



2-Day Master Class

30 November & 1 December 2023

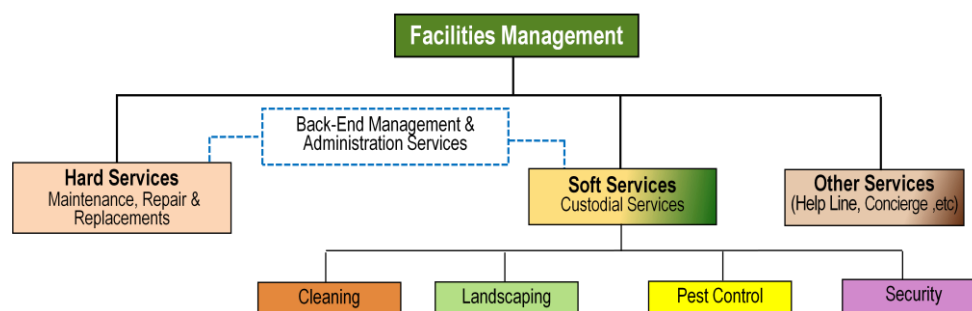
Outcome-Based Facilities Management & Maintenance Service Procurement

Defining Service Needs & Outcomes for Procurement & Contract Administration

Background

Outcome-Based (aka Performance-Based) outsourcing is a buying strategy where award of a contract is focussed on a Service Provider's (SP) resource plan and process to achieve outcomes/results of competitive value (e.g. cost savings and enhanced customer satisfaction) for the Service Buyer (SB). This is opposed to Prescriptive-Based outsourcing where SB specifies resources and processes, leading to undifferentiated bids and lowest bid award.

Singapore's public sector move towards Outcome-Based (OB) purchasing was first announced in Parliament in 2016. OB procurement has since been rolled out in three key sub-sectors of Facilities Management (FM) viz. Cleaning, Landscaping and Security.



Realm of Facilities Management

The 2018 Real Estate Industry Transformation Map for FM was '[Change to Enhance Service Delivery and Uplift the Industry.](#)' SPs identified two challenges to do so 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 the challenges identified. Such tenders require SB to specify required FM standards and corresponding objective/measurable service outcomes to facilitate service performance evaluation; SPs propose work plan, processes and resources to achieve the outcomes which are submitted with their tender. OB contracts are generally also of longer duration with incentives to motivate enhanced performance 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.

Planning Outcome-Based Outsourcing

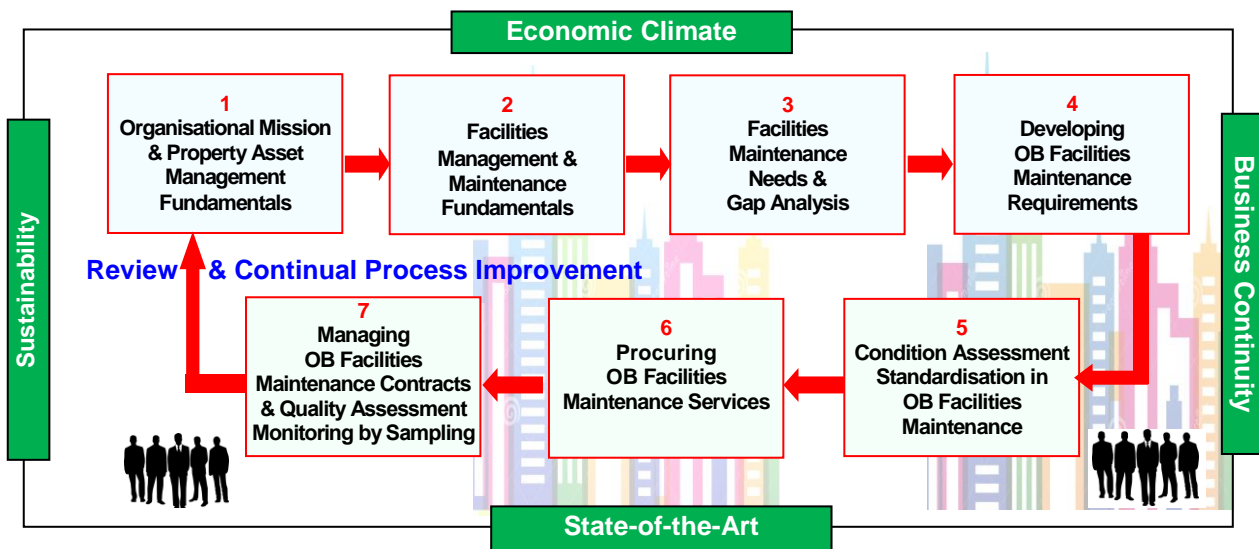
To initiate OB outsourcing of Facilities Hard Services (Maintenance, Repairs & Replacements), SBs will need to establish their service needs and articulate them in the form of Maintenance Standards and the required service outcomes to guide the service delivery. It will be necessary for SB to know their properties and property attributes; in addition, the nature, type and level/standard of facilities maintenance services that yield value add outcomes contributing to productivity and competitiveness of the organisation should be known as well. Metrics and Key Performance Indicators will need to be identified to measure and track outcomes of the maintenance work delivered by SPs (and/or In-house Service Delivery Department/Teams)

