



FACILITY SERVICES

Scaling with Standards

**How US&S Built a
Centralized Training
Program to Support
Scalable Growth**



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Overview

Over a two-year period, US&S experienced rapid growth, expanding its workforce by 400% while supporting a rapidly growing portfolio of client sites.

While this growth represented a significant business achievement, it also exposed operational challenges that threatened consistency, performance, and employee retention.

To address these challenges, US&S developed the Certified Clean Team (C2T), a centralized onboarding and training program designed to standardize foundational custodial training, improve the new hire experience, and create a scalable framework for future growth.



The Challenge: Growth Outpaced Existing Processes

For years, US&S successfully onboarded new custodial teammates through a decentralized model. After completing HR onboarding requirements, new hires were connected with their assigned operations manager, who was responsible for providing site-level training and introducing them to the role.

This approach worked well when the organization was smaller and managers had greater capacity to provide individualized support.

As US&S expanded, however, the volume of hiring increased significantly. Operations managers were responsible for overseeing multiple client sites across multiple service locations while simultaneously onboarding new employees. As a result, training approaches varied from manager to manager, timelines became inconsistent, and the quality of onboarding depended heavily on local conditions and available bandwidth.

The company began receiving reports that routine custodial tasks were being completed inconsistently at some sites. Further investigation revealed that while employees were capable and motivated, they were not always receiving the same foundational training before entering the field.

US&S recognized that the issue was not with its people; it was with its process.



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Foundational to strengthening our communities, we strive to strengthen our team. C2T enables US&S to invest in our new teammates through values-driven training that empowers them and keeps them safe.”

Matthew Smith, Chief Operating Officer for US&S



Identifying the Root Cause

Leadership evaluated the onboarding experience and identified several challenges:

- Training methods, baseline knowledge and expectations varied across locations and managers.
- New hires sometimes waited days or weeks before receiving initial training.
- Operations managers were spending valuable time teaching basic custodial skills rather than focusing on site leadership, quality assurance, and client relationships.
- Employee retention was impacted when new hires felt disconnected or unsupported during their first days with the company.

As growth accelerated, it became clear that a structured and scalable approach was needed.



The Solution: Certified Clean Team

To create consistency across the organization, US&S launched the Certified Clean Team (C2T), a centralized onboarding and training program designed to provide every new custodial teammate with the same foundational experience before reporting to a field site.

As a veteran-owned company, US&S understands the importance of building a strong foundation before expecting high performance in the field. Drawing from a principle common in military training, the company recognized that foundational skills are most effectively taught in a standardized environment before employees move into site-specific responsibilities.

Under the C2T model, newly hired employees are assigned a training date shortly after completing onboarding requirements. During the centralized program, participants receive systematic instruction covering core custodial skills, safety procedures, company standards, and performance expectations.



Currently, led by US&S's Quality Assurance and Standardization Officer (QASO), the program creates a controlled learning environment that reduces training variability and ensures consistency across the organization.

Upon successful completion, teammates receive certification and are introduced to their operations manager before transitioning to their assigned site.

This approach ensures every new hire arrives with a shared foundation of knowledge and expectations while allowing operations managers to focus on site-specific training and customer needs.

Building a Better Employee Experience

Beyond standardizing training, C2T was designed to improve the overall onboarding experience.

Previously, new hires often completed paperwork and waited for follow-up communication regarding their first assignment. In some cases, delays led to uncertainty, disengagement, and even employee attrition before training could begin.

The C2T program creates a clear and structured path from hiring to deployment. New teammates receive a scheduled training date, interact with company leadership early in their employment journey, and gain a better understanding of US&S's culture, expectations, and commitment to their success.

Furthermore, each graduate receives a sense of accomplishment early in their tenure with US&S. Accomplishing this milestone sets a positive tone of achievement and feeling valued—sentiments that help to foster teamwork and commitment.

By investing in employees before they reach the field, US&S reinforces the message that every teammate is valued and equipped for success from day one.

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C2T has helped create a more consistent and effective onboarding process by preparing employees with the knowledge and expectations needed for success before they enter the field. As a result, teammates are arriving better trained, more confident, and better equipped to deliver quality service from day one.”

Ryan Henderson, Quality Assurance & Standardization Officer for US&S





Early Results

While the program is still being refined, early indicators suggest positive momentum.

Program Development

- 18 C2T cohorts completed
- 90+ graduates trained

Employee Impact

- Turnover rate decreased from 86% in June 2025 to 61% in August 2026.
- C2T has a retention rate of 75%.

Operational Impact

- 56% work-order reduction
- In the past 90 days, clients have expanded their business with US&S and cited improved performance and operational gains in the latest quarterly review.

In addition to quantitative measures, US&S has received positive feedback from operations managers and team members, providing confidence that the program is addressing many of the challenges identified during its initial assessment.



Our greatest asset has always been our people. As US&S continues to grow, our success depends on providing every employee with the knowledge, tools, and confidence to succeed from day one. C2T is an investment in our team, our customers, and our future. By creating a consistent foundation for learning and development, we're building an organization that can scale while continuing to deliver the quality, safety, and service excellence our clients expect."

Euleta F. H. Alston President, US&S, Inc.



Preparing for the Next Phase of Growth

For US&S, the launch of C2T represents more than a training initiative; it embodies a commitment to building systems and processes capable of supporting long-term growth.

As the company continues to expand, leadership recognizes that maintaining high performance standards requires more than hiring additional people. It necessitates creating repeatable, scalable systems that ensure every teammate receives the same foundation, regardless of where they work or who manages them.

By centralizing foundational training and establishing a consistent onboarding process, US&S has created an operational framework that improves employee preparedness, strengthens service quality, and supports sustainable growth for years to come.

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ABOUT US&S

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