

Guide on Specifications for Outcome-based Cleaning Contracts



**CLEANING
CONTRACT
UPGRADING
IN PROGRESS**

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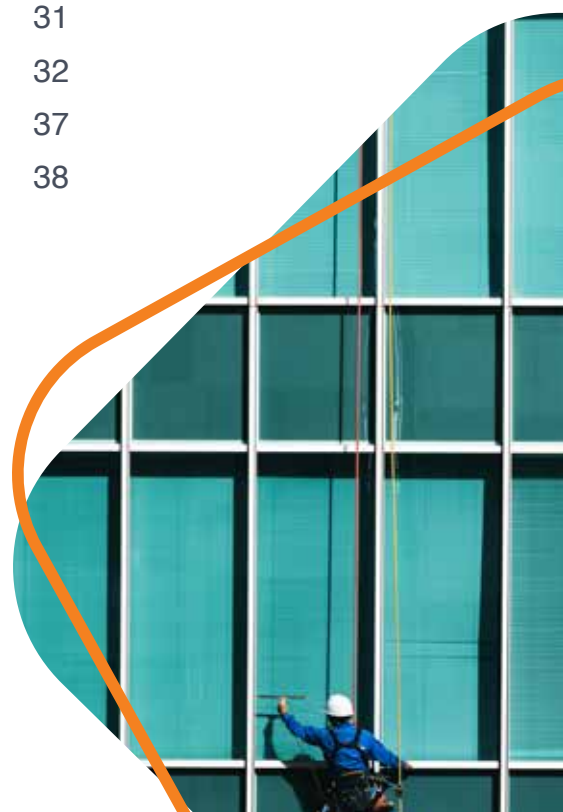
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Introduction

Outcome-based contracting (OBC) refers to service buyers specifying contract requirements in terms of measurable performance outcomes. In contrast, headcount-based contracts specify the predetermined amount of resources such as manpower and equipment, that service providers must supply to fulfil the contract.

OBC enables service providers to propose innovative ways of achieving the desired performance outcomes, which in turn improves productivity and reduces the reliance on headcount. Service buyers are also able to effectively measure the quality of the services rendered, thereby benefitting from improved service quality.



This OBC Guide provides service buyers with guidelines and sample clauses that they can adapt based on their own cleaning requirements.

Many sections of this guide have been updated since its last edition that was released in February 2017, and new sections have been added to reflect situational changes. For example, clauses were updated to address contractual issues during contingencies. One new addition is an alternative inspection method – “Acceptable Quality Limit (AQL)”, that will allow service buyers to assess the performance of their service providers. Another notable revision is the inclusion of tender clauses snippets after each section for users to better understand the intent of each section and for users’ ease of reference.

This guide also highlights how certain clauses can lead to escalating contract prices and how they can be crafted instead. For example, stipulating service demand that require service providers to provide additional cleaning services at “no added cost” would drive service providers to inflate tender prices to cover these demands. Thus, buyers should request quotations for items that are only needed in times of contingencies instead.

To better help service buyers identify the most suitable cleaning service provider(s) during evaluation of tender bids, we have also included a Tender Evaluation Guide which contains recommendations on a set of evaluation criteria.

This second edition of the OBC Guide was developed after close consultations with the Environmental Management Association of Singapore, Singapore International Facility Management Association, Association of Property and Facility Managers, and other industry experts. We would like to thank these associations and industry experts for their invaluable contributions. We hope that service buyers and premises owners will find this guide useful and informative.



Components to be included in Outcome-based Cleaning Contracts

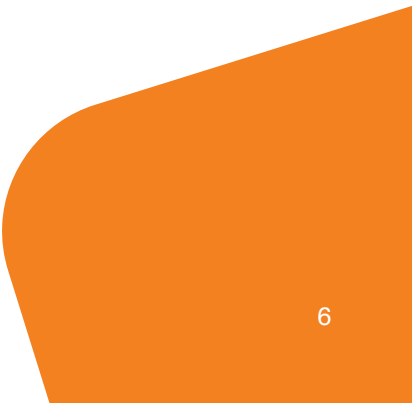




A clear scope of work outlines work items, how they should be completed, and requirements of parties involved in the delivery of the cleaning services. It also includes deliverables and the objective metrics which can be used to measure them. Hence, it is advisable to include these nine areas of work into a cleaning contract for the service provider to submit a meaningful proposal.

This guide is also structured according to these nine areas of work. Snippets of sample clauses are provided after each section to help you better understand each section and its application. This complements the comprehensive sample OBC contract template documented in the second half of this guide.

Scope of Work:	Others:
<ul style="list-style-type: none">• Contract Information• Technology and Equipment• Cleaning Outcomes• Performance Measurement System• Performance Incentives• Work Improvement• Liquidated Damages	<ul style="list-style-type: none">• Skills and Competencies• Human Resource Management



Section 1: Contract Information

Contract Period

Service buyers should clearly define the base and optional (if any) contract period. A longer contract period gives service buyers and providers sufficient time to build a stable relationship. It also allows service providers to invest in better technology and try out more efficient cleaning processes, as the longer contract period gives them more time to amortise the cost of new technology solutions. This will translate to higher quality cleaning services. **As a guide, service buyers should consider a base contract period of at least three years with an option to extend the contract period for up to three years.**

Service Area

Service buyers should provide information of the service area, including total gross floor area, list of elements and fixtures along with the layout drawings of the premises. For sensitive and inaccessible areas, a simplified layout drawing of the premises will suffice.

Service Hours

It is necessary to **indicate the service hours (including the peak and off-peak periods) that require cleaning services.** Any ad-hoc requests outside of these service hours must be clearly communicated to the service providers and be compensated accordingly.

Example of Tender Clauses:

Contract Duration and Area Coverage

- This tender calls for the provision of cleaning services for ABC Building for a period of three years, starting from 1 January 2021 to 31 December 2024.
- ABC Building has a total Gross Floor Area of 1,000m², including a 10-storey tower block, a cafeteria, and a 1-storey basement carpark.

Service Hours

- All cleaning services required should only be performed from 0700hrs to 2100hrs from Mondays to Fridays, and from 0700hrs to 1300hrs on Saturdays. There are usually no cleaning services required on Sundays and Public Holidays.

(Refer to clauses 1.1 to 1.5 on page 24)

Provisions for Price Adjustment

Unexpected market conditions may lead to surges in service delivery cost. Such occurrences become more probable when contract periods are extended. Building in the flexibility to adjust prices into contracts will help to manage the cost of contracts, as it prevents service providers from including excessive contingency buffer into the initial tender price. It will also ensure that service delivery is not compromised, and that corners are not cut when such situations occur. **Service buyers should identify specific conditions when price adjustments can take place.** A significant increase in the cost of cleaning materials due to unexpected circumstances or wage adjustment for cleaners under the Progressive Wage Model (PWM) are a few examples of such conditions.

Example of Tender Clause:

The Service Provider may request for a review of contract price due to an unexpected increase in service delivery cost. The Service Provider is required to produce the relevant information and/or proof supporting the quantum increase and the request will be subjected to the Service Buyer's assessment and approval.

(Refer to clause 1.6 on page 24)



Section 2: Technology and Equipment

Automation can help to increase productivity and meet higher service delivery standards. With rising manpower costs and labour shortage, automation can help to manage the cost of cleaning services.

To ensure that service buyers get the most coherent and appropriate technology deployment plan that is in line with the latest technology development, service buyers should allow service providers the flexibility to propose deployment of innovative equipment and introduce new technologies that can deliver better results. Should the service buyers require the service providers to use equipment owned by them, it would need to be included in the contract. Service buyers would then be responsible for the maintenance of these equipment.

Example of Tender Clause:

Service Providers shall propose, provide and utilise the most effective equipment and materials in day-to-day cleaning operations in order to achieve the stipulated KPIs.

(Refer to clauses 2.1 to 2.8 on pages 24 and 25)



Section 3: Cleaning Outcomes

Cleaning outcomes state the expected results of cleaning tasks. For OBC, the monitoring of cleaning outcomes should be the key undertaking to determine the contract's output. As the assessment of cleaning quality is based primarily on visual inspection which is subjective, service buyers can use a set of quality benchmarks (refer to Annex A) as the basis for the expected cleaning outcomes.



Service buyers should set measurable and achievable cleaning outcomes by taking into consideration the existing conditions of their building's elements. Unrealistic demands can drive up costs unnecessarily.