Rather than wage a 'price war', SPs should ride the OB outsourcing wave by attempting to understand SBs' 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 strategy and implementation 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 Organisational Mission & Property Asset Management

- Organisational Mission & Property Resources
- Property: Type, Age, Systems & Materials
- Property Asset Management
- Property Performance Requirements

[Workshop 1: Organisational Mission & Property Performance Requirements](#)

2 Facilities Management & Maintenance Fundamentals

- Facilities Management Fundamentals
- Facilities Maintenance Fundamentals
 - Defects & Maintenance
 - Types of Maintenance
 - Maintenance Objectives & Outcomes
 - Maintenance Systems
 - Maintenance Policy & Standards
 - Maintenance Strategy
- Facilities Management & Maintenance Performance Measures: KPIs and Metrics

[Workshop 2 & 3: Facilities Management & Maintenance Fundamentals](#)

3 Facilities Maintenance Needs & Gap Analysis

- Existing Facilities: Physical & Condition Inventory
- Existing Facilities Maintenance Services: How & What Are You Doing
 - Organisation, Space & Property Management Policy
 - Work Organisation Structure & Main Functions
 - Maintenance Standards & Systems
 - Maintenance Planning, Budgeting & Cost Control
 - Procurement & Contractual Arrangements
 - Performance Monitoring, KPIs & Metrics
 - Issues & Challenges Faced
- What Do You Want: Gap Analysis & Moving Forward

[Workshop 4: Facilities Maintenance Needs & Gap Analysis](#)

Master Class Content & Workshops (Cont'd)

4 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 Agreements

[Workshop 5: Developing Work Breakdown Structure \(WBS\) and Performance Work Statements \(PWS\)](#)

5 Condition Assessment Standardisation in Outcome-Based Facilities Management & Maintenance

- Condition Assessment Standardisation
- Visual Condition Assessments: NEN 2767 / CEN TS/17385
- SMART Aids & Equipment
- Quality Assessment Monitoring by Sampling

6 Outcome-Based Facilities Management & Maintenance Service Procurement

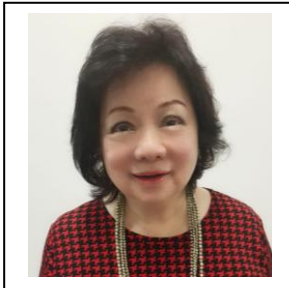
- Prescriptive vs. Outcome-Based Services Procurement
- Procurement Models: Single, Bundled, Integrated
- Award of Outcome-Based Services Tender

7 Managing Outcome-Based Facilities Management & 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 FM & Maintenance research, advice and academia. Dr Quah coordinated the International Council for Research & Innovation in Building & Construction (CIB) Working Commission 70 on 'FM & Maintenance' for over a decade. She was President of the Chartered Institute of Building Singapore Centre for two terms and served in the Royal Institution of Chartered Surveyors (RICS) Asia Board, Singapore Board and Asia Pacific Sustainability Board. Dr Quah is a member of the Workplace Safety & Health Council (WSHC) Built Environment Industry Capability Building Committee and WSHC FM Committee. She is a Resource Person for the FM Capability Development Task Force Working Group 1. Dr Quah is also 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'.

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 the session on 'Quality Assessment Monitoring by Sampling.'

Master Class Dates

Thursday 30 November & Friday 1 December 2023,
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

\$1,250.00 nett per person (GST not applicable) or

\$1,125.00 for SIFMA members

The course fees include full colour course documentation and refreshments at tea breaks.

*Course fee funding of **\$225 per pax** is available from e2i, subject to terms and conditions being met.
Please enquire for further details.

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
- Government Officers
- Procurement Officers
- Managing Agents & Service Providers
- Management Corporations & Town Councils
- Property, Facilities & Maintenance Managers
- Project Managers / Quantity Surveyors
- FM Service Providers/Contractors/Sub-Contractors

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 \$1,250.00 will be payable thereafter for any cancellation; substitutions can be made at any time.

Course Enquiries & 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 Master Class facilitator/s.

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