

Educate, Train, and Certify Cleaning Excellence with Mark Wa...

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SPEAKERS

Mark Warner, Halie Morris

- H** Halie Morris 00:10
Hello, everyone, and welcome back to the Business of Cleaning. My name is Halie Morris. I'm your podcast coordinator and host. And with me for the month of February, I have Mark Warner. Mark Warner is joining us from the Bullen Companies. And do you say it Folcroft, Pennsylvania?
- M** Mark Warner 00:26
You could actually call that Philadelphia?
- H** Halie Morris 00:31
Yeah, cuz you're just on the just on the outskirts of it, correct?
- M** Mark Warner 00:34
Yeah, it's actually a borough that's just one mile away from the Philadelphia airport. So when I'm talking to people that are from Southeast Pennsylvania, they'll know Folcroft when I'm talking to somebody that's outside Pennsylvania, they had no idea what Folcroft was. So I always refer to it as Philadelphia.
- H** Halie Morris 00:54
I was gonna say, I'm from Toledo, Ohio. Well, I'm from Sylvania, which is a suburb, off of Toledo. Pretty big one, but it's probably about the same way people from this area know Sylvania, you go too far south or outside the state. No,

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Mark Warner 01:11

it's telling Toledo. Alright,

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Halie Morris 01:12

so you have done quite a lot. You've been in this industry, for what around 30 years? You've worked with is say you've worked with many other associations, different cleaning standards committees. Actually, that's what you do now, as you're on two different cleaning standard committee boards. Right,

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Mark Warner 01:32

right. Well, the the two standards that I'm involved with are definitely related to the cleaning industry. One of them is the pin for the standard was filed by the IICRC. That's the Institute for inspection, cleaning and restoration certification. And these are ancy based standards, meaning that they're documented his proper standards, just like an ISO standard might be to a manufacturer. So a lot of details you have to do one of the standards is the s 400, which is the cleaning standard. And it's a standard that's built to be adopted on a worldwide level. So there are members on that standards, consensus body that are from countries all over the world. The other standard that I'm involved with is the s 410. The s 410 is an infection control standard. And that got started a couple of years ago, generally to build these standards takes several years. And it got started before the big COVID pandemic. And it got started is the idea that people that are involved with cleaning and disinfecting a commercial built environment, need to know what those standards are. People in health care know what the standards are, if they've lived them for years. But people that are involved in just the basic everyday commercial built environment, they don't generally have that background. So the the s 410. Infection Control standard isn't aimed at healthcare, it's aimed at the rest of the world. And what they need to know and what they need to try to achieve a standard by definition is successful outcome, you know, or a desired result. So you really can't figure out how to do things unless you know where you're trying to go. What is the end game look like? And if you know what that is, it's kind of like taking a trip, you might want to take a trip out west. But if you don't really know where you're going, who knows where you might end up, you can end up in Seattle, you can end up in San Diego, or anywhere in between, right. So it's the same way when people try to work their business or their cleaning operation. They really need to know what's the end game look like? And that allows them to figure out how to enhance their business operation. How what do I need to do in order to get to that point specifically? So I'm a big believer in the standards and being involved with them, just so you know, Halie, they generally there's no compensation for being on a Standards Committee. It's time that you volunteer. And for me, some of the most valuable things I think I've done for the cleaning industry in general are things I've done as I've volunteered time for. So that's what the standards about you mentioned the obligations. Probably the one that people think about the most is the ISSA and the ISSA is the largest association on a worldwide level for the cleaning industry. And you know, holding a position there as manager of education, training and certification. Did a lot of things you gave me a lot of exposure but between you me and and our

listeners It caused me to really take a critical look at myself. And whether I knew enough, and it re engaged me with studying my game. And being asked to teach or train something made me motivated to master that level I hadn't before. So that was a game changer for me in life.