Example of Cleaning Outcomes:

Entrance and Lobby

The Service Provider shall ensure that:

- Floor is free of visible dirt and stain;
- Rubbish bins are free from dust, stains, smells, and are less than $\frac{3}{4}$ full; and
- Lighting is free of dust, stains, and cobwebs at inspection unit.

Note: This is a non-exhaustive list.

Additional Requirements for Contingencies

Many cleaning contracts do not cater for additional requirements during unforeseen circumstances, such as during a pandemic or changes in government policies. This has led to a disparity in expectations between service buyers and providers during times when cleaning and disinfection demands were intensified. In addition, many service providers have also over time, included these “anticipated costs” into the base tender prices, thereby driving up cleaning costs.



Service buyers can ensure smooth delivery of additional requirements by listing down additional cleaning requirements that are over and above the daily cleaning works.

These additional services need not be included in the awarded contract sum. Instead, they can be listed as items under the Schedule of Rates (SOR) so that buyers pay for these services only when necessary. Listing additional requirements clearly and requesting quotes in the SOR will prevent service providers from bundling these costs into the main tender price and will ensure that service buyers only pay for services they need.

Example of Tender Clauses:

- As and when the situation requires (e.g. during a disease outbreak), both parties shall agree on the deployment of additional resources to carry out and complete the cleaning works as specified in the contract.
- Service Providers should conduct disinfection cleaning in accordance with the prevailing guidelines from the relevant authorities (e.g. Ministry of Health, National Environment Agency etc).

(Refer to clauses 3.2 to 3.3 on page 26)

Service Quality

The quality of cleaning services depends on several factors and differs for different premises. Hence, **service buyers should include appropriate performance metrics to allow service providers to determine the quality of cleaning services required and plan the amount of resources they should put in accordingly.** Some examples are: daily or monthly inspection results, customers' feedback, response time during or after service hours.

Example of Tender Clause:

The Service Provider shall ensure that ad-hoc requests during service hours are attended to and resolved in a timely manner.

Response Time for Service Hours			
Work Priority	Description	Response Time	Turn-around Time
1	Urgent	10 mins	30 mins
2	Routine	30 mins	60 mins
3	Non-urgent	60 mins	180 mins

(Refer to clause 3.4 on page 26)



Section 4: Performance Measurement System

Key Performance Indicators (KPIs) are quantifiable metrics that are used to measure and assess service providers' performance. In OBC, the service provider should only be paid when the intended outcomes have been achieved as opposed to being paid based on the effort put in. Therefore, it is important that service buyers perform regular audits and inspections. This will ensure tracking of the quality of service provided and at the same time identify areas that require improvement.

KPIs differ for each cleaning contract. For instance, a shopping mall might focus on the upkeep of the restrooms, while an office building would focus on the main lobby and meeting rooms. Service buyers may categorise their premises into high and low priority areas, with more frequent inspections to be carried out at high priority areas.

Daily inspections should be carried out by cleaning supervisor(s). It is recommended to have a joint inspection by both the service buyer and service provider at least once a month. During the first few months after the commencement of the contract, **the service buyer should work very closely with the service provider** to avoid any incorrect interpretation of cleaning outcomes which would eventually affect the KPIs.

The two methods of inspection are:

Point Rating System Approach*

- A measuring system primarily based on visual judgment.
- For example, in a 5-point rating system, an area that is free from litter would score the maximum of 5 points, whereas the presence of a pollutant in a visible area would be rated 3 points.

* The point rating system was developed referencing the following Singapore Standards: SS 499, SS 533 and SS 610.

Acceptable Quality Level (AQL) Approach

- A visual-based measuring system that assesses each area on a pass or fail basis with tolerance level.
- For example, if the service provider achieves the cleaning outcomes for all the elements within a washroom, that washroom would "pass" the inspection.
- An AQL of 80% means the provider has to achieve a "pass" of 80% of the total number of inspections for the premises.

For either method of performance measurement, service buyers need to set the daily or monthly targets for the service provider to meet. These ratings must be communicated to the service provider at the start of the contract and should not be changed throughout the contract duration (unless pre-agreed upon by both parties), especially so if the monthly payment is based on the performance rating(s).

Please refer to Annex B for a sample of the inspection checklist, and Annex C for a sample of the performance scorecard consisting of all the relevant performance metrics that contribute towards the monthly performance score.

Service buyers may consider other quick or rapid test kits to supplement their routine cleaning inspection (an example of such test kits can be found in Annex D).

