Paul Greenland, CBSE, president of Aetna Building Maintenance, has been in the building service contracting industry for 30 years. Aetna, which specializes in providing customized facility solutions to industrial and corporate clients, has been a member of BSCAI almost since its inception in 1966. Read on to see what Greenland thinks has sustained over the years in the BSC industry and what he believes is the biggest opportunity in BSCAI.

Having been in the industry for about 30 years, what are some things that have changed over time within the industry?

What used to be a local industry became a regional industry and now has moved to a super-regional/national industry. I find that more and more contractors are expanding into larger territories. One thing has definitely stayed the same. Regardless of price, customers still demand quality service and responsiveness. The joy of saving money is quickly overtaken with poor quality or lack of customer service.

What do you think are some of the challenges building service contractors meet today?

Our challenges will always revolve around labor and being able to source the most talented staff at a competitive wage.

How is Aetna addressing it?

We need to start thinking of our industry not as a "janitorial" industry, but as a full facility services industry. Our industry is mission critical to every other industry out there. [How we address this challenge is] by keeping our customers' facilities clean and safe for them and their customers.

How would your direct reports describe your management style?

500-foot view. I have monthly one-to-one meetings with my staff and work on 30-, 60-, 90-day goals. They understand what we are trying to accomplish as a company. In our individual meetings, we focus on their department contributions to our overall commitments and their roles in achieving it.

What do you look for in hiring managers?

[When hiring managers, I look for people who are] willing to be results oriented. I also look for people who have already been "there"; by that I mean those who have already run or managed a business or department like what I want ours to look like in five years.

Is that five-year vision something that guides you through the hiring process or something you decide together based on their experience?

[Both]. We are really looking for forward thinking and forward managing members of the team. My job is to lay down the vision. Their job is to accomplish the vision.

What advice would you give a new BSCAI member?

Get involved early and often. I have learned the most from spending time over the years being involved in BSCAI and networking with people I have met through the association.

What is the greatest takeaway from your membership in BSCAI?

Peer networking by far is the greatest takeaway. Most of my best friends have come from the industry. We benchmark, share ideas and help each other solve problems.

What do you think is the biggest opportunity for BSCAI in the future?

Closing the loophole in illegal subcontracting and creating a level playing field for those companies that play by the rules.

How can we do that?

The government has to become our partner in addressing this issue—both state and federal. They are losing billions of dollars in taxes, workers' compensation and unemployment insurance. The penalties need to be severe enough to stop contractors from creating the system.

What are you reading?

I have two books on my desk right now: "The Speed of Trust" by Stephen Covey and "Fire Someone Today" by Bob Pritchett. They sound like complete opposites, but I suspect both will be beneficial!