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Halie Morris 05:25

I was gonna say we had a conversation a few weeks ago, right? We talked about education a lot in that conversation. And thinking back to it, you and I both agreed, that we never really, you know, know enough. As soon as we learn more, we want to learn more, right? It's a continuous game of the more you learn, the more you know, you don't know,

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Mark Warner 05:52

the definition of a catch 22? Yeah. The more you learn about any topic, the more you realize you don't know. So oftentimes, when I'm engaged with you, I do a lot of Train the Trainer kind of programs where you're teaching people how to become a trainer. And generally, where people are most worried is their little self, have a little lack of self confidence about whether or not they know enough to actually be a trainer? And what if I get questions about things I don't know, and so on. And, you know, I just really need to study more, and I know, I'll get more confidence. And I used to have to say, well, it doesn't really. So the more you study, the more you realize you don't know, so you have to accept the fact that you're not going to know everything. And you're going to get asked questions you don't know the answer to. And that's okay. You're not expected to know everything you're human. But you do you study it, you engage in it, and that makes you gives you the authority to speak about it as a trainer. And it usually puts people at ease when they're put on the spot that way.

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Halie Morris 07:00

I think one of the best skills that I kind of started to come to terms with during college, and then I've seen other people start to gain is that ability to get comfortable with being uncomfortable. So understanding, you know how to interact in a situation where you don't know. But you have to be like an authority figure, or you have to be the one, in this case, training someone. It's cool, because the way somebody transforms once they start to get that, and understand that it enables them to go so much further. And the common denominator with all of those people after that point is that they're almost always continuously learning and gaining knowledge and seeking to understand. And they are okay that they don't understand everything, because they know they can keep learning. And it is an interesting thing. And it made a big difference with those who are still in school or those in your career careers when lockdown happened. So I thought that was a very interesting part, though of your, your particular background is your strong connection to education, and training and learning?

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Mark Warner 08:11

Well, you know, it's really funny than Thank you. What's really funny, is I knew that I had a good body of knowledge, because I've been around the industry for a long time. And, and that wasn't enough. What I didn't know that I didn't know is that to be a good teacher, to be a good

instructor to be a good trainer, you have to understand the dynamics of a lot of other things. You have to accept the fact that some people learn visually, and some people learn by what they hear. And if that's the case, they generally have to deal with some degree of repetition. But the best way to do it is to get involved with some kinesthetics, you know, like hands on, because you can do some hands on stuff. And people learn much, much quicker and then supplement it with audio and visual. And that's not stuff that I really thought about until I got involved with being an instructor and trying to figure out just what is it that makes really a good instructor or trainer or teacher. And it's it kind of woven around knowing that different people are built in different ways in terms of the way they learn and to be effective. You have to know that there's lots of different things you have to do in order to try to engage an entire audience. You'll never engage the entire audience. There'll be people that won't engage just because they're resistant. The other thing you learn is that anytime you do any kind of live training, you're going to have people that are totally engaged. And then you'll have others that are not engaged to different degrees. act, you can have the disruptors, which are the people that just want to shout out from the back of the room, and disrupt your entire thing. And you have to know how to handle that, too. So, you know, those are things that I've learned. And boy, I really wish I had known those earlier in my career, I would have been fantastic. But you know, who would have thought that if you were going to be considered a subject matter expert near you, get asked to talk about it, that you'd literally have to study how to be a teacher. But you do. And the more most interesting thing there, Halie, the best thing that anybody can do is make sure that they're listening very keenly, because an audience or listener, or somebody that you're engaging with one on one will actually give you clues as to what it is that interests them, what inspires them, what motivates them, or what they don't want to hear.

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Halie Morris 11:04

I I've done some training and pre as I did recruiting, onboarding, and I you know, that those first couple of days, introducing somebody to accompany I would be their their primary point of contact. And actually distributor at the beginning of this week on one of our CRM systems for new hire. I've also tutored people in math, and calculus long before I even took calculus because I like math, I'm that person, right. And the one thing I learned early is nobody, like most people will not tell you when they don't understand something. And they will just sit there and bemoan it, because they're uncomfortable speaking up. And so I learned to pick up on body behavior, and body language to tell when somebody isn't quite missing something. And I've tutored a couple of people at once, but usually it's one on one. And being able to reiterate things in a different way. Sometimes, that's a skill set on its own, that I had to figure out quicker, otherwise, I wasn't doing what I promised I would do to I wouldn't, wasn't getting them from not understanding to understanding. And I always, when I sit down and help somebody with homework, or when I sit down and help somebody with a project in the office, or anywhere else, I don't want to just get it done, I want to teach them how to do it themselves in the process. So it's a very, it's a very interesting thing. But I can see like, somebody who's really, really good at cleaning, and has really mastered it coming up, and now being put in a point or a position to share that knowledge and pass it on as a trainer as a leader freaking out because they're like, I've never had to do this before, I don't know what I'm doing, you know. So well in

