



See
Condition Assessment
Equipment, NDTs &
SMART Aids to
Improve Productivity &
Manage OB Contracts

2nd
Run

3-Day Master Class

17 - 19 November 2020

Preferential
Course Fee for
First 10
Registrants

Outcome-Based Facilities Management & Maintenance

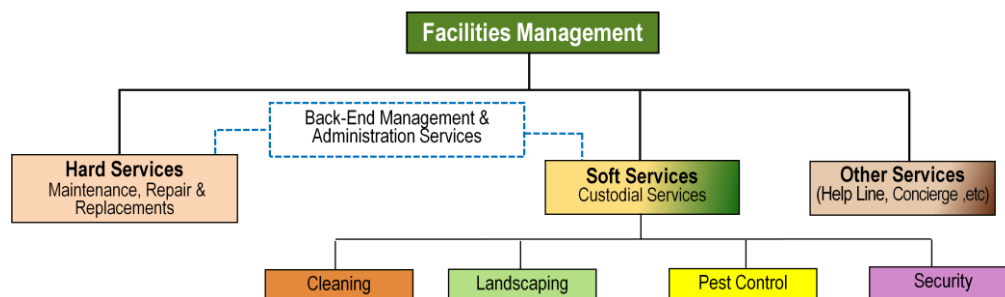
Outsourcing Planning & Contracts Management

Qualified for 21 PDUs by PE Board

BACKGROUND

Outcome-Based (aka Performance-Based) outsourcing is a buying strategy whereby procurement and award of a contract is focussed on the ability of the Service Provider (SP) to achieve outcomes/results of competitive value for the Service Buyer (SB), examples of which include cost savings and enhancing customer experience and service delivery. It is a move from the current norm of award based on SB's prescribed resources / headcounts, processes and timelines to achieve defined outcomes.

Singapore's public sector move towards outcome-based purchasing was first announced in Parliament in 2016. The new approach was introduced in three key sub-sectors of Facilities Management (FM) viz. Cleaning, Landscaping and Security. Training of SBs and SPs is ongoing, Outcome-Based (OB) procurement and contracts are starting to be rolled out.



Realm of Facilities Management

The FM sector itself was identified in the Real Estate Industry Transformation Map (REITM) as requiring transformation to enhance service delivery and uplift the industry. The Tripartite Facilities Management Implementation Committee (FMIC) set a goal is to advance the FM industry from a labour intensive industry to a productive one leveraging on data analytics, predictive maintenance and smart solutions. Two industry level challenges identified by SPs to achieve these goals viz. '*Building owners rely on headcount-based procurement practices and offer short contracts that do not reward innovation and quality FM service*', and '*Lack of authoritative standards to guide FM service delivery*'.

OB FM Service Procurement will help resolve some of the challenges identified. Such contracts will require SB to specify standards of service delivery and as far as possible objective measurable service outcomes for evaluating service performance, leaving the SP to decide how to plan and resource the work to achieve the specified outcome. They are also of longer term duration with incentives for enhanced performance outcomes beyond the specified outcomes. A small number of enlightened SBs have started the OB procurement journey, adoption on a wider scale is needed to realise the FM transformation journey.

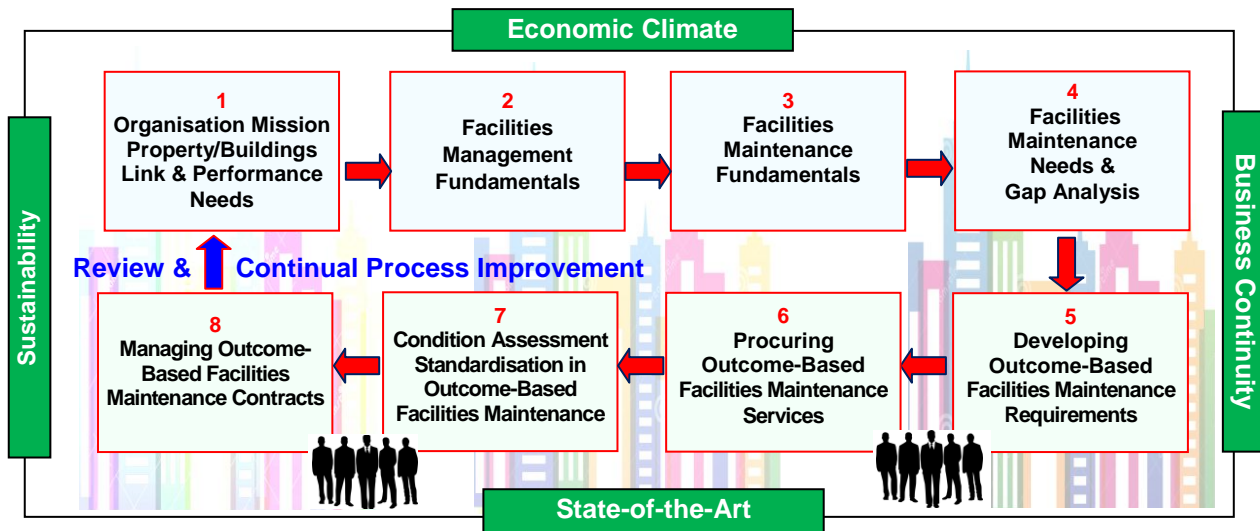
To initiate OB outsourcing of Facilities Hard Services (Maintenance, Repairs & Replacements), SBs will first need to establish their needs. This has to be done holistically by linking property assets contribution to organisational mission, and the support services required to realize this mission. Central to this is the need to identify property attributes, the nature, type and level/standard of facilities maintenance services which yield value add outcomes contributing to productivity and competitiveness of the organisation, and metrics and key performance indicators to measure and track outcomes of the maintenance processes delivered by Service Providers (SP). *OB service outcomes requirements should equally apply to services delivered by in-house teams (in sourced teams).*

Rather than wage a 'price war', SPs should ride the OB outsourcing wave by attempting to understand SB's organisational and business needs and constraints, attributes of their property/properties and facilities maintenance requirements and strive to innovate to deliver cost effective value-add services for the rewards invariably incorporated with such contracts.

