



10 QUESTIONS TO ASK BEFORE AWARDING OR RENEWING A JANITORIAL CONTRACT

A Practical Buyer's Guide from Affiliated Corporate Services, LLC

A janitorial proposal should be evaluated as an operating plan - not simply as a monthly price. Use these ten questions to determine whether a prospective or incumbent contractor can explain how the work will be staffed, managed, measured, documented, and improved after the contract is signed.

QUESTIONS 1-5 | COMPARE THE OPERATING MODEL BEFORE YOU COMPARE PRICE

1. How were the proposed labor hours and staffing levels determined?

WHY IT MATTERS: A monthly price means little if the labor model cannot support the promised scope.

LISTEN FOR: Cleanable square footage, task frequencies, production assumptions, shift structure, supervision, and realistic labor hours - not a guess.

2. Does the scope of work clearly define what "clean" means?

WHY IT MATTERS: Undefined expectations become subjective disputes after award.

LISTEN FOR: Specific areas, tasks, frequencies, quality standards, exclusions, responsibilities, and measurable acceptance criteria.

3. Who will supervise the account, and how often will management be physically present?

WHY IT MATTERS: Even a strong scope can fail without consistent field supervision.

LISTEN FOR: A named supervisor or manager, visit frequency, inspection responsibility, escalation authority, and backup coverage.

4. How will cleaning quality be inspected, scored, documented, and reported?

WHY IT MATTERS: A contract needs an objective method for determining whether expectations are being met.

LISTEN FOR: Repeatable inspection criteria, documented scores, trend reporting, customer visibility, and corrective-action follow-through.

5. How are periodic tasks scheduled and verified?

WHY IT MATTERS: High dusting, edges, vents, window sills, detail work, floor care, and other periodics are easily missed without a calendar.

LISTEN FOR: A written periodic schedule, assigned responsibility, completion verification, and an auditable record - not simply 'as needed.'

BUYER NOTES / QUESTIONS TO FOLLOW UP



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QUESTIONS 6–10 | VERIFY HOW PERFORMANCE WILL BE MANAGED AFTER AWARD

6. What happens when staffing is short or an employee does not report?

WHY IT MATTERS: Uncovered labor often becomes an immediate reduction in service quality.

LISTEN FOR: Call-out procedures, cross-trained backup staff, management coverage, contingency plans, and clear customer communication.

7. What equipment, chemicals, supplies, and training are included in the operating plan?

WHY IT MATTERS: Service quality depends on more than labor hours; the team also needs the right tools and standardized methods.

LISTEN FOR: An equipment list, maintenance responsibility, chemical program, safety training, task procedures, and clarity on consumables.

8. How are complaints, deficiencies, and corrective actions tracked through closure?

WHY IT MATTERS: A complaint is not resolved merely because it was acknowledged.

LISTEN FOR: A response time, assigned owner, corrective-action record, completion verification, recurrence tracking, and escalation for repeat issues.

9. What performance information will we receive after the contract begins?

WHY IT MATTERS: Customers need visibility into the service program, not just an invoice.

LISTEN FOR: Inspection results, periodic-task completion, open corrective actions, service issues, staffing concerns, trends, and performance reviews.

10. What will happen during the first 30–90 days after award or renewal?

WHY IT MATTERS: The transition period often determines whether the contract stabilizes or begins with recurring problems.

LISTEN FOR: A start-up plan, staffing confirmation, training, equipment deployment, baseline inspection, communication, early reviews, and adjustment checkpoints.

BEFORE YOU SIGN

- ☐ Scope defines tasks, areas, frequencies, and exclusions.
- ☐ Labor hours and staffing assumptions can be explained.
- ☐ Inspection and quality standards are documented.

- ☐ Periodic work is scheduled and verifiable.
- ☐ Corrective actions have an owner and closure process.
- ☐ Start-up, reporting, and review expectations are clear.

NEED AN INDEPENDENT SECOND LOOK? ACS can independently review a janitorial scope, staffing model, bid package, incumbent performance program, or renewal proposal. The objective is simple: make sure expectations are defined, assumptions are documented, and the operating model can reasonably support the promised result.

BUYER NOTES / DECISION POINTS



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