Example of Tender Clause:

The Service Provider shall ensure that the workers carry out all the cleaning works to meet the stipulated KPIs. The Service Provider shall attain a minimum monthly performance score of 85%.

(Refer to clauses 4.1 to 4.2 on pages 26 and 27)



Section 5: Performance Incentives

In order to ensure that service providers constantly improve their service delivery, service buyers are encouraged to adopt some form of reward system to incentivise service providers. Should the service provider achieve performance scores higher than the minimum total score over a few consecutive months, service buyers may either adopt the incentive payment model or give recognition in other forms.

Service buyers may also leave it to the service providers to propose a reward system.

Incentive Payment Model

The incentive payment model works by pegging the monthly pay-outs to the performance score of the service provider, such as rewarding over-exceeding performance by paying monetary incentives in addition to the full payment of the monthly contract sum and paying less than the full monthly contract sum for underperformance.

Payment based on performance will encourage service providers to meet the KPIs, improve productivity and service quality, as there is motivation to close the gaps in performance so that they can receive full payment for the services rendered. This can also lead to more meaningful jobs that require higher levels of skill or knowledge for the cleaning team.

💰 Example of a Tiered Payment Model:

Monthly Score (x)	Payment
$x > 90\%$ (for 3 consecutive months*)	Full payment of contract price + 5% of monthly** contract price at end of the 3rd month
$x \geq 85\%$	Full payment of contract price
$80\% \leq x < 85\%$	95% payment of contract price
$75\% \leq x < 80\%$	90% payment of contract price
$x < 75\%$	85% payment of contract price

* Service Buyers should determine the period in which the Service Provider must maintain the minimum required score before the incentive payment is given out (e.g. maintain a score above 90% for 3 consecutive months).

** The monetary incentives must be consistent with the effort and the contract value.

(Refer to clauses 5.1 to 5.5 on page 27)

Service buyers who are unable to adopt the incentive payment model may consider giving other forms of incentive rewards such as gift vouchers or luncheons for the cleaning team.

Service buyers could consider other forms of incentive rewards listed in the example below.



Example of Tender Clauses:

Should the Service Provider achieve and maintain a score higher than the minimum monthly performance score of 85% for at least 3 months, the Service Buyer will provide one or more of the following forms of incentives for the cleaning team:

- Luncheon
- Recognition awards (e.g. 'Best Cleaner Award')
- Testimonial given to the Service Provider that can be taken into consideration during the next tender evaluation where past performance and track record are part of the evaluation criteria.



Section 6: Work Improvement

To ensure that service providers continue to find ways to operate more efficiently throughout the contract period, service buyers should require service providers to commit to work improvement projects. This requirement will allow service buyers to pinpoint specific areas of work for service providers to improve on.

Service buyers should set KPIs for productivity and work improvement efforts for the service providers to meet throughout the contract period. For example, faster response time to incidents within six months, or to achieve higher performance outcomes through innovative solutions after a year into the contract. For service providers that can achieve the agreed upon KPIs, service buyers should consider automatically exercising the optional period (if any) of the contract, and/or to give favourable consideration for the incumbent during contract renewal.

Example of Tender Clauses:

- The Service Provider shall carry out work improvement projects (at least one project per year) that could contribute to better productivity and greater work efficiency throughout the duration of the contract. Upon identifying an area of work which can be improved on, the Service Provider shall provide a short write-up for each initiative proposed. The Service Buyer will then determine the KPI(s) and the respective timelines.
- Should the Service Provider be able to achieve the KPIs set, the Service Buyer shall automatically exercise the optional period.

(Refer to clauses 6.1 to 6.2 on page 28)



Section 7: Liquidated Damages

Service buyers who transit to OBC usually spend plenty of effort to change their contract specifications, so much so that they often overlook the list of liquidated damages that should rightfully not apply in an outcome-based cleaning contract.

Liquidated Damages (LD), also referred to as “liquidated and ascertained damages”, are damages of which amount all parties agree upon during the formation of a contract. Upon a specific breach, the affected party can then claim the amount as compensation. This **claimed amount should be proportionate to the actual harm suffered**, and not intended to be punitive in nature.

Therefore, in OBC where service buyers are encouraged to focus on the output of the service provider, service buyers should not be concerned when a cleaner does not turn up or if the service provider deploys an additional equipment, so long as the performance outcomes are met.

