

3rd
Run

EXECUTIVE TRAINING COURSE

Funding
Available

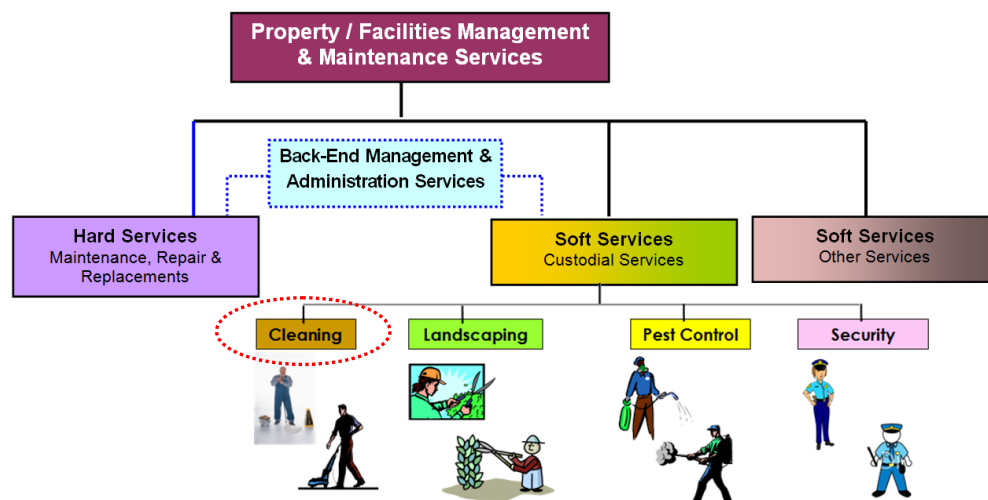
Performance/Outcome-Based Cleaning Services Procurement

Defining Organisational Needs & Service Outcomes for Procurement & Contract Administration

26-28 March 2019

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 organisation functions and productivity; cleaning services can additionally affect occupant's 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/Outcome-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.

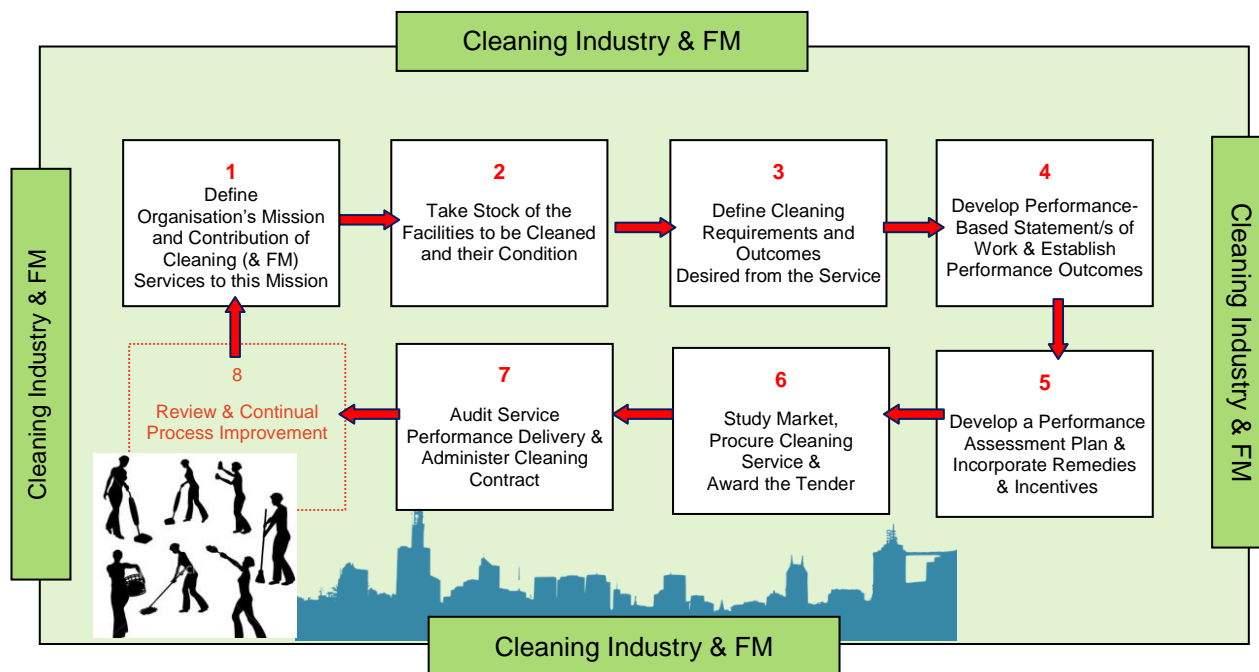
On this premise, Service Buyers planning to adopt Performance-Based procurement methods will need to determine their unique outcome/s requirements be it of Cleaning or FM services. Over specifying service requirements can lead to unnecessary high costs; under specifying requirements coupled with mismatched 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:

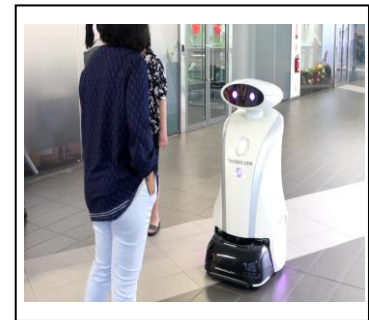
1. Provide an understanding of the Cleaning & Facilities Management industry and a balanced view of Service Buyers and Providers challenges on the ground
2. Define Organisational Cleaning Services Needs and Establish Cleaning Service Requirements
3. Understand the differences between Prescriptive and 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 & WORKSHOPS

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 Process Re-engineering (SMARTER Processes)
 - o Job Re-design
 - o Automation of Cleaning Service
 - o SMART Technologies (with demonstration of equipment, robotics, sensors & wearable technologies)

COURSE CONTENT & WORKSHOPS (cont'd)



Cleaning Automation & Robotics Demonstration in October 2018 & January 2019 Course Runs

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

Workshop 1: Defining Organisational Cleaning Needs & Developing a Cleaning Policy

Workshop 2: Developing Building Inventory for Procurement of Cleaning Services



Participants in Discussions during Workshop Exercises in October 2018 & January 2019 Course Runs

3 Cleaning Service Levels & Performance-Based Outcomes

- Procurement of Cleaning Services: State of the Art
- Prescriptive vs. Performance-Based Specifications
- Developing Performance-based Specifications & Outcomes
 - Performance Indicators for Outcomes
 - Acceptable Quality Level & Establishing Sampling Size
 - Objective Means of Measuring the Performance Indicators
- Development of a Service Level Agreement

Workshop 3: Current Practice in Specifying Cleaning Needs & Outcome Requirements

Workshop 4: 5 Steps Approach to Developing Performance-Based Cleaning Specifications

Workshop 5: Determining an Acceptable Quality Level (AQL) & Establishing Sampling Size



Participants in Discussions during Workshop Exercises in October 2018 & January 2019 Course Runs

COURSE CONTENT & WORKSHOPS (cont'd)

4 Procuring Performance-Based Cleaning Services

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

5 Managing Performance-Based Cleaning Services

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



Participants in the January 2019 Course Run

COURSE FACILITATORS

Dr Quah Lee Kiang

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 Standards: 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 Committee 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 (an often overlooked preventive maintenance operation), touching up paintwork and clearing basin chokes.

Dr Soh Kay Cheng

Dr. Soh specialises in educational research methodology, educational statistics, educational measurement, and the psychology of creativity. He is a teacher-educator and educational researcher and has assumed various senior positions in the Ministry of Education, National Institute of Education and Nanyang Technological University among others. He also served as an evaluation and survey consultant to several Ministries of Singapore. Dr Soh is an adjunct faculty in the Real Estate & Construction Academy where he delivers lectures and conducts workshops in research methods and statistics. He will lead Workshop 5 on 'Determining an Acceptable Quality Level and Establishing Sampling Size.'

COURSE DATES AND VENUE

Tuesday 26 January to Thursday 28 March 2019
9 am to 6 pm.

COURSE VENUE

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

COURSE FEES

\$1,850.00 nett per person (GST not applicable) or
\$1,512.50 nett per person (after e2i course subsidy of \$337.50; applicable to Singaporeans/PRs only).
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. The full fee of \$1,850.00 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

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.

Supported By:

