that an orientation program occurred.

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

3.5. Management Training

- 3.5.1. Technical: There shall be a written curriculum for technical training of management and documentation that personnel have been trained.
- 3.5.2. Technical: There should be documented training and proficiency program for infectious disease prevention.
- 3.5.3. Leadership: There should be a written curriculum for leadership training of management and documentation that personnel have been trained.

3.6. Cleaning Personnel Training

- 3.6.1.** Technical: There shall be a written curriculum for technical training of cleaning personnel and documentation that personnel have been trained.
- 3.6.2.** Technical: There should be documented training and proficiency program for infectious disease prevention.
- 3.6.3.** Customer Service Training: There should be a written curriculum for customer service training of cleaning personnel and documentation that personnel have been trained.
- 3.6.4.** Personal Development: There should be a written training curriculum for non-technical skills of cleaning personnel and documentation that personnel have been trained.

3.7. Training Format and Language: All management and cleaning personnel training shall be offered in a format and/or language that is easily understood by the trainee.

3.8. Security: The organization should have a written curriculum for training all personnel in security of the site owner's and customer's property.

3.9. Timekeeping/Payroll: The organization shall have a documented timekeeping and payroll system.

3.10. Worker Health Program: The organization shall ensure that risks to worker physical and psychological health are managed effectively, including consideration for preventive and protective measures. All cleaning personnel whose health could be directly impacted by exposure to infectious materials shall be included in the worker health program.

4. Health, Safety and, Environmental Stewardship

Quality cleaning and maintenance services are safe, healthy, and sustainable. They also positively impact the built environment. This section addresses the processes, systems, and documentation as they relate to the organization's commitment to those objectives.

4.1. Regulatory Compliance

4.1.1. Employers shall comply with all pertinent provisions of federal requirements such as OSHA Hazard Communication Standard¹ and all comparable state requirements. Provisions that must be complied with include, but are not limited to, the following:

4.1.1.1. Employers shall develop, implement, and maintain a written hazard communication program.

4.1.1.2. Safety Data Sheets (SDS) shall be readily available for all hazardous chemical products. Each SDS shall match the current formulation of the corresponding chemical product.²

4.1.1.3. There shall be a Chemical Inventory that contains an accurate and complete list of all chemicals on site.³

4.1.1.4. Employees who handle chemicals shall be trained on the use and hazards of those chemicals.⁴

4.1.1.5. All chemical containers shall be labeled as required.⁵

4.1.1.6. Chemicals shall be used in a safe and proper manner and in accordance with the manufacturer's instructions.

4.1.2. Chemicals shall be stored according to their classification and the organization shall have a plan for spill containment and disposal/ recycling consistent with the following:

4.1.2.1. Corrosives, flammables, and combustibles should be stored according to applicable local, state, or federal standards such as OSHA, EPA and NFPA.

4.1.2.2. There shall be a spill containment plan and documented employee training.

4.1.2.3. There shall be a waste disposal and recycling plan and documented employee training.

¹ 29 CFR 1910.1200

² 29 CFR 1910.1200 (g)(1) and (g)(8)

³ 29 CFR 1910.1200 (e)(1)(i)

⁴ 29 CFR 1910.1200 (h)(1)

⁵ 29 CFR 1910.1200 (f)(1)(i)

4.1.3. There shall be documentation that describes the organization's selection and use of Personal Protective Equipment (PPE). The employer shall comply with all applicable federal and state requirements for PPE.⁶

4.1.4. If cleaning personnel are required to clean blood or other potentially infectious material spills, the organization shall comply with federal, state and local standards such as OSHA Bloodborne Pathogen Standard⁷.

Provisions that must be complied with include, but are not limited to, the following:

4.1.4.1. The organization shall have a written Exposure Control Plan that is reviewed and updated annually⁸.

4.1.4.2. Employees shall be trained annually on the hazards of cleaning blood and/or other potentially infectious material, and proper use of PPE.⁹

4.1.4.3. A written procedure for cleaning blood spills shall be implemented.¹⁰

4.1.4.4. Employees shall be offered the Hepatitis B vaccine.¹¹

4.1.4.5. Employees shall be trained on handling found sharps.¹²

4.1.5. A qualified person shall inspect the workplace as often as necessary to identify defective equipment or unsafe working conditions.

4.1.6. Employers shall comply with all other applicable federal regulations such as OSHA and/or state employee safety and health regulations.