Service buyers making the switch to OBC should consider if the LD terms in existing headcount-based cleaning contracts are still applicable.

Some Examples of LD Clauses in Typical Headcount-based Cleaning Contracts that Require Re-examination:

1. Failure to Replenish Handsoap

- Is there harm suffered? If yes, how do I quantify it?
- What would be the reasonable amount of claim? Am I able to use the previous LD amount?
- Would the Service Provider already be penalised under the performance incentive model?

2. Shortage of Manpower

- In OBC where Service Providers are assessed based on meeting KPIs, should I still penalise them if they are able to meet my performance outcomes with a smaller pool of resources for that day?
- In the event where the Service Provider is unable to meet my outcomes and they would already be paid less than the monthly contract price for underperformance, should I impose a double penalty on them for the shortfall in manpower?

All LD clauses must correspond with a contract clause. Hence, service buyers should review or remove all LD clauses that are no longer relevant and not quantifiable.

Section 8: Skills and Competencies

Service buyers should stipulate specific requirements and request that service providers list down the qualifications and skillsets¹ of their cleaning team. However, this does not include specifying the quantity of manpower resources needed to be deployed.



Example of Tender Clauses:

Requirements of Cleaning Team

- The site supervisor shall be able to carry out instructions by the Service Buyer. He/she must have at least 3 years of experience in the supervisory of cleaning works as he/she is required to inspect the work areas in accordance with the schedule and complete the performance inspection checklists.
- The Service Provider should ensure that the cleaning team, including part-time and relief cleaners, possess the level of skill, care, judgement, physical and mental fitness necessary to properly perform the cleaning works stipulated in the contract.
- The Service Provider shall ensure that all cleaners deployed for this contract have completed the following 2 WSQ courses within the first 3 months after the commencement of contract i.e. Horizontal Surface Maintenance – Perform basic cleaning of hard floor surfaces, and Washroom Maintenance – Perform basic cleaning of washroom.
- The Service Provider is required to study the premises and deploy the optimum number of multi-skilled cleaners to carry out and complete the cleaning works to achieve the KPIs.

(Refer to clauses 8.1 to 8.4 on page 29)

¹ Buyers may refer to www.ssg.gov.sg/wsq/Industry-and-Occupational-Skills/environmental-cleaning.html for an overview of the environmental cleaning Workforce Skills Qualifications (WSQ) courses.

Section 9: Human Resource Management

Service buyers should **engage cleaning companies that adopt fair and responsible employment practices, including a structured human resource (HR) management system.**

This helps to ensure that workers are treated fairly with respect, adequately trained, and better motivated to provide good service.

Service buyers should encourage their service providers to adopt the latest Tripartite Guidelines set out by the Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP) which can be found at www.tal.sg/tafep/getting-started/fair/tripartite-guidelines.

Training Plan

Service buyers should require that service providers continually upgrade their supervisors and cleaners by sending them for appropriate training such as courses in customer service and workplace safety, besides the relevant modules pertaining to cleaning works.

Uniform Guidelines

Service buyers should require the service providers to ensure that the uniforms for their workers adhere to the uniform guidelines developed by NEA², and that the workers have sufficient sets of uniforms. This will ensure that the workers project a professional image for the service buyer as well as for the cleaning industry.



² The uniform guidelines can be found at www.nea.gov.sg/industry-transformation-map/guide-on-uniforms-for-environmental-services-industry.

Example of Tender Clauses:

- The Service Provider shall recruit their workers in accordance with the prevailing Tripartite Guidelines set out by TAFEP.

Training Plan

- The Service Provider shall submit a training plan indicating the training (e.g. WSQ courses, on-the-job/in-house training, training by equipment suppliers) that would be provided to the cleaning team. The Service Provider shall also submit the details of the training and certificates obtained by the cleaning team when requested.

Uniform Guidelines

- The Service Provider shall ensure that the cleaning team wears proper uniforms and shoes that conform to a standard of neatness, cleanliness, safety and decorum acceptable to the Service Buyer. The Service Provider shall also provide sufficient sets of uniforms to the cleaning team such that they can change and start each workday with a clean uniform. The Service Provider may take reference from NEA's Uniform Guidelines for the Environmental Service Industry, which can be found on NEA's website at **www.nea.gov.sg/industry-transformation-map/guide-on-uniforms-for-environmental-services-industry**.

