

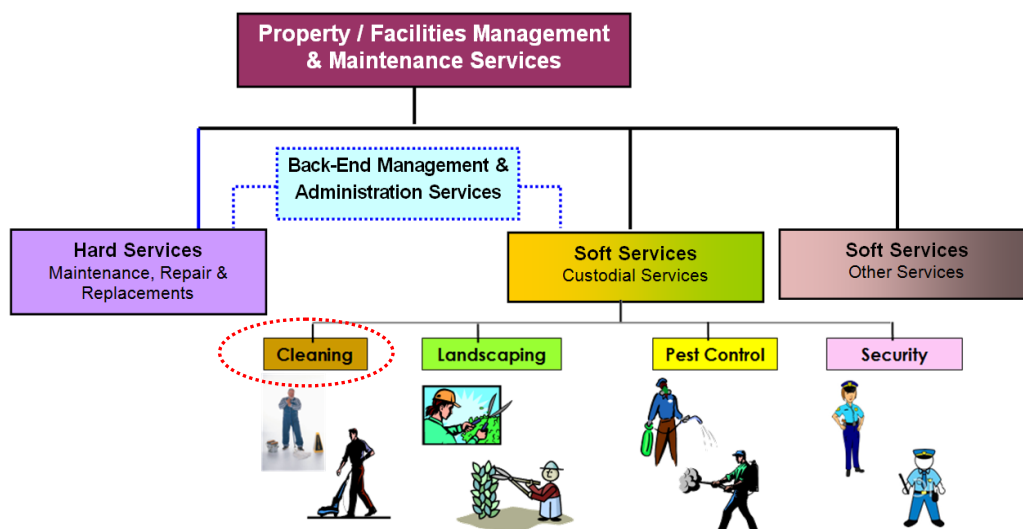
**EXECUTIVE TRAINING COURSE**

**Performance-Based Cleaning Services Procurement**

*Defining Organisational Needs & Service Outcomes for Procurement & Contract Administration*

**3-5 October 2018**

**COURSE BACKGROUND**



Cleaning is required for all buildings. Depending on building function and organizational type, this soft Facilities Management (FM) service can account for some 10-20% of total FM & Maintenance costs.

Cleaning services is invariably outsourced; either as a standalone service or packaged in an Integrated Facilities Management (IFM) contract. Cleaning and FM services, if not well procured and managed, can impact organization functions and productivity; cleaning services can additionally affect user health and organisational image.

Prescriptive specifications are currently mainly used in the procurement of Cleaning Services. These specifications provide directives on what, how and when cleaning tasks are to be done and a range of acceptable service performance, which are often difficult to measure objectively. For this reason, prescriptive based cleaning specifications invariably include headcounts as a guide of service performance.

Performance-based specifications focus on results/outcomes expected from the service without going into the specifics of what, how and when to do the work. The premise of Performance-based procurement is that Service Buyers are better positioned to specify the outcomes they desire from a service, while Service Providers are better positioned by virtue of experience in running a business to plan and deploy their resources optimally.