4.2. Organization Policy/Environmental Management System

4.2.1. The organization shall have an environmental policy.

4.2.1.1. There should be a written statement of the organization's commitment to environmental ethics.

4.2.1.2. The policy should be appropriate to the nature, scale and environmental impact of the organization's services.

4.2.1.3. The policy should have a commitment to continual improvement.

4.2.1.4. The policy should have a commitment to pollution prevention.

4.2.1.5. The environmental objectives and goals as stated in the policy should be reviewed at least once every twenty-four months.

4.2.1.6. The policy shall be implemented and maintained.

⁶ 29 CFR 1910 Subpart I

⁷ 29 CFR 1910.1030

⁸ 29 CFR 1030(c)(1)

⁹ 29 CFR 1910.1030(g)(2)

¹⁰ 29 CFR 1910.1030(d)(4)

¹¹ 29 CFR 1910.1030(f)(2)

¹² 29 CFR 1910.1030 (d)(2)(vii) and (viii)

- 4.2.1.7. The policy should be communicated to all employees.
 - 4.2.1.8 The policy may be available to the public.
 - 4.2.2. Capability to Meet Customer Environmental and Safety Requirements
 - 4.2.2.1. The customer may define its environmental and safety expectations for the site.
 - 4.2.2.2. At outsourced sites, the contractor shall have a written plan for how they will comply with customer requirements.
 - 4.2.3. Workplace Safety and Health Program
 - 4.2.3.1. The organization shall have a workplace safety and health policy.
 - 4.2.3.2. Management and employees shall receive documented training in safe work practices.
 - 4.2.3.3. Management and employees shall be trained in how to investigate and report near-miss accidents and incidents.
 - 4.2.3.4. Management shall review the program at least once every twenty- four months.
 - 4.2.3.5. There should be a written program that tracks all workplace injuries and illnesses and demonstrates what actions have been implemented to minimize a recurrence of the injuries.

5. Management Commitment

allows an organization to demonstrate that it has instituted appropriate management systems to meet customer needs and expectations, even in times of organizational change. It includes a demonstration of:

- 5.1. Mission, Vision, Values: The organization shall document at least two of the following:**
 - 5.1.1. A written vision for its future.
 - 5.1.2. A clearly written mission statement.
 - 5.1.3. A clearly written commitment statement that includes provisions for minimizing and controlling risks associated with infectious disease outbreaks.
 - 5.1.4. Establish, implement, and maintain documented objectives and targets for their cleaning, disinfection, and infectious disease prevention program.

5.2. Planning: The organization should have plans to address two of the following three areas:

- 5.2.1.** Strategic Plan: There may be a strategic plan that is used as a guide to meet future goals.
- 5.2.2.** Business Continuity Plan/Succession Planning: There may be a plan for the continuation of daily business if a change in management occurs.
- 5.2.3.** Training Plan: The organization may have a detailed training plan that covers all aspects of an operation to ensure that all policies and procedures are understood and adhered to.
- 5.2.4.** Continuous Improvement Plan: The organization should build into their program elements of continuous improvement.

5.3. Responsibility and Authority

- 5.3.1.** Organizational Chart: There shall be a clearly defined organizational chart that is accurate, up-to-date, and easy to follow including roles related to infectious disease prevention.
- 5.3.2** Job Descriptions: There should be accurate and up-to-date job descriptions for every position within the organization.

5.4. Communication Plan

- 5.4.1.** The organization shall have clear procedures for effective communication among all levels of the organization.
- 5.4.2.** The organization shall have procedures for communication and feedback to customers.

5.5. Risk Management

- 5.5.1.** The organization shall affirm that it is in compliance with all applicable local, state, provincial, and federal safety laws and regulations.
- 5.5.2.** The organization shall produce proof of appropriate insurance.
- 5.5.3.** The organization shall produce proof of proper licensing.
- 5.5.4.** The organization shall produce proof that methodologies for assessing and prioritizing risks are identified, implemented, maintained, and documented based on relevant hazards.
- 5.5.5.** The organization shall implement infection control programs, procedures and technologies that protect employees, clients, and customers. They may assist their clients in facilities which they service in accomplishing the same.



The Cleaning Industry Management Standard



10275 W. Higgins Road, Suite 280
IL 60018 USA
800.225.4772
www.issa.com/standard

CIMS V25

6. Green Buildings and Service

This section lists the Cleaning Industry Management Standard's Green Building (CIMS-GB) requirements. It sets forth a framework to ensure that the organization uses sustainable cleaning practices in addition to the management best practices identified in the five core sections of the CIMS.

To obtain certification to CIMS-GB, an organization must meet the requirements of this Section as well as those in CIMS Sections one through five.