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Mark Warner 12:55

the cleaning industry, like some of the stuff that I've done is all related to you know, tactical and strategic elements of the cleaning industry. And since it's a business, or it's dynamic,

within an organization or department in an organization, there is this factor called the ROI in the ROI, honestly, I'm going to give you some people to train. And I want to see a result from that. I want to see my business grow, or I want to see the building look cleaner, or I want to see some return on this. And that becomes a part of the challenge as well is how do you cater what you want to talk about to what can move the needle for an employer that wants their employees to go through training or, or a business that wants to ignite their sales and grow, you know that that's how very measure it and that that starts to really get intense at that point. Because it's not just about getting them the mastered the knowledge, but they knowledge by itself doesn't move the boat. You've got to know how to, you know, execute on that knowledge? How do you put that into play so that it changes something? And that's kind of the part that's always fast about the kind of training and instruction that I do in the cleaning industry because you know, you you know you you'd eventually know whether you're any good or not, because you'll have people either coming back to you saying we want to engage with you some more we saw results from the last time and we want more of that or for the other side of the coin is thanks have a nice day. We'll catch you in the next Life, you know, and essentially, that means that you pretty much failed no matter what. And when you think about it, it's, there's two elements that go on there. I mean, there's a degree of entertainment, you know, you have to engage people, there's some humor you got to get involved with, there's some connection you have to make. But you also have to deliver information, they need to benefit from their knowledge. And so I've seen people who are incredible comedians in the front of the room, and they can have you roaring and laughing. But if the hour and a half you spent with them, and now you have to sit down and take an exam on something, there is no way you would be ready for it as all you've been hearing his jokes for hour and a half. So, you know, the other end of it is you can have somebody that is so preoccupied with the details that they need to cover that the audience literally falls asleep, as they're, you're trying to impart that. So there's that little bit of balance between education and entertainment. I've heard that term entertainment used. So that's a mixture of those two words. But the bottom line within the business cleaning, for example, is that normally what people are trying to do is, when I talk about moving the boat forward, they're trying to fine tune their game on a couple different levels. What people initially might think, Halie, is that the training is all about tactics. How do I clean a better carpet? You know, how do I make the restroom appear cleaner? How do I clean this hotel lobby better so that it looks more prestigious? The tactics of cleaning is only one piece of it. Because you could tap be very much of a master of some of the tactics of cleaning and have no skill set, and trying to manage a team of people that are all sent into a building or a campus in order to try to attack it at that point. Instead of tactics, you're starting to study things like the strategies, you know what cleaning system design am I going to use, there's at least six, we can talk about that a little later. But the other thing that people don't realize it everything we touch, if we're going to clean it, there are three different and distinct things that we do to them. On a daily routine basis, we might go after dirt and soil. But that's only going to last so long until it looks like a dog's breakfast, then, then you got to, you know, pull out the cannon and go after it with heavy duty restorative work. Think about a four, for example, you can only mop it clean so many times before, it just won't respond anymore. And then what people will do is they'll strip it all out and refinish it. But that's not all people do with floors. For example, there's a million things you do in between, in order to keep and maintain a floor. So it looks well and works well. You know, things like top scrubbing and recoating and dealing with traffic lanes and think about the supermarket you go to you know, they're dealing not with the whole floor. The same. They're dealing with areas that are wearing out faster, they deal with that more aggressively than other areas that don't get a lot of traffic, you could say the same thing about an office building with carpeting. You could say the same thing about a restroom and an airport restroom in a high end office building two different levels of traffic. You could deal with the same thing as it was related to other forms of above the floor cleaning like disinfection. How many times you