(Refer to clauses 9.1 to 9.4 on pages 29 and 30)

Service buyers should play a part in maintaining the well-being of the cleaning team by providing a proper rest area for the cleaners at no additional cost³. Service buyers can benefit from well-rested workers who would be more productive. Providing dedicated rest areas for cleaners will also serve to enhance the image of service buyers.

Example of Tender Clause:

The Service Buyer will provide a rest area equipped with tables and chairs for the cleaners. The Service Provider shall ensure that the cleaners maintain the cleanliness of the rest area provided to them.

(Refer to clause 9.5 on page 30)

³ Buyers may refer to the "Tripartite Advisory on Provision of Rest Areas for Outsourced Workers" published by the Ministry of Manpower (MOM) for more details.



Sample Clauses for Outcome-based Cleaning Contracts



Service buyers (hereby referred to as “Superintending Officer/S.O.” for the purpose of these sample clauses) may adopt these sample clauses and modify them according to their own needs when drafting their outcome-based cleaning contracts.

Requirement Specifications

1. Contract Information

- 1.1 This tender calls for the provision of cleaning services for ABC Building for a period of three years, starting from 1 January 2021 to 31 December 2024.
- 1.2 ABC Building has a total Gross Floor Area of 1,000m², including a 10-storey tower block, a cafeteria, and a 1-storey basement carpark. Please refer to Appendix 1 for the comprehensive list of inspection units, quantity of fixtures in the inspection units, types of floor surfaces and the respective GFA for the fixtures. The layout drawings are also attached for easy reference.
- 1.3 All cleaning services required should only be performed from 0700hrs to 2100hrs from Mondays to Fridays, and from 0700hrs to 1300hrs on Saturdays. There are usually no cleaning services required on Sundays and Public Holidays.
- 1.4 Due to the relatively long working hours, it is recommended for the Contractor to provide cleaning services in 2 shifts for the weekdays as follows:
 - a. **Shift 1:** 0700hrs to 1600hrs
 - b. **Shift 2:** 1600hrs to 2100hrs

Peak Period: Mondays to Fridays 0830hrs to 1800hrs

Off-peak Period: Mondays to Saturdays 0700hrs to 0830hrs and 1800hrs to 2100hrs

- 1.5 The Contractor shall take over the cleaning works to ABC Building and its compound as per existing conditions regardless of whether or not the building has been upgraded or renovated or under general repairs and redecoration. No price adjustment shall be made to the Contract Price unless the Contractor can show proof that substantial additional resource is required to maintain the renovated area.
- 1.6 The Contractor may request a review of contract price due to an unexpected increase in service delivery costs. The Contractor is required to produce the relevant information and/or proof supporting the quantum increase and the request will be subjected to the S.O.’s assessment and approval.

2. Technology and Equipment

- 2.1 The Contractor shall propose, provide, and utilise the most effective equipment and tools in the day-to-day cleaning operations in order to achieve the stipulated KPIs.

- 2.2 After award of the tender, the Contractor shall submit a list of all equipment, tools, and machines necessary for the effective execution of all works specified in the Requirement Specifications to the S.O. for approval at least two weeks prior to the commencement of cleaning works. The Contractor would need to inform the S.O. of any subsequent changes to the list 1 week in advance prior to effecting changes.
- 2.3 All equipment shall be serviceable and well maintained. The equipment (if applicable) should be fitted with proper waterproof electrical socket, cable and approved power rating for any wet works.
- 2.4 The S.O. will conduct joint inspections with the Contractor to assess the level of cleanliness. The Contractor could set up an electronic cleaning audit system ("Electronic System") to automate the recording, submission and documentation of the inspection results.
- 2.5 The Contractor will be required to provide an editable electronic copy of the inspection checklist ("Electronic Checklist") which can be updated using mobile devices (e.g. tablets) provided by the Contractor. Alternatively, it can also be an application which can be downloaded onto smartphones. The electronic checklist must support the capture of handwriting so that the S.O. will be able to input his/her observations and comments directly onto the device.
- 2.6 The electronic system must be able to automatically tabulate the total scores on the electronic checklist and upload the scores onto the database which shall capture the scorings taken throughout the contract period.
- 2.7 As the scoring will be used for computation of the payment to the Contractor, the electronic system shall have a security feature to prevent unauthorised changes to the scores once the S.O. has signed off to confirm the scores on the electronic checklists. The electronic system must also be able to capture the date and time which the electronic checklist has been signed off by the S.O..
- 2.8 Additional consideration will be given if the electronic system is able to provide the following information:
- a.** Perform simple analytics to show areas which have constantly high/low scores.
 - b.** Able to correlate the cleanliness of an area to the cleaner(s) who had cleaned it so that those who perform well will be duly recognised. On the other hand, additional training can be arranged for cleaners who are underperforming.