6.1. Green Cleaning Policy

- 6.1.1. The organization shall have in place a green cleaning policy that is distinct and separate from the Environmental Policy required in Section 4.2 (Organization Policy/Environmental Management System). The Green Cleaning Policy shall set forth standard operating procedures addressing how green cleaning practices will be utilized, managed, and evaluated.
- 6.1.2. The organization shall indicate the specific buildings, group of buildings, or contracted facilities to which the green cleaning policy applies.
- 6.1.3. The organization shall incorporate the measurement tools, feedback cycle, and continuous improvement plan requirements set forth in Section 1.2.3.4 to evaluate the effectiveness of green cleaning technologies, procedures, and processes.

6.2. Green/High-Performance Cleaning Program

- 6.2.1. Staffing: Determination of staffing levels shall be compliant with Section 2.1.1 (Workloading) and 2.1.3.4 (Staffing Plan).
- 6.2.2. Training
 - 6.2.2.1. Supervisor Training: The organization shall comply with the training requirements set forth in Section 3.5 (Management Training).
 - 6.2.2.2. Worker Training: The organization shall comply with the training requirements set forth in Section 3.6 (Cleaning Personnel Training).
 - 6.2.2.3. Safety Training: The organization shall comply with the safety training requirements of Section 4.1 (Regulatory Compliance), including the requirement to provide employees with training on the use and hazards of chemical products.
 - 6.2.2.4. Green Cleaning Training: There shall be a written curriculum for green cleaning training of cleaning personnel and documentation that personnel have been trained.
- 6.2.3. Chemical Handling, Storage and Disposal: The organization shall meet the chemical handling, storage and disposal requirements set forth in Sections 4.1.1 & 4.1.2.

6.3. Custodial Effectiveness Assessment (Quality System)

6.3.1. The organization shall evaluate the effectiveness of its green/high performance cleaning program by meeting the requirements set forth in Section 1 (Quality System).

6.4. Purchase of Cleaning Products and Materials

The requirements of this section apply only to products that are purchased by the organization for use in buildings listed in Section 6.1.2.

6.4.1. Dilution Control: The organization shall use chemical concentrates with appropriate dilution control systems to minimize chemical use to the maximum extent possible.

6.4.2. Chemical Products

6.4.2.1. Cleaning Products: Products in this group include:

- General-purpose, bathroom, glass, and carpet cleaners used for industrial and institutional purposes
- Cleaning and degreasing compounds
- Hard surface cleaners
- Carpet and upholstery care products

6.4.2.1.1. Criteria: At least 75%, by cost, of the annual purchases of these products shall meet at least one of the following standards:

- Be certified by Green Seal or UL EcoLogo (formerly Environmental Choice), or
- Be recognized by the U.S. Environmental Protection Agency's (EPA) Safer Choice (formerly EPA's Design for the Environment), or
- Be cleaning devices that use only ionized water or electrolyzed water and have third-party-verified performance data equivalent to the other standards mentioned above (if the device is marketed for antimicrobial cleaning, performance data must demonstrate antimicrobial performance comparable to EPA Office of Pollution Prevention and Toxics and Design for the Environment requirements, as appropriate for use patterns and marketing claims).

6.4.3. Disinfectants, metal polish, floor finish, strippers, and other products not included in Section 6.4.3.1. Products in this group include

- Disinfectants
- Digestion additives for cleaning and odor control

- Drain or grease trap additives
- Odor control additives
- Hard floor care

6.4.3.1. Criteria: At least 75%, by cost, of the annual purchases of these products shall meet at least one of the following standards:

- Be certified by Green Seal or UL EcoLogo (formerly Environmental Choice), or
- Be recognized by the U.S. Environmental Protection Agency's (EPA) Safer Choice (formerly EPA's Design for the Environment), or
- Comply with the California Code of Regulations maximum allowable VOC content for the specific product category.

6.4.3.2. Requirement: A minimum of seventy five (75) percent, by purchase cost, of the products specified in Section 6.4.3 that are provided by the organization and used in buildings to which this section applies (listed in Section 6.1.2) shall meet one of the applicable compliance criteria.

6.4.4. Disposable janitorial paper products and trash bags: This provision only applies to those purchases that are in the control of the organization. Products in this group include:

- Paper towels and napkins
- Facial tissue
- Toilet tissue
- Hand towels
- Kitchen towels
- Plastic trash bags

6.4.4.1. Criteria: At least 75%, by cost, of the annual purchases that are provided by the organization and used in buildings to which this section applies (listed in Section 6.1.2) shall meet at least one of the following standards:

- FSC certification, for fiber procurement.
- Be certified by Green Seal or UL EcoLogo (formerly Environmental Choice), or
- California integrated waste management requirements, for plastic trash can liners (California Code of Regulations Title 14, Chapter 4,

Article 5, or SABRC 42290-42297 Recycled Content Plastic Trash Bag Program), or

- Comply with the U.S. Environmental Protection Agency's Comprehensive Procurement Guidelines for Janitorial Paper and Plastic Trash Can Liners, or
- Be derived from rapidly renewable resources or made from tree-free fibers.

6.4.4.2. Requirement: A minimum of seventy five (75) percent, by purchase cost and calculated by building, of the products specified in Section 6.4.4 that are provided by the organization and used in buildings to which this section applies (listed in Section 6.1.2.) shall meet the above criteria (6.4.4.1).

6.4.5. Hand soaps and hand sanitizers: This provision only applies to those purchases that are in the control of the organization. Products in this group include:

- Industrial and institutional hand cleaners
- Hand cleaners, hand sanitizers, and hand soaps

6.4.5.1. Criteria: At least 75%, by cost, of the annual purchases that are provided by the organization and used in buildings to which this section applies (listed in Section 6.1.2) shall meet at least one of the following standards:

- Be free of antimicrobial agents (except as a preservative and unless required by health codes and other regulations), or
- Be certified by Green Seal or UL EcoLogo (formerly Environmental Choice), or
- Be recognized by the U.S. Environmental Protection Agency's (EPA) Safer Choice (formerly EPA's Design for the Environment).

6.5. Cleaning Equipment

The requirements of this section apply only to powered equipment that is used by the organization for use in buildings listed in Section 6.1.2.

6.5.1. Criteria: The organization shall use one of the following percentages of powered equipment that meets one of the Cleaning Equipment Environmental Preferability Criteria in Section 6.5.2.:

6.5.1.1. At least forty (40) percent, by either purchase cost or number of units, or

6.5.1.2. For existing equipment that does not meet the criteria, develop a phase-out plan for its replacement with environmentally preferable products at the end of its useful life.

- 6.5.2.** The following Cleaning Equipment Environmental Preferability Criteria apply to powered janitorial equipment.
 - 6.5.2.1.** Vacuum cleaners shall be:
 - 6.5.2.1.1.** Certified by the Carpet and Rug Institute's (CRI's) Seal of Approval/Green Label Vacuum Cleaner program, and
 - 6.5.2.1.2.** Operate with a sound level of 70dBA or less.
 - 6.5.2.2.** Carpet extraction equipment shall be certified by the Carpet and Rug Institute's (CRI's) Seal of Approval for Green Label Deep-Cleaning Extractors and/or the Carpet and Rug Institute's (CRI's) Seal of Approval Deep Cleaning Systems program.
 - 6.5.2.3.** High-speed powered floor maintenance equipment (including electric and battery-powered floor buffers and burnishers) shall be:
 - 6.5.2.3.1.** Equipped with vacuums, guards and/or other devices for capturing fine particulates, and
 - 6.5.2.3.2.** Operate with a sound level of 70dBA or less.
 - 6.5.2.4.** Propane-powered floor equipment shall:
 - 6.5.2.4.1.** Operate with a sound level of 90dBA or less, and
 - 6.5.2.4.2.** Have high-efficiency, low-emissions engines with catalytic converters and mufflers that meet the standards for the specific engine size as set forth by the U.S. Environmental Protection Agency (EPA) or the California Air Resources Board (CARB).
 - 6.5.2.5.** Automated scrubbing machines shall:
 - 6.5.2.5.1.** Be equipped with variable-speed feed pumps and on-board chemical metering, or
 - 6.5.2.5.2.** Be equipped with variable-speed feed pumps and use dilution control systems for refilling, or
 - 6.5.2.5.3.** Use only ionized water or electrolyzed water and no added chemical cleaning products.
- 6.5.3.** All powered cleaning equipment shall be designed with safeguards, such as rollers or rubber bumpers, to reduce potential damage to building surfaces.
- 6.5.4.** Battery-powered equipment shall be equipped with environmentally preferable batteries such as Lithium-Ion, absorbed glass mat or gel cell batteries except in applications requiring deep discharge and heavy loads where performance or battery life is reduced by using sealed batteries.
- 6.5.5.** Equipment Inventory List: The organization shall maintain a list of all powered equipment that, at a minimum, includes:

- 6.5.5.1.** Identification of each type of equipment by make and model
 - 6.5.5.2.** Number of pieces in use
 - 6.5.5.3.** Date of purchase
 - 6.5.5.4.** Purchase cost
 - 6.5.5.5.** Applicability of relevant sustainability criteria (Section 6.5.2)
- 6.5.6.** Equipment Maintenance Log/Plan: Maintenance of equipment shall occur as part of a planned process as required in Section 2.2.4 (Equipment Maintenance & Repair).

6.6. Entryway Systems (Matting)

- 6.6.1.** To the extent the organization provides entryway matting systems at a building listed in Section 6.1.2, the entryway matting systems (except of emergency exits) shall be:
- 6.6.1.1.** Ten (10) feet long in the primary direction of travel where space allows, and
 - 6.6.1.2.** The organization shall have an appropriate cleaning, maintenance and replacement plan for matting systems in place.

6.7. Solid Waste Management (Recycling)

The organization shall have a waste reduction and recycling plan consistent with Section 4.1.2.3 (Waste Disposal and Recycling Plan). Such plan may include waste stream audit procedures and a commitment to the diversion of waste through an active waste reduction and recycling program. This section only applies to the extent that the organization manages the waste stream.

- 6.7.1** The plan should implement one of more of the options below.
- 6.7.1.1** Organics Recycling:
- Implement an organics recycling / composting program. Include training, appropriate signage, and implementation guidance for effective organics recycling/composting to minimize contamination.
- 6.7.1.2** Waste Collection Management and Education
- Inventory all collection infrastructure and clearly label receptacles for recyclables, compostables, landfill material, and other diversion streams as applicable. Evaluate all collection containers to ensure appropriate size and schedules are in place. Implement a strategy for the periodic review of these containers to adjust sizes and pick-up frequencies with service providers.

- Train employees, contractors, vendors, consultants, and other on-site staff on the acceptable items for each receptacle type within the 12-month reporting period. Assign at least one staff person to a waste prevention leadership role and provide regular progress updates to employees.

6.7.1.3 Zero Waste Audit

- Conduct a zero-waste audit of all inbound and outbound materials at least once in the past 12 months and analyze results.



The Cleaning Industry Management Standard

Sustainability



10275 W. Higgins Road, Suite 280
IL 60018 USA
800.225.4772
www.issa.com/standard

CIMS V25

7. Sustainability

7.1. Preamble

ISSA recognizes the rapid emergence of sustainability initiatives in the cleaning industry, both as a vehicle for organizational improvement, and to respond to demands from customers and the marketplace. For this reason, ISSA has developed this voluntary Sustainability Standard for cleaning industry service providers to recognize and independently verify and certify their sustainability efforts.

This CIMS Sustainability Standard is voluntary and may be applied for by organizations seeking to augment their CIMS and CIMS GB certifications. This standard allows for a “CIMS Sustainability” certification and a “CIMS Sustainability with Honors” certification.

7.1.1. CIMS Sustainability Certification

The Sustainability Certification is awarded to organizations who meet all elements that include a “shall” requirement and at least one “should” or “may” standard in each of the environment, social equity, and governance (ESG) sections (Sections 7.4, 7.5 & 7.6).

7.1.2. CIMS Sustainability with Honors Certification

To earn the Sustainability with Honors certification, organizations must meet the required certification elements plus at least 4 (four) additional “should” or “may” standards, 6 (six) in total, with the 4 (four) additional discretionary standards selected from at least 2 (two) of the ESG sections. Documentation is the principal form of demonstrating compliance with the standard, which organizations may submit electronically or in hard copy.

This certification is aligned with relevant elements of the United States Green Building Council’s (USGBC’s) Leadership in Energy and Environment (LEED) Rating System Version 5 Operations + Maintenance for Existing Buildings (LEED: EB:OM), including the Integrated Process Planning and Assessment, Materials and Resources and Indoor Environmental Quality sections. Please refer to the guidebook for additional information on CIMS Sustainability Certification alignment with other sustainability programs and certifications.

This standard also considers International Well Building Institute’s WELL Building Version 2 certification standards, although there is less relevant overlap between CIMS and WELL that would be appropriate for adoption in this standard. For example, WELL does not recognize US EPA’s widely adopted Safer Choice program for identifying environmentally preferable products thereby requiring organizations to utilize the complex Global Harmonization System to characterize cleaning product ingredients in all products; compliance

with WELL’s “Mind” and “Community” social equity requirements would place an undue administrative burden on many small and medium sized facility service providers.