MASTER CLASS OBJECTIVES

The Master Class will adopt a 'Back to Basics' approach to allow SB and SP to fully comprehend the often conflicting multi-faceted organisational-user-technical-cost parameters involved in analysing and determining an optimised facilities maintenance plan.

A knowledge sharing, round table and hands-on training pedagogy will be adopted underpinned by the framework shown below to facilitate participant's development of a bespoke facilities maintenance needs and outcome requirements to guide SB service procurement, work execution and SP performance monitoring.



MASTER CLASS CONTENT & WORKSHOPS

1 Organisation Mission & Property/Building Facilities

- Property: A Business Resource & Factor of Production
- Property: Type, Age, Systems & Materials
- Defining Property Performance Requirements

[Workshop 1: Linking Organisational Mission to Property/Building Attributes & Performance Needs](#)

2 Facilities Management Fundamentals

- Facilities Management: Industry Overview
- Facilities Management: A Support Service & Cost
- State-of-the-Art

3 Facilities Maintenance Fundamentals

- Facilities Maintenance Drivers: Safety & Health, Sustainability, Ageing, Obsolescence
- Maintenance Work & Outcomes: Preventive, Corrective, Adhoc
- Maintenance Systems: Cyclical, Response, Condition-Based
- Maintenance Standards: Technical, Service, Cost-Based
- State-of-the-Art

4 Facilities Maintenance Needs & Gap Analysis

- Performance Measures for Facilities Management
- What Facilities Exists: Physical & Condition Inventory
- Existing Facilities Maintenance Services: How & What Are You Doing
 - Policies in Place
 - Work Organisational Structure
 - Maintenance Standards & Systems
 - Maintenance Planning, Budgeting & Cost Control
 - Procurement, Specifications & Contractual Arrangements
 - Performance Monitoring & Measures
 - Issues & Challenges Faced
- Facilities Maintenance Service Needs: What Do You Want
 - Organisational, User, Technical & Cost Needs (Input from Workshop 1)
 - Gap Analysis & Closing the Gap

[Workshop 2: Defining Facilities Maintenance State-of-the-Art & Establishing Organisational Service Gaps](#)

MASTER CLASS CONTENT & WORKSHOPS (cont'd)

5 Developing Outcome-Based Facilities Maintenance Service Requirements

- Prescriptive vs. Outcome-Based Services
- Developing Outcome-Based Service Requirement & Outcomes
 - Pre-Requisite Work
 - Step 1: Job Analysis
 - Step 2: Performance Work Statements & Outcomes
 - Step 3: Quality Assessment Plan, Incentives/Disincentives
- Service Level Agreement

Workshop 3: Developing Performance-Based Work Statements for Facilities Maintenance Work

Workshop 4: Establishing Sampling Size

Learn, See, Share & Network: Experiences of Participants Captured in Photos:

Participants from Ministries, Statutory Boards, Tertiary Institutes, Developers and more, together with Providers and Vendors serving Public & Private sector clients.



6 Condition Assessment Standardisation in Outcome-Based Facilities Maintenance

- State-of-the-Art in Condition Assessments
- Condition Assessment Standardisation
- Visual Condition Assessments: NEN 2767
- SMART Aids

Workshop 5: Condition Assessment Equipment & Aids (Display & Demonstration)

7 Outcome-Based Facilities Maintenance Service Procurement

- Outsourcing Models
- Procurement Methods & Contractual Arrangements
- Tender Documentation
- Tender Award

8 Managing Outcome-Based Facilities Maintenance Contracts

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



MASTER CLASS 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 coordinated the International Council for Research & Innovation in Building & Construction (CIB) Working Commission 70 on 'Facilities Management & Maintenance' for over a decade. She was President of the Chartered Institute of Building Singapore Centre for two terms. She also served in the Royal Institution of Chartered Surveyors (RICS) Asia Board, Singapore Board and Asia Pacific Sustainability Board. 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 WSH Facilities Management Committee established by the Ministry of Manpower.

Leow Soon Siong



Mr Leow holds a Bachelor's degree (Hons) in Electrical Engineering from the National University of Singapore and a MBA (Accountancy) from Nanyang Technological University. He has extensive work experience in the areas of R&D, IC Design, Marketing, Business Development and Operation across several industries; namely the Marine, Construction/Real Estate and Information Technology sectors. He is presently an adjunct faculty with the Singapore University of Social Sciences (SUSS), SIM Global Education (SIMGE) and Republic Polytechnic, leading a number of modules across the Business Administration programmes. He will lead Workshop 4 on 'Establishing Sampling Size for Quality Assessment & Audits.'

MASTER CLASS DATES

Tuesday 17 Nov to Thursday 19 Nov 2020, 9 am to 6 pm

MASTER CLASS DELIVERY MODE

Option 1 (Face-to-Face)

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

Option 2 (Live Streaming via RECC ELearning Portal)

User name and password will be assigned on receipt of registration and course fees

MASTER CLASS FEES

\$1,850.00 nett per person (GST not applicable) or

\$1,500.00 nett per person (applicable to the first ten registrations)

\$1,665.00 for members of the Singapore International Facility Management Association

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 managing and administering Facilities Management Services contracts from organisations such as:

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

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.

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