have to disinfect that room mark? Well, none. If nobody goes in how many people are going in it? You know, what is the traffic patterns. So all of those are things that come into play. And where people have the least the least amount of knowledge, Halie is understanding that there are these interim care tasks that we do. And we do them to be more efficient at our game to end up with an effectively clean environment, but do it in the most efficient way. Like could you make your house look really nice if you extracted your carpets every day? Well, yeah, but would not be insane extracting your carpet every day, right? So your idea would be let's keep it looking good with a minimal amount of effort in only extracted when it desperately needs it. And so there's, these are called interim care things and nobody really knows how to do that. But where all that comes together what I was getting at before I went on a you know, little tangent there was that if you realize you got all those three things that you have to do at different timings levels, what we call a task frequency assignment. You plug all that into a spreadsheet, and all of a sudden yourself Man, oh my gosh, I got a lot to try to figure out here, how many people? Do I need to do all this daily stuff? And how often do I need to do these interim stuffs? And? And how does that impact the restorative level of cleaning that I got to do? And all of these things fit into a science called Work loading, you know, and that's all about, you know, staffing levels, productivity rate assessments, even cleanliness, audits and task inspections. And generally, where I'm most sought after as instructor is at that level. It's not at the level of how do I do a floor, although I love talking about that. It's more of that strategic stuff. So because I've had people say to me, Halie, they're like, Well, what do you do? You know, and it's like, well, you know, I'm, you know, I work for the bullion companies in Philadelphia and their manufacturer, craft blender and specialty cleaning products. But mostly what I do is teaching training, educating people on the arts and sciences of cleaning. And they'll say, Well, how hard can that be? Who the hell can clean? My kids can clean godsakes. And I say, let me explain that grasshopper started talking about all the science that goes into doing this stuff, right. And it's not just about being effective. Anybody could be effective given enough time. But if you're not highly efficient, in that, your cleaning business will go out of business, or your, your cleaning department will end up being too costly to maintain. So it all has to be done with this high degree of efficiency, which comes into, you know, knowing what's best practices, you know, what is the step by step sequence that the entire world looks at as being the most efficient way to be effective. If you don't even know that, then you've got, you know, it's a crapshoot, whether you're going to be successful with your business really needs to know what is the most efficient way in most situations. And if I'm going to do it a little differently over this airport, or with this office building, it's because I have to because the unique environment that exists there, but I know the best practice and I know how to modify it. So that environment, which might be a 24/7 operation, or, or the reverse of that, you know, could be a church or a synagogue that might have a low level of traffic, and all of them have a certain expectation. So that's the kind of stuff that comes into like driving a business. And what we got started talking about in the very beginning was my involvement with standards. And so what I find the most is when I get into a conversation about like, here's how you do stuff. Here's how you manage stuff. And the first question I'll say is like, hey, Halie, do you? Do you know what the cleaning standards are here? And I've had people go, what, what are standards? I've had people say, yeah, there are no standards in the world. And it's like, well, there's 27 standards in the world. I've studied them all. Some are very relevant here in the United States, others irrelevant in other countries in the world, some of them very specific to how we manage and handle chemicals, or blood and body. Fluid spills, and cleanups and others are more broad based, defining what the word clean means. Because the word clean may mean something entirely different to me, Halie than it means to you. Yeah, you might look at something and well, that looks clean to me. And he's you're using your eyes, I might look at something and say, Well, I'm not going to give you my determination on that until I swab it with an ATP meter, or do a PCR test, or a swab culture and determine whether it's free of microorganisms. And

both of us were describing clean and what we believe, but it was a very different definition that we're both using. So standards help figure out how you're going to define it. And if we do define it, how are you going to measure it? Is it just Halie walking around going? Yeah, this looks good. Mark coming in with all these like meters and stuff checking for microscopic invisible microorganisms? Or is it somewhere in between? How are you going to measure whether or not I'm successful in delivering your desired outcome? And that was what standards tell you. So anybody that's engaged with a cleaning business anywhere or running a cleaning department anywhere. If they don't have very defined standards. They cannot map out the plan to get there, and they're going to end up playing musical chairs, no of musical chairs is right. Musical chairs in the cleaning industry means you got the job for nine months, then we spent three months looking for your replacement, we fire you with the 11th month and hire them. And every year people rotate positions. Every year building service contractors get fired and another company comes in. And it's all happens in a non ending cycle like a dog chasing its tail, because nobody spent the time to define the desired outcome created as a standard, and then build all the rest of it around that. Like, what is the task frequency assignments? I need to give? How much? How frequent? Do I need to do this in order to make it keep looking good? And if so, how many people? Is that going to take? can take 100 people, I got 10? How am I going to do that? So you have to start thinking about lots of things beyond that. That's the whole game of the business of cleaning. I kind of summarized in a cocktail party version.