In conjunction with this certification’s Guidebook, this certification provides a roadmap for high performing sustainability programs for facility service providers of all sizes and sectors. Please note that specific accommodations to ensure accessibility of this certification for small and medium sized enterprises (SME’s), as identified in the Guidebook. Further details of these accommodations are noted in the Guidebook. SME’s are defined in this standard as those organizations employing less than 500 full-time equivalent employees, annual receipts of less than \$7.5 million, and independently owned and operated for profit enterprises, as defined by the United States Small Business Administration (CFR Section 121.105). For those organizations outside the United States, please refer to your appropriate local standard for defining small and medium sized businesses.

Organizations are encouraged to complete the ISSA Introduction to Sustainability and Facility Service Provider courses, and to participate in ISSA’s Sustainability Reporting Platform Program.

Please note that all links to USGBC LEED Version 5 are in draft form awaiting USGBC’s final balloting and approval. They will be replaced with concise links to the specific section of the LEED standard.

7.2. General Considerations

- 7.2.1.** Application for CIMS Sustainability Certification shall require that the organization is currently CIMS and CIMS GB certified.
- 7.2.2.** Applicants may complete the ISSA Introduction to Sustainability and Facility Service Provider courses and participate in ISSA’s Sustainability Reporting Program.

7.3. Sustainability Policy and Action Plans

In addition to policies (referenced in Sections 1.2, 2.1, 3.1, 4.2, 5.2, 5.4 and 6.1 of CIMS GB), this standard identifies “action plans”.

A policy is a written set of ideas representing the priorities of an organization and guiding how the organization responds to matters that arise in the course of doing business.

An action plan identifies the specific tasks that are implemented during the course of carrying out any policy, including but not limited to assigned responsibilities, timelines and metrics.

7.3.1. All applicants shall have a written Sustainability Policy (in addition to other Plans required by the CIMS GB certification) and an action/implementation plan that is reviewed and updated no less than every 2 (two) years.

7.3.1.1. The policy should address environmental, social equity and governance initiatives.

7.3.1.2. The policy should also include goals, key performance indicators, and how baseline conditions and progress toward those goals are measured.

7.4. Environment

7.4.1. The applicant shall comply with all requirements set forth in Section 6 (Green Buildings and Service).

7.4.2. The applicant may exceed the minimum purchasing requirements set forth in Sections 6.4.2.1.1, 6.4.2.2.1, 6.4.3.1, 6.4.4.1, 75% annual costs and/or 6.5.1.1 or 6.5.1.2 of 40% of the annual cost or number of units, by a minimum of an additional 10% of the annual cost or number of units, for those cleaning products and equipment, as detailed in Section 6.4

7.4.3. The organization may prepare a Credit #1 Waste Reduction Performance and/or a Credit #2 Reduction Strategies plan(s) in compliance with USGBC LEED Version 5 O+M EB Materials and Resources Section and is fully capable of implementing the plan if requested.

7.4.4. The applicant may conduct a carbon emissions assessment of their operations. Participation in ISSA's Sustainability Reporting Program meets this criterion. The assessment may be scaled to the organization's size.

7.5. Social Equity

7.5.1. The organization shall attest that all employees are of legal age and paid no less than the federal minimum wage of the country they are working in

7.5.2. The organization shall have written policies and action plans addressing anti-discrimination, harassment and ergonomic safety

7.5.3. The organization shall have written policies and action plans promoting on-the-job safety, ergonomic protections and green product training. The policy shall cite an organization-wide commitment to these measures and the action plan shall identify specific measures taken to implement the policy on an ongoing basis.

7.5.3.1. Operations Safety Plan (addressing topics including, but not limited to personal protective equipment, and protection from physical and inclement weather hazards) which is reviewed annually -and-

- 7.5.3.2. Worker Safety Training (including but not limited to safety training plans, training frequencies, records of staff training, safety incident reporting)
 - 7.5.3.3. The organization should comply with LEED O+M: Existing Buildings Version 4.1 - LEED v4.1 Green training for contractors, trades, operators and service workers Pilot Credit IPc81
- 7.5.4. The organization may complete and document a site survey and human impact assessment that includes information on working conditions noted below. Where possible, the organization may use the information from the assessment to inform the operations and maintenance of the project and describe how project-specific strategies were considered.
 - 7.5.4.1. Worker wages and benefits
 - 7.5.4.2. Training
 - 7.5.4.3. Right to organize
 - 7.5.4.4. Cleaning production rates
- 7.5.5. The organization should have a written policy and action plan for worker well-being, such as a program that provides learning opportunities for employees, including but not limited to career advancement, financial and civic literacy, stress management, and substance abuse.
- 7.5.6. The organization may have a written policy encouraging diversity in the workforce. For purposes of this standard, “diversity” means the practice or quality of including or involving people from a range of different social and ethnic backgrounds and of different ages, abilities, genders, backgrounds, sexual orientations, etc.
- 7.5.7. The organization may have a written policy identifying whether workers are hired as employees or independent contractors.
- 7.5.8. The organization may have a formal relationship/partnering with a community/social support organization to provide employment opportunities for disadvantaged workers
- 7.5.9. The organization should complete a policy and action plan that encourages employees to volunteer or provide other support to community initiatives
- 7.5.10. The organization may have a policy that ensures the International Well Building Institute’s Restorative Opportunities recommendation M06 are instituted for micro and macro breaks and paid time off for eligible employees

