



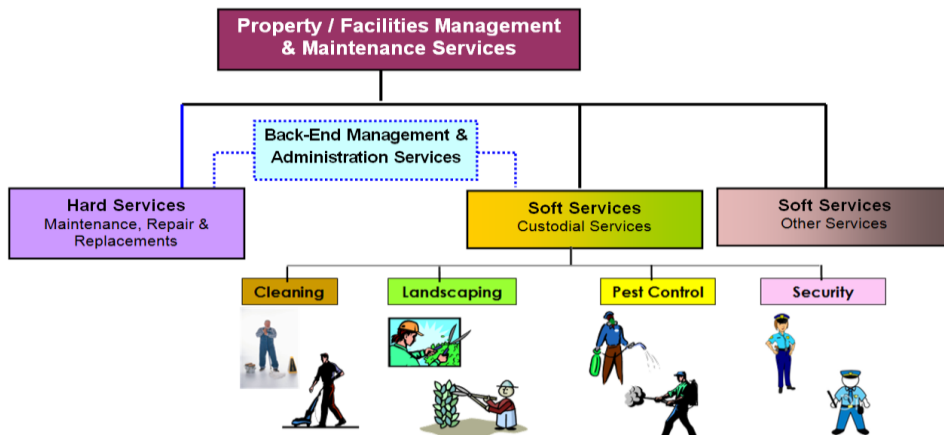
2-Day Master Class

Performance/Outcome-Based Cleaning Services Procurement

Defining Organisational Needs & Service Outcomes for Procurement & Contract Administration

17 & 18 February 2022 / 21 & 22 April 2022

COURSE BACKGROUND



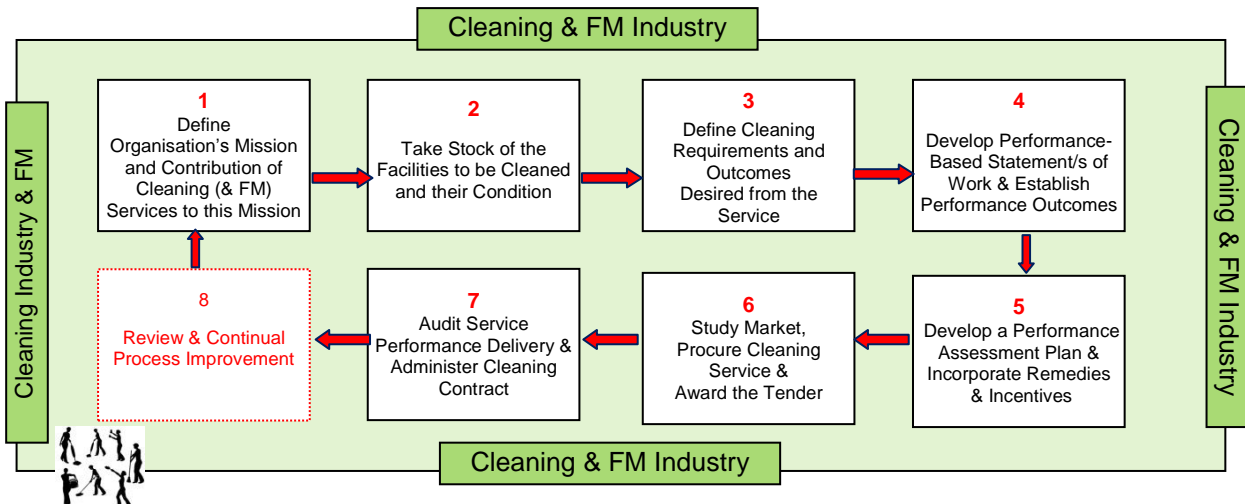
Cleaning services are invariably outsourced; either as a standalone service or packaged in an Integrated Facilities Management (IFM) contract. Prescriptive specifications are currently mainly used to buy these services; they include headcounts to provide, what, how and when cleaning tasks are to be done and a range of acceptable service performance which are often difficult to measure objectively. Service Providers have little incentive to do more than what is specified.

Performance/Outcome-Based specifications focus on the outcomes expected from the service, leaving the Service Providers leeway to decide when and how to deploy their resources optimally to achieve the outcomes. Over specifying service requirements can lead to unnecessary high costs; under specifying lead to lower tender prices, subsequent mismatched expectations can lead to a tense relationship between Buyer and Provider.

Buyers will need to understand how Cleaning supports their operational needs and define them objectively for procurement and subsequent performance assessment and contract administration. Service Providers must likewise understand the outcomes specified and ensure a value-add service to achieve them and more.

COURSE OBJECTIVES

The training will be conducted in line with the procurement framework and process shown below.





A knowledge sharing round table training pedagogy augmented with hands-on workshops will be deployed to:

1. Provide an understanding of the Cleaning & FM industry and the challenges on the ground
2. Define Organisational Cleaning Needs and Establish Cleaning Service Requirements
3. Differentiate between Prescriptive and Outcome-based Cleaning Specifications and apply Cleaning Service Requirements into Performance-based Work Statements and Performance Outcomes
4. Develop an Acceptable Quality Level, Objective Means of Measuring Outcomes and a Quality Assessment Plan incorporating Remedies and Incentives
5. Understand Fundamentals in Procurement of Performance-Based Cleaning Services and Management and Administration of a Performance-Based Cleaning Contract.

*Subject to a sufficient number of participants opting for face-to-face training, cleaning equipment suppliers and SMART solutions providers will be on-hand to showcase their innovative products designed to improve productivity and enhance efficiency of cleaning services. Some examples of these products are displayed below.*



## COURSE CONTENT & WORKSHOPS

### 1 Cleaning & Facilities Management Overview

- Facilities Management (FM) & Cleaning Link
- Cleaning & Cleaning Costs
- Organisation of Cleaning Services
- Standards for the Cleaning Industry: Singapore & International
- Enhancing Productivity in Cleaning Services

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

- 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 Framework/Policy](#)

[Workshop 2: Building Up an Inventory for Procurement of Cleaning Services](#)

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

- Prescriptive vs. Performance-Based (PB) Service Requirements
- Developing PB Service Requirements & Outcomes
  - Pre-requisite Work
  - Step 1: Job Analysis
    - Organisational Analysis
    - Work Analysis
    - Performance Analysis & Standards
    - Incentives / Disincentives
  - Step 2: Performance Work Statements & Outcomes
  - Step 3: Quality Assurance Plan for Performance Monitoring
- Service Level Agreement (SLA)

[Workshop 3: Develop Work Breakdown Structure for Cleaning Tasks](#)

[Workshop 4: 3-Step Approach to Developing Performance-Based Cleaning Specifications](#)

[Workshop 5: Establishing Sampling Size](#)

## **COURSE CONTENT & WORKSHOPS (cont'd)**

### **4 Procuring Performance-Based Cleaning Services**

- Procurement Methods & Contractual Arrangements
- Performance-Based Procurement of Cleaning Services
- Award of Performance-Based Cleaning Services Tender

### **5 Managing Performance-Based Cleaning Contracts**

- Transiting to Performance-Based Service Contracts
- Managing Service Quality Outcomes & Payments
- Relationship Management & Dispute Resolution

## **COURSE FACILITATORS**

### **Dr Quah Lee Kiang, 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 international experience in Project and Facilities Management & Maintenance advice and research. Dr Quah is a member of the Committees reviewing SS 499: 'Cleaning Performance for Commercial Premises' SS and 485: 'Slip Resistance Classification of Pedestrian Surface Materials'. She is also a member of the MOM WSH Facilities Management Committee. RECC/RECA is credited with creating a Building Custodian job by re-designing a Cleaner's job by enhancing it with value-add minor maintenance knowledge and skills.

### **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 5 on 'Determining an Acceptable Quality Level and Establishing Sampling Size.'

## **COURSE DATES**

Thursday and Friday, 17 & 18 February 2022, 9 am to 6 pm / Thursday and Friday, 21 & 22 April 2022, 9am to 6pm

## **COURSE VENUE**

### **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

## **COURSE FEES**

\$1,250.00 nett per person

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.

## **CANCELLATIONS**

Cancellations made one week before the course commencement date will be subjected to an administrative fee of \$100. The full fee of \$1,250.00 will be payable thereafter, substitutions can be made at any time.

**COURSE ENQUIRIES AND REGISTRATIONS**

**Mr Ken Chew**

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**PLEASE NOTE**

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

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**Supported By:**