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Halie Morris 26:08

There. Yeah. And I guess that's the point too, right. There's a lot of moving parts, there's a lot of nuances. And there's a lot of the soft skills that come into running a cleaning business that you don't see sometimes right away if you were a cleaner that started off independently and grew your business, because you had great success, because you did it well. Right? When you get into a position to lead an actual business that you've grown that far. If you're not looking at all these different things and sorting them out,

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Mark Warner 26:42

things will start to fall apart. Yeah. And so and it seems like a lot. But really,

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Halie Morris 26:51

that's one of those skills, you know, knowing what things require your attention, what skills you need to address those, and then where you can bring somebody else in, what skills they need and what they'll be doing. You know, because it's a it's a team thing, right? You're not going to hopefully, if you're the president of this huge cleaning company that spans three states, you're hopefully not going out and driving three states away to clean a job. Because you have no team out there. You know, you should be managing the things that a president manages, and you should have backup people or a backup plan, if something falls through on the scheduling, because it happens, right? Yeah, it's interesting, there's a lot to go into it. But again, it's stuff that you can you can start to break down and you can come and start looking at, like, you know, just standard for clean. Finding that first and foremost is probably a big thing. What is your goal? What are you trying to achieve? Because otherwise, you can't measure anything, you can't figure out if you've done it or not.

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Mark Warner 27:54

What I find is the the information that CEOs, business owners, entrepreneurs, even high level department heads in large university operations, what they're most interested in having a conversation about now is not how to clean a toilet, or do a floor, they want to talk about something that's often referred to as a project management formula. And there's four elements of that. And the first element of that is obviously building out a standard. If you don't have a standard, there's plenty of standards that are already out there that are somewhat generically Whitten the ISSA has three standards, the sim standard, the institutional and commercial standard, and the K through 12 standard. So if you don't have a standard choose that. I've done work with Johns Hopkins, and they are very big AI building their own standards. And when I did the training for them, they adopted a lot of ISSA standards as an addendum to their existing standards, because they liked some of the pieces that they didn't have in their own, which got into this simple level of defined clean and define how you're going to measure it. So that's kind of important. And it's usually a conversation that takes place by a company executive, when they're bidding on a job, or when they're negotiating their budget at the budget meetings. They need to make sure that they're defining what are we trying to here's what we see is the standard and here's what it's going to take. The second element of that formula is what are the task frequency assignments? I got to put on all this stuff? I mean, obviously I can make it look like the Taj Mahal. If I put 10 People fall around it, follow every person around, but that's not rational. So the question is, how do I create this wonderful perception? have clean with the most the least amount of people time and effort because that's what happens. And so you have to be really strategic about how you're assigning task frequencies. And once you you know what it's going to take from a task frequency assignment. Now, you need to figure out how many people do I need to do. And now you can use information that's readily available like the ISS a cleaning times, and there are a lot of other documents out there that make that available janitorial manager has some cleaning times established as well that are based on the ISO standards, I happen to know that. But the idea is that now that you know how long it should take for somebody that is trained in skilled at it, now you can start to figure out how many man hours it's gonna take to do all these tasks, assignments. That's the work loading and staffing part. And then there's the fourth element, Halie, and that's called resources. And all this would be a piece of cake if you are given unlimited resources, but nobody is given unlimited resources. So what happens is, somebody says, Well, that's all GradeMark, that you can do all that but, you know, I'm only giving you 10 people to work with, or I'm only giving you x amount of dollars to work with, what are you going to do now? Now I got to work it in reverse? Well, if I have this much in terms of resources, or budget, or, you know, this is what I bid the job for, that's going to allow me to have this many people and still support the equipment and, and the profit that I need to make as a company where it did support the equipment and the overhead of my department. That means I only have this many people. So how do I use that many people to try to maximize my task frequencies? I'm gonna have to cut down on how frequent I'm doing it. And I surely can't cut down on how frequently I'm going to disinfect the bathroom. Right? That expectation that's done at least every day. In some areas, we're focusing on touch points getting disinfected multiple times throughout the day, I can't neglect taking out the trash every day, I'll get complaints about it. You know, can I change off how often I'm vacuuming a conference room that's not being used? Well, absolutely. So maybe that's where I pick up those. For even though supposed to vacuum, this whole floor every day, if the room wasn't used, maybe I can pick up some hours by not vacuuming, if the room is not used, and deploy that hours somewhere else where I can have more of an impact on the perception to clean. And if I do all that, I'm going to end up with a result, that might be a little different than what we