7.6. Governance

- 7.6.1.** The organization shall comply with all legal requirements of a business, including but not limited to business license, wages, insurance, withholding and any other applicable laws and regulations.
- 7.6.2.** The organization shall have a written policy and action plan addressing responsible and ethical labor practices and a prohibition on bribes, child or forced labor and human trafficking.
- 7.6.3.** The organization should have an organizational accountability policy and action plan that identifies the individuals in the organization responsible for overseeing and implementing elements of the governance plan.
- 7.6.4.** In addition to the requirements of Section 2.1.6 and 2.1.9, the organization should complete a business risk assessment that reasonably evaluates material risks to the business specific to climate related risks (for example, severe storm events such as hurricanes, tornadoes, flooding, blizzards, and extreme thermal events), fires and other risks that could impact the businesses' strategy, operations or financial condition and how to mitigate those risks.
- 7.6.5.** The organization should complete a contingency/resilience plan that sets forth measures to ensure operational continuity in the event of major business interruptions, such as labor or supply chain shortages, extreme weather or geologic events, epidemics and climate-related disasters.
- 7.6.6.** The organization may be certified by an independent third-party in addition to the ISSA CIMS GB program.
- 7.6.7.** The organization should document efforts to educate clients and prospects about their sustainability initiatives, including but not limited to reducing environmental impacts and pricing models that allow the client to pay minimum or living/prevaling wage and service scheduling to minimize employee transportation impacts.
- 7.6.8.** The organization may demonstrate initiatives to engage in community support programs, including but not limited to volunteerism, pro bono services for community members in-need, academic scholarships, hiring of disadvantaged workers, etc.
- 7.6.9.** The organization may be a certified B Corp, women, veteran or minority owned.
- 7.6.10.** The organization may have a program that complies with IWBI Well Building Community Standard C12 regarding organizational transparency.

7.7. Documentation

- 7.7.1.** To meet the intent of this certification, the organization's policies and action plans included in this application shall materially and productively contribute to the organization's sustainability efforts.

- 7.7.2. The organization's policies and action plans shall be written and signed by the business owner or chief executive officer.
- 7.7.3. An organization shall document that policies and action plans are updated every two years or more often when warranted due to changes in priorities, operations, scale, etc.
- 7.7.4. An organization should publish an annual sustainability report.

ACKNOWLEDGMENTS

The Cleaning Industry Management Standard was developed through a consensus-based effort involving industry experts, trade and professional associations, educational institutions, and other organizations.** In accordance with a true consensus-based process, all views and objections have been considered, every attempt has been made to resolve those objections that have been raised, and, ultimately, the management and Green Building elements contained herein have been agreed to by a substantial majority of those interested parties who elected to participate in the development process.

ISSA has guided and administered the process, but this Standard would not be possible if not for the hard work and dedication of the industry as a whole. ISSA and its Board of Directors would like to thank those volunteers who agreed to participate in the creation of this Standard, including the American Institute for Cleaning Sciences, who assisted ISSA in the administration of the Standard's development, and the members of the Standing Technical Committees, who generously offered their time, effort, and expertise.

We are especially grateful to those who contributed to the development of earlier editions of this Guide. Their insights have provided a strong foundation for the current work, even as the industry continues to evolve and roles shift over time.

American Institute for Cleaning Sciences (AICS)

- James Peduto – Chief Operating Officer-AICS
- David Frank – President-AICS

Standard Development Technical Committee

- Joe DeCarlo, Chairman – A.J. Management
- John Carmichael NISH – Vienna, VA
- Shari Epstein – International Facility Management Association, Houston, TX
- George Gogola – College of American Pathologists, Northfield, IL
- Mark Kischner – Doubletree Guest Suites & Conference Center, Downers Grove, IL
- Bob Pils – Colgate University, Hamilton, NY
- Hazel Reese – International Executive Housekeepers Association, Westerville, OH
- Beatrix Schmidt – HCI Consulting Group, LLC, Aurora, CO
- Steve Spencer – State Farm Insurance, Bloomington, IL
- Marsha Surprenant – Boeing Corporation, Seattle, WA