3. Cleaning Outcomes

- 3.1 The Contractor shall ensure that cleaning works are carried out with the target to meet the specified cleaning outcomes. In the event where a specific outcome is not being explicitly expressed in the inspection checklist, the Contractor shall make reasonable efforts to attain an outcome whereby it can be shown by visual inspection that some form of cleaning has been performed on the item/ area. Refer to Annex A for the complete list of cleaning outcomes.

Additional Requirements During Contingencies

- 3.2 As and when the situation requires (e.g. during a disease outbreak), both parties shall agree on the deployment of additional resources to carry out and complete the cleaning works as specified in the contract. The Contractor shall quote for the costs of all additional requirements (i.e. daily additional cleaning, disinfection, materials, PPE for cleaners etc) in the Schedule of Rates.
- 3.3 The Contractor should conduct disinfection cleaning in accordance with the prevailing guidelines from the relevant authorities (e.g. Ministry of Health, National Environment Agency etc).

Service Quality

- 3.4 The Contractor shall ensure that ad-hoc requests during service hours are attended to and resolved in a timely fashion. All ad-hoc requests shall be documented, with the action taken and the time of completion.

During service hours – Response time by cleaning team

Work Priority	Description	Call-out Time/Down Time
1	Urgent	10/30 mins
2	Routine	30/60 mins
3	Non-urgent	120/180 mins

Beyond service hours – Response time by cleaning team

Work Priority	Description	Call-out Time/Down Time
1	Urgent	30/50 mins
2	Routine	The next working day
3	Non-urgent	

Definition of Work Priority:

- 1 Requests which are of an urgent nature such as leakages, spillages, breakages etc that require immediate attention.
- 2 Requests which are of a routine nature, such as to perform additional cleaning for areas specified in the contract.
- 3 Requests which are of a non-urgent nature, such as cleaning of additional areas not specified in the contract.

4. Performance Measurement System

- 4.1 The Contractor's supervisor shall use the performance inspection checklist in Annex B to inspect their cleaners' work.

- 4.2 The Contractor will also be measured on their delivery of all the other requirements stated in this contract. Tangible results and deliverables will be used as the criteria in determining the overall performance of the Contractor. A monthly performance assessment on the Contractor shall be based on the performance metrics as per performance scorecard in Annex C. The minimum monthly score to achieve is **85%**.

5. Performance Incentives

- 5.1 This is a performance-based cleaning contract. Hence, the monthly score obtained by the Contractor at the end of every month shall be used to determine the quantum of the monthly payment.

- 5.2 The table below details how payment would be effected:

Monthly Score (x)	Payment
$x > 90\%$ (for 3 consecutive months*)	Full payment of contract price + 5% of monthly** contract price at end of the 3rd month
$x \geq 85\%$	Full payment of contract price
$80\% \leq x < 85\%$	95% payment of contract price
$75\% \leq x < 80\%$	90% payment of contract price
$x < 75\%$	85% payment of contract price

* Service Buyers should determine the period in which the Service Provider must maintain the minimum required score before the incentive payment is given out (e.g. maintain a score above 90% for 3 consecutive months).

** The monetary incentives must be consistent with the effort and the contract value.

- 5.3 The Contractor shall note that once an incentive has been paid to the Contractor, the S.O. will reset the eligibility period based on the subsequent 3 months of service. For example, the Contractor has obtained an above 90% score for January, February and March. Thus, the S.O. will pay the 5% incentive in April. To be eligible for the next round of incentive payment, the Contractor must attain an above 90% score for April, May and June.
- 5.4 The Contractor shall ensure that 80% or more of the incentive pay-out is distributed to the cleaners deployed for this contract. The S.O. may request for proof of the pay-out from the Contractor to verify the disbursement of the monies. The Contractor may design their own incentive sharing plan and provide a copy of the finalised plan to the S.O.
- 5.5 In order to ensure that the Contractor has sufficient time for familiarisation, full payment for the first 3 months of the contract will be paid if the Contractor is able to score 75% and above. This payment arrangement is strictly valid for the first 3 months of the contract only.