talked about in our meeting for a standard I need to have somebody agreed to that. So if I'm working for you, Halie, and you say, Mark, that's all great that you can make this look like the Taj Mahal, but I only have this much money to put towards it. I need to know how to work it backwards to say with all that, here's what I can end up doing with this many people. And this is the result that I'm going to get. If I do that, is that acceptable to you, Halie? And you're gonna say, yes. And I'm like, okay, we can do it then with this, or you're gonna say, Well, no, I wanted a little bit better than that I want to be better than my competitors. For example, how much more would it take to raise that a little higher, closer to what we originally talked about is our desired wish list for a look. And now they know how I built that formula. And a really good business operation, CEO, Executive level of a cleaning company, or a high level executive in a cleaning department for a large university or a large government operation, they're going to be able to use all that to strengthen their position. And this is the best way I can tell anybody to avoid musical chairs. Because if this isn't agreed upon upfront, if you don't get somebody to agree upon the fact that you're going to provide this result as a result of the resources you're giving, then I'm here to tell you that this job in a year, if you're a contractor, you're going to get displaced, because they're going to be unhappy because the desired result doesn't meet their unrealistic expectations because nobody explained how they're met, what these resources would provide. And I do a lot of this work. I've done it for the ISS, say in China. I've done it for the HSA for the country of Nigeria, in the country of Ghana. And that's been done through both virtual training events, as well as some degree of one on one mentoring that, as you can imagine, in the last year and a half, that's pretty much virtual as well. But I'm telling you all this, because that's where there is such a gap in the world, there's not a gap in the number of people that can mop a floor, there is a gap in the number of people that can build a cleaning operation a business or department and do it very successfully, and to meet the satisfaction level of everybody involved. And so when we start talking about these kinds of things, and you can imagine, I'm just a ball at a cocktail party, Hey, Mark, you know, let's Flitz cleaning industry all about, alright, you got me going. So you either hang around, or you go running away and say don't talk to that guy. But I see it as having all these very, very, like you mentioned moving parts. And really what he's saying all I just said, was just a way to try to describe how many hundreds of moving parts there are. And if I wanted to complicate that even more, you know what I would throw in on that, Halie, let's go for it. How would I make the number of people I have more productive without adding more people increase? Now I've got to start looking at things like auto scrubbers, and right on equipment and carbon fiber extension poles and robotics and drones. And, wow, if I'm going to use that kind of equipment, my whole training has to be changed. I can't just show you how to swab a toilet boy, I got to teach them how to operate the software of a robot that's now going to do the daily routine cleaning. So then I'm freeing up man hours to do the interim and restorative tasks. And now I've taken those 10 people and I'm doing the work of 25 people. But I've had to make an investment in the high tech technology to enhance that production. Did I just add a few more moving parts? Right. So that's kind of how deep you can go on this. And I've been asked in over the last, you know, several years, you know, what is it that you have to train people about with the technology moving forward? Like everything we've talked about so far, there's listeners are gonna say I got that I kind of know all that, you know, throw something more at me it gets down to well, how do you? How do you enhance your training program? without pulling people off the front line? How do you get them trained on robotics, if all they've ever done was use a former machine and a wet back on the floor? And that gets into things like beyond visual audio and kinesthetics it gets into how do I take that to another level? can I incorporate digital technology like we're doing here? Right I incorporate digital technology is an online platform for providing some of what used to be done as a classroom based instruction, knowing what OSHA standards are, knowing what best practices are identified as being knowing what safety guidelines exist out there related to chemistry or running equipment that's corded, you know, I came up with a