ISSA Standards Expert Technical Committee

- Linda Silverman, Chairwoman
Maintex, City of Industry, CA
- Randy Brame
Brame Specialty Company, Durham, NC
- Gus Dominguez
Waxie Sanitary Supply, Lakewood, CA
- William Fisher
Intelligent Cleaning Systems, Westfield, IN
- Brant Inero
ISSA
- Mark Warner
The Bullen Companies
- Clay Gilbert
Thornton-Brothers, Athens, GA
- John Reed
Betco Corporation, Toledo, OH
- Steve Arehart
GBAC
- Patricia Olinger JM, RBP
GBAC
- Robert Robinson
Kaivac, Inc., Hamilton, OH

Assessor Technical Committee

- Ted Stark III, Chairman
Dalco Enterprises, New Brighton, MN
- James R. Allen
HCI Consulting Group, LLC, Aurora, CO
- Frank Degar
Pillar Management Associates Lexington, SC
- Bill Garland
Daniels Associates, Toronto, ON, CA
- Jim Harris Sr.
Janitronics; Concepts IV; Cleaning Industry Research Institute, Albany, NY
- Bruce Stark
Colorado State University(ret.), Loveland, CO

CIMS-GB Technical Committee

- Steve Ashkin
The Ashkin Group, Bloomington, IN
- Taylor Bruce
IH Services, Greenville, SC
- Vinnie Del Borrello
Jones Lang LaSalle, Miami, FL
- Roger McFadden
Corporate Express, Wilsonville, OR
- Kimberly Thomas
University of Georgia, Athens, GA
- Keith Schneringer
Waxie Sanitary Supply, San Diego, CA
- Bruce Stark
Stark Consulting, Loveland, CO
- Frank Trevasani
Spartan Chemical Co., Maumee, OH
- Jenny Carney
YRG sustainability, Chicago, IL

****Organizations that participated in the development of the Standard include:**

- Association of Higher Education Facilities Officers (APPA)
- Association of Residential Cleaning Services International (ARCSI)
- Cleaning Management Institute (CMI)
- International Executive Housekeepers Association (IEHA)
- International Facility Management Association (IFMA)

DISCLAIMER

This Standard was developed through a consensus standard development process, which brought together volunteers representing varied viewpoints and interests to achieve consensus on a cleaning organization management standard. While ISSA administers the process and establishes policies, procedures and guidelines to promote fairness in the development of consensus, it does not evaluate or verify the accuracy of any information or the soundness of any judgments contained in this Standard.

This Standard is intended to be neither exhaustive nor inclusive of all pertinent requirements, methods or procedures that might be appropriate in a particular situation. Ultimately, it is the responsibility of the individual organization to verify, on a case-by-case basis, that application of this Standard is appropriate.

The ISSA, and its consensus body standard committee members, contributors, editorial consultants, and the American Institute for Cleaning Sciences (hereinafter collectively referred to as the “ISSA”) expressly disclaims, and shall not be liable for, any and all damages of any nature whatsoever, whether direct or indirect, arising from or relating to the publication, use of or reliance on the information contained in this Standard, including without limitation any and all special, indirect, incidental, compensatory, consequential, punitive or other damages (including damages for personal injury and/or bodily injury, property damage, loss of business, loss of profits, litigation or the like), whether based upon breach of contract, breach of warranty, tort (including negligence and gross negligence), product liability or otherwise, even if advised of the possibility of such damages. The foregoing negation of damages is a fundamental condition of the use of the information contained in this Standard and this document would not be published without such limitations.

While the information contained within this Standard is provided in good faith and is believed to be reliable, ISSA makes no representations, warranties, or guarantees as to the accuracy or completeness of any information contained in this Standard, or that following this Standard will result in compliance with any applicable laws, rules or regulations. *All warranties, express or implied, are disclaimed, including without limitation, any and all warranties concerning the accuracy or completeness of the information, its fitness or appropriateness for a particular purpose or use, its merchantability, its non-infringement of any intellectual property rights, or any other matter.*

In publishing this document, ISSA is not undertaking to render scientific, professional, medical, legal or other advice or services for or on behalf of any person or entity or to perform any duty owed by any person or entity to someone else. Any and all use of or reliance upon this Standard is at the user’s own discretion and risk. Anyone using this document should understand the limitations with the use of this document, and rely on his or her own independent judgment, or as appropriate, seek the advice of a competent professional in determining the exercise of reasonable care in any given situation.