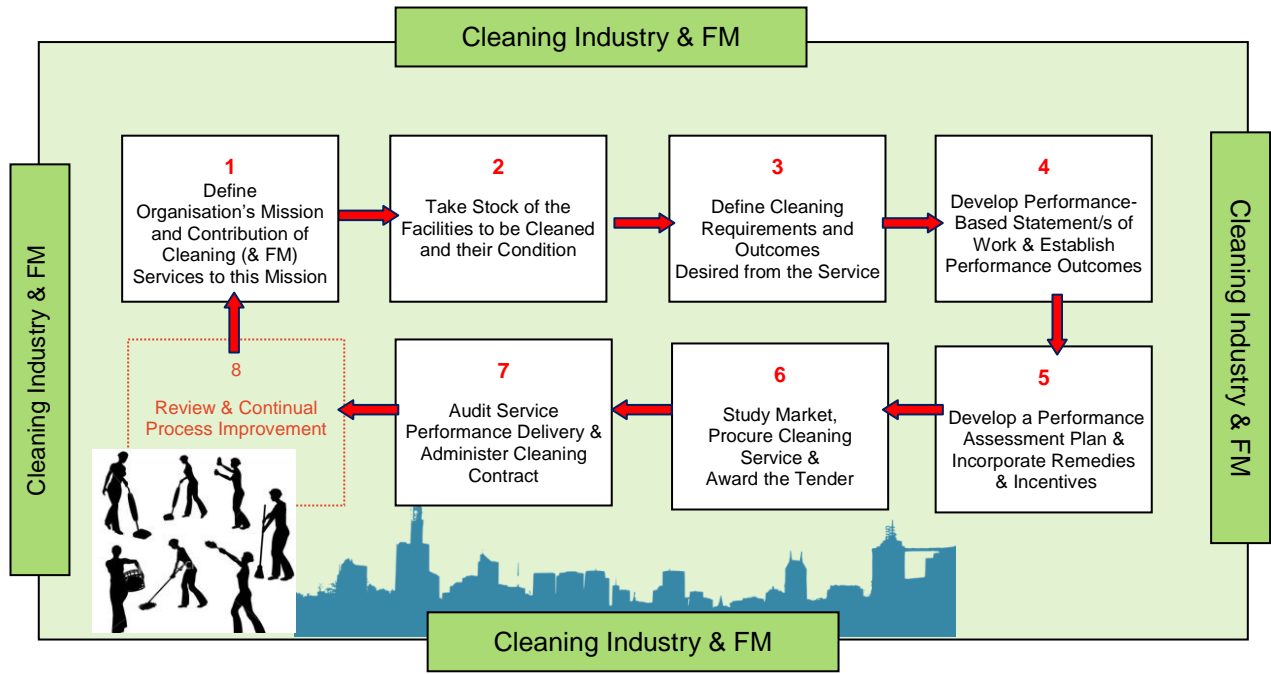
On this premise, Service Buyers planning to adopt Performance-Based procurement methods will need to determine their unique outcome/s requirements be it of Cleaning or FM services. Over specifying service requirements can lead to unnecessary high costs; under specifying requirements coupled with mismatched User service requirements which do not commensurate with lower costs paid, can lead to tense relationships between Service Buyer and Provider.

It will thus be essential for Service Buyers to understand the function and contribution of Cleaning Services in supporting organisational/business operations and needs. Service requirements/outcomes will thereafter be defined and objective means of measuring these outcomes developed for procurement specifications and subsequent performance assessment and contract administration. Service Providers must likewise appreciate fully that their services contribute directly towards building operations and user satisfaction and gear themselves to deliver services to achieve the outcomes specified and more.

*Performance-Based procurement methods and contracts are unlikely to succeed if there is no trust and sense of shared ownership of achievement of the specified outcomes between Service Buyer and Provider.*

## COURSE OBJECTIVES

The course will be conducted along the lines of the training framework shown below.



Course Delivery Framework

A knowledge sharing and round table training pedagogy will be used to:

1. Provide an understanding of the Cleaning Industry & Facilities Management and a balanced view of Service Buyers and Providers challenges on the ground
2. Define Organisational Cleaning Services Needs and Establish Cleaning Service Requirements
3. Understand the differences between Prescriptive and Performance-based Cleaning Specifications and apply the concept to translate Cleaning Service Requirements into Performance-based Work Statements and Performance Outcomes
4. Develop Objective Means of Measuring Performance Outcomes and Performance Assessment Plan incorporating Remedies and Incentives
5. Appreciate the Fundamentals in Procurement of Performance-Based Cleaning Services
6. Appreciate the Fundamentals in Management and Administration of a Performance-Based Cleaning Contract.

## COURSE CONTENT

### 1 Cleaning Industry & FM Overview

- Cleaning Industry Overview
  - o Cleaning & Facilities Management Link
  - o Cleaning for Different Buildings & Establishment Types
  - o Organisation of Cleaning Services
  - o Cleaning Methods & Equipment (with demonstration)
  - o Environmentally Friendly Cleaning Chemicals & Cleaning Supplies
  - o WSH Requirements in Cleaning
  - o Singapore Standards for the Cleaning Industry
  - o Cleaning Business Licensing & Progressive Wage Model
- Enhancing Productivity in Cleaning Services
  - o Automation of Cleaning Service
  - o SMART Technologies (with demonstration of wearable technologies)
  - o SMART Processes & Job Re-design (with examples of success stories)

## COURSE CONTENT (cont'd)

### 2 Organisational Functional Needs and Cleaning as a Support Services

- Defining Organisational Mission and Support Services
- Role of Cleaning & Facilities Management as a Support Service
- Establishing Cleaning Service Requirements for Supporting Organisational Needs

### 3 Cleaning Service Levels & Performance-Based Outcomes

- Prescriptive Service Requirements vs. Performance-Based Service Requirements
- Translating Cleaning Service Requirements into Performance-Based Service Outcomes/Indicators
- Determining Acceptable Quality Level
- Defining Objective Means of Measuring the Performance Indicators