digital online program. And now we go further than that. If you're trying to train somebody on robotics, do you have every real robot that was ever made? Of course you don't. So you incorporate VR, which is called virtual reality headsets, where they're actually being trained on what they can see through a headset, on how to operate robotics, in the same way that a pilot will sit in a booth and learn how to fly a 747. That's virtual. And then there's another level which is called augmented reality, which is where you literally have goggles that haven't on screen display, and are able to target those areas that you need to address what needs to be disinfected. What part of the label do I need to read? You know, when was this floor done last? What's the temperature of this over there? And that's called AR augmented reality. We see that a lot in the military. You see it on TV was science fiction movies, but it is actually the direction that somebody has to go to let's call use the word augment their training program in order to embrace state of the art technology and then on top of that, how do you do all that without screwing up your your work loading process, like I can't take people off the I can't not clean that building today. So I can't sit them down in a classroom for eight hours a day for three days in a row like the building will be dirty. You know, I lose the job. So then it gets into how you implement all these things over a consistent level of time. And so I will help people get engaged with a platform for internal training, where they dedicate maybe the first day of the week or the first day of the month. But they dedicated to training and writing to do 24 hours or 26 hours of training in one fell swoop, doing one hour on an ongoing basis, and it never, ever stops. At some point, if you run out of brand new state of the art material, yes, cycle back to the basics, just like an Olympic athlete does. At some point, they have practiced so much on their advanced techniques in their sport that they cycle back and try to reengage with the basics. Have I lost track of the basics, since I've been working on such advanced techniques in my sports? That's how we build a cleaning team. And I bet you totally did not expect to hear on this today.

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Halie Morris 41:04

No, it's, it's interesting. There's another level even to that, because anytime you're introducing these types of things, you know, we're talking about actually training them again in the mind, but you're dealing with people and a good time, a good portion of the time, when you introduce change, people are adverse to it, because it's different than what they're already comfortable with. And so when you're trying to figure out how to keep up with advancing technology, so that you can continue to stay ahead, and that you can continue to work more and more efficient, efficiently, and to get your team trained up. And you get to that point, there's always the roadblock of some people just don't want to do it. Like even if they doing training, once a week, every hour, they come up with something new, that's completely different than what they've they've been doing. And they're like, Well, I'm not doing it that way. That's stupid. There's another, there's even another layer of it. So

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Mark Warner 42:01

yeah, and that's when you incorporate the reverse psychology of peer pressure, which basically means introducing something as a pilot program, with a team that you know, will succeed with it, so that they can get excited about it. And it creates a degree of jealousy within other operations. They have that high tech stuff, and I don't. And that's when you introduce it to the people, you know, are going to be initially most resistant, because now they're asking for it, rather than feeling as though it's being forced upon them, without them being a stakeholder in

the decision that's being made. And that's part of what goes into training at a strategic or management level, is teaching people how to get their team to engage with new technologies. And there's a whole science as we're talking about a whole science around that as well, if people that can do that really well, and help others get through that. They're very valuable people in the cleaning industry. And there's many of them. There's many people that have that skill set, but not as many as you might think.

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Halie Morris 43:17

I'd say they're, they're valuable in any industry. So that's, that's one thing you have to watch is having having good people that can come in and change mindsets, gradually over time. That is, that's a powerful thing, especially at that level. So we we've covered a lot. And

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Mark Warner 43:38

I have like one other little point, yeah, that I thought would be great to throw out there. And it might engage some of the listeners to prompt them to say, Hey, I like that you should have him back again someday, which would make me feel really good. You know, what I look at when I think about the business of cleaning, is that there are three things that are particularly relevant. One is that people that are within the cleaning industry need to know that they can develop their career that there's a career development pathway. And that pathway revolves around understanding things like the tactics of cleaning and best practice, but it also revolves around understanding the strategic elements that go into it, as we've been talking about. The other end of it, of course, is the entrepreneurs that want to get engaged with this business and have the money and they don't want to actually do the cleaning of the floors, but they want to build a company and what they need is a different level of stuff. But the third one, and really what I was working around to is the entry to the cleaning industry. And I've spoken on Capitol Hill to the Senate said subcommittee about the fact that the cleaning industry was a An excellent opportunity for returning service veterans or heroes to enter and engage in, in industry, that would be a great career path development. And they poo pooped. Me, they actually said, why Mr. Warner? Why would we want our returning heroes to ever want to engage in something as menial as the cleaning industry? Well, you could imagine saying something like that to a person like me. So I got mad figuring they're never gonna have me back anyway. And I went on a tirade. And I explained the fact that they are ignorant about what the cleaning industry is that the cleaning industry isn't just made up of the frontline worker, the frontline worker is the person you see taking out the trash or doing the floor, the way you don't realize is there's team leaders over that and their supervisors over them. And there's middle level of management that oversees all that. And in many cases, there's an executive team and even a CEO. And you can work your way right up to that CEO level. By starting at the front line, how many other industries can you think of that you could enter into it. And just because you had the desire to work hard, and you are ambitious, you could start off by mopping a floor and build yourself up to becoming the CEO of a major company. So the cleaning industry is a fantastic opportunity, because there's very low barriers, almost no barriers of entry. And if you get engaged with the cleaning industry, although you might start at a menial task level, it is an industry that advances people at a very rapid rate, based on how much they can deliver in the terms of leadership over a team and how to build a company, for example. And for returning service veteran who might in fact even be have some physical challenge site or handicap. It's a fantastic industry, because they can excel within this industry, no barrier of entry. And they can

