



Innovation in Products and/or Processes

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Winner

The IMPACT Programme, OCS Group UK

The IMPACT Training Programme, launched in May 2018, provides clear career progress for cleaning colleagues. Industry statistics show that many cleaning operatives hit a career limit at supervisor roles. IMPACT sets out to change that, offering career development from frontline staff to cleaning coach and beyond.

IMPACT ensures all frontline cleaning staff and supervisors deliver industry best practice standards but maintain their own safety and wellbeing. For example, lone workers are advised on travelling to and from work in the early morning or late evening, encouraging them to inform friends or family of their location.

But IMPACT also motivates cleaning operatives to progress in their careers through on-the-job training such as NVQ, BICSc and formal training such as the OCS Skills Matrix, online learning and apprenticeships.

IMPACT training is cascaded down from contract director (IMPACT owner) and site managers/cleaning managers (coaches) who are trained by OCS's centralised learning and development (L&D) team, to team leaders/supervisors (trainers) and cleaning operatives.

Results

Before its launch, training for cleaning staff was inconsistent, with no standardisation across the business. The L&D team owned the training but became a bottleneck, as they had neither the capacity nor the subject expertise to deliver it.

IMPACT was a combined project between the cleaning experts and L&D team, with significant input throughout the business. Three pilots at OCS sites in Crawley, Manchester and Oldham allowed the process to be tweaked before it went live. As several languages had to be catered for, initially documentation was in English but heavily illustrated; the next phase in the IMPACT process will be hosted on OCS's E-learning portal in 32 languages and with training videos to help with visual, auditory and kinaesthetic styles.

All cleaning staff undergo the process and OCS says it has a happier, more consistently trained and more empowered cleaning staff. Feedback from clients has been positive, particularly where OCS cleans several sites.

IMPACT is now being launched in other parts of the world and OCS said it has been so successful, that it is looking to roll out IMPACT into other service lines in security and catering – and a management training programme to provide consistent management training across the business in finance, HR, legal, compliance and general people management skills will also start this year.

To date, at a business cost of about £27,000, the central learning and development team has conducted 28 IMPACT coach sessions accrediting 199 IMPACT coaches. Those IMPACT coaches have gone on to accredit 147 trainers, and the trainers have trained and accredited 451 frontline cleaning operatives in the new IMPACT standards.

Overall, 100 per cent of OCS's cleaning staff are involved in the programme, with 44 per cent having completed the programme. The rest will complete the programme by the end of the year.

Best practice

- Catering to several languages, initially using English with many illustrations and now providing 32 languages on OCS's E-learning portal, along with training videos.
- All cleaning staff participate so they feel empowered.
- IMPACT includes a module on the environment including understanding how to reduce your impact on the environment – for example, reducing water and the amount of product used, and turning off lights after cleaning.