### 4 Procuring Performance-Based Cleaning Services

- Outsourcing Models, Procurement Methods, Contractual Arrangements & Risk Management
- Sustainable Procurement Practices in Cleaning Services
- Guidelines for Preparing Performance-Based Cleaning Services Tender Documents
- Award of Performance-Based Cleaning Services Tender

### 5 Managing Performance-Based Cleaning Services

- Managing & Measuring Service Quality Outcomes
- Managing Payments & Penalties for Non-Performance
- Relationship Management & Dispute Resolution

## COURSE FACILITATORS

**Dr Quah Lee Kiang** PhD, MSc (Maintenance Management), BSc Building (Hons), FRICS



Dr Quah is the Director of the Real Estate & Construction Centre and the Real Estate & Construction Academy in Singapore (RECC/RECA). She has extensive regional and international experience in Project and Facilities Management & Maintenance research, advice and academia. Dr Quah is a member of two Working Committees reviewing Singapore Standard SS 499 on 'Cleaning Performance for Commercial Premises' and SS 485 on 'Slip Resistance Classification of Pedestrian Surface Materials'. She is also a member of the Workplace Safety & Health Facilities Management Work Group established by the Singapore Ministry of Manpower. Her professional affiliations include being past President of the Chartered Institute of Building Singapore Centre, Member of the Royal Institution of Chartered Surveyors (RICS) Asia Board, Singapore Board and Asia Pacific

Sustainability Board. RECC/RECA is credited with creating the 'Building Custodian' new job which involves a job re-design to multi-skill a Cleaner to provide the value add service of 'sighting and flagging building defects and other issues such as ajar fire doors, obstructions in fire escape routes, and to undertake minor maintenance work such as grouting of tile joints (a preventive maintenance operation which is often overlooked), touching up paintwork and clearing basin chokes.

**Mr Veneman, Frank**



Mr Veneman has been actively involved in developing the Cleaning Industry in the Netherlands and across Europe and internationally. He is the Chairman of the Dutch standardization committee for NEN 2075 - *Measuring System and Process Control for Cleaning Performance*; Chairman of EMCAS the foundation for registration and certification of Consultants in the cleaning industry, Executive Board Member of VSR, the Association for Cleaning Research and Executive Board Member of SSK, the Foundation for Quality in Cleaning. At European level, Mr Veneman is a member of CEN TC 329 - *Tourism Services* and contributes as an expert attached to Working Group 1, which is responsible for EN13549: *Cleaning Services - Basic Requirements and*

*Recommendations for Quality Measuring Systems*. He is also a member of ISO TC 69 SC 5 - *Acceptance Sampling*, amongst others responsible for the ISO 2859 series - *Sampling Procedures by Inspections*. Mr Veneman is also the Principal of MBG Advies, a consultancy in facility services with several decades of experience in cleaning and hygiene involving Quality Measurement, Independent Contract Management and Audits, Tendering and Contracts and Technical Advice. MSG operates in the Netherlands and Belgium and has sister companies in Northampton, UK and Osnabrück, Germany.



## **COURSE DATES AND VENUE**

Wednesday 3<sup>rd</sup> October to Friday 5<sup>th</sup> October 2018  
9 am to 5.30 pm.

## **COURSE VENUE**

Unit 04-08  
Devan Nair Institute for Employment & Employability  
80 Jurong East St 21, Singapore 609607

## **COURSE FEES**

\$1,850 per person (no GST applicable). The course fees include full colour course documentation and refreshments at tea breaks.

## **WHO SHOULD ATTEND**

The course will benefit Service Buyers and Providers involved in procurement, tendering and administration of Cleaning Services contracts from organisations such as:

- Institutional and Commercial Building Owners
- Government Officials
- Project Managers
- Quantity Surveyors
- Property, Facilities & Maintenance Managers
- Management Corporations & Town Councils
- Managing Agents & Service Providers
- Contractors/Sub-Contractors/Suppliers

## **CANCELLATIONS**

Cancellations made one week before the scheduled commencement date of the course will be subjected to an administrative fee of \$100.00. The full fee of \$1,850 will be payable thereafter for any cancellation; substitutions can be made at any time.

## **COURSE ENQUIRIES AND REGISTRATIONS**

**Mr Ken Chew**

Tel: 6563 4166

Fax: 6563 4156

E-mail: [exectrg@recc.com.sg](mailto:exectrg@recc.com.sg)

## **PLEASE NOTE**

It may be necessary for reasons beyond RECC's control, to change the content and timing of the programme and the identity of the course facilitator/s.

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### **Supported By:**