take this as far as they want to go, they could not only do the service side, but they could also go down the supply chain side, which means that they get involved with the manufacturing of chemicals and equipment, they might get involved in the distribution of those chemicals and equipment out to the end users. Or maybe they get involved with the science of r&d, of creating brand new chemistry and brand new equipments. And then there's a third leg to the stool. And that is, maybe they're passionate about it. And they decide they want to be an educator, a trainer, and instructor or writer that can advance the industry in that way. These are dynamic paths. And if you told anybody that they could rise in any industry to the level of becoming a CEO, or an educator and a college or be able to become well, you get my point. Yeah, at any level, they wouldn't be asking you what do I have to do? They wouldn't ask you if it was a pantyhose manufacturer, or whether it was a cleaning industry, the idea that they could use a pathway to get into this upper level of business, they would do it wholeheartedly. And that the flaw of that Senate said, they were looking at it at too shallow A levels. And you know what they said to me, Halie, how they say, they apologized, good. They had Mr. Warner, we had no idea that all that existed and we could fully support that concept. Since then, programs have branched out to go after large homeless operation, there's project we hope in San Francisco, which is the largest homeless shelter operation where individuals that are homeless, through maybe no choice of their own, have the opportunity to get someone to sponsor them to go through a training and education program to get certified to be able to get a job that allows them to make a living the blind and handicap associations throughout the United States throughout the world for that matter, but primarily in the US have embraced it as a way of taking somebody and teaching them skill sets that allow them to maintain their their life to build a life that maintain their dignity. So all of this has created a movement in that direction and and I love being part of it. And I I like to think back that you know maybe that little meeting in Washington DC way back when might have been one of the very early embers that caused this. This flaming Rise of the Phoenix that happens. Anyway, I wanted to share that with you and your listeners.

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Halie Morris 49:54

No, I appreciate that. It's it's incredible. It's one of the things there are so many incredible things going on in this industry. And so that's, that's actually not something I'd heard about before. But it is, it is one of the truest statements because to truly walk into an injury, you know, entry level frontline position, a truly an entry level position, not one where you have to get a four year degree and three years of experience before you walk into it. One where you can walk in from wherever you're at in life, and be able to work your way up through hard work, dedication, the opportunity to grow and learn there. There. There's not really too many options in the world outside of this industry. And then one thing from talking to many people across this industry for the show, and at events, like the ISS, a show is a lot of these companies, they almost expect their leaders to have sat at that position and bend the frontline worker at some point. And to understand it, we talked to Terrell Wagh not too long ago, she her family, it was her family's company. But she started at the very frontlines and worked our way up versus, you know, there, it bridges that gap a bit. And it shows that there is a power and understanding every leg of your business and having the opportunity to grow within it. So

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Mark Warner 51:22

why I really want to thank you for for honoring me with the opportunity to to do this podcast with you. I'm really grateful for it.

H Halie Morris 51:32

Thank you, Mark, I really thank you for coming on as well. It's been a great conversation. Our last conversation pre recording was also also won. And I thank you for sharing this with our listeners. I think this is going to be an episode they really enjoy.

M Mark Warner 51:46

Well, if they like it, they'll let you know and then you'll maybe invite me back someday.

H Halie Morris 51:51

I could definitely see that.

M Mark Warner 51:53

Thank you, Halie.

H Halie Morris 51:55

Thank you, Mark. And thank you everyone for tuning in this month for the business of cleaning. We've had a great episode, and I'm sure there's some stuff that you want to look back over. You're always welcome to keep listening. Re listen or go visit our blog posts. You can read a full transcript, see more information about mark or watch our YouTube video from there. Until next time, thank you