6. Work Improvement

- 6.1 The Contractor shall carry out work improvement projects (at least one project per year) that could contribute to better productivity and greater work efficiency throughout the duration of the contract. Upon identifying an area of work which can be improved on, the Contractor shall provide a short write-up for each initiative proposed. The S.O. will then determine the KPI(s) and the respective timelines.
- 6.2 The Contractor is encouraged to appoint one of their supervisors as a site productivity champion to lead and carry out these work improvement projects.

7. Schedule of Liquidated Damages

RATES FOR DEDUCTION

A. Machine Provisions

In the event that the Contractor fails to provide and/or use the machines as required under Clause 2.1, for whatever reasons, including but not limited to breakdown of machines due to mechanical faults, the S.O. reserves the right to deduct the sum of money from the Contract at rates shown in the table below:

	Description	Deduction Rates
1	Failure to provide and/or use any equipment/machine proposed by the Contractor	\$100 per day per machine

B. Safety Lapses

	Description	Deduction Rates
2	Failure to take every safety precaution while working, especially when using machines	1st occasion – \$500 2nd occasion – \$800 3rd occasion – \$1000 Subsequent occurrence – \$1000

C. Non-compliance to Training Requirements

	Description	Deduction Rates
3	Provision of training as per Clause 8 a. Cleaning staff b. Supervisor	a. \$80 per cleaner per day b. \$100 per supervisor per day

8. Requirements of Cleaning Team

- 8.1 The Contractor is required to study the premises and deploy the optimum number of multi-skilled cleaners to carry out and complete the cleaning works to achieve the KPIs. The Contractor should ensure that the cleaning team, including part-time and relief cleaners, possess the level of skill, care, judgement, physical and mental fitness necessary to properly perform the cleaning works stipulated in the contract.
- 8.2 The Site Supervisor shall be conversant in English to carry out instructions by the service buyer. He/she must have at least 3 years of experience in the supervisory of cleaning works as he/she is required to inspect the work areas in accordance with the schedule and complete the performance inspection checklists. The supervisor shall have completed the following Workforce Skills Qualifications (WSQ) course before the commencement of contract: Supervise service operations.
- 8.3 The Site Supervisor is required to attend monthly performance review meetings.
- 8.4 The Contractor shall ensure that all its cleaners deployed for this contract are to complete the following WSQ courses (listed below) within the first 3 months after the commencement of contract:
- a. Horizontal Surface Maintenance – Perform basic cleaning of hard floor surfaces
 - b. Washroom Maintenance – Perform basic cleaning of washroom

9. Human Resource Management

- 9.1 The Contractor shall recruit their workers in accordance with the prevailing Tripartite Guidelines set out by the Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP), which can be found on the TAFEP/MOM website at **www.tal.sg/tafep/getting-started/fair/tripartite-guidelines**.

Training Plan

- 9.2 The Contractor shall endeavour to send cleaners for continual training. If the regular cleaners are required to attend training courses during working hours, the Contractor shall ensure that there is sufficient coverage of duties during their absence.
- 9.3 The Contractor shall submit a training plan indicating the training (e.g. WSQ courses, on-the-job/ in-house training, training by equipment suppliers) that would be provided to the cleaning team. The Contractor shall also submit the details of the training and certificates obtained by the cleaning team when requested.

Uniform Guidelines

9.4 The Contractor shall ensure that the cleaning team wears proper uniforms and shoes that conform to a standard of neatness, cleanliness, safety and decorum acceptable to the S.O.. The Contractor shall also provide sufficient sets of uniforms to the cleaning team such that they can change and start each workday with a clean uniform. The Contractor may take reference from NEA's Uniform Guidelines for the Environmental Service Industry, which can be found on NEA's website at **www.nea.gov.sg/industry-transformation-map/guide-on-uniforms-for-environmental-services-industry**.

Provision of Rest Area

9.5 The S.O. will provide a rest area equipped with tables and chairs for the cleaners. The Contractor shall ensure that the cleaners maintain the cleanliness of the rest area provided to them.



Annex



Annex A:

Desired Cleaning Outcomes

Service Buyers should set realistic cleaning outcomes based on the existing condition of their premises.

Examples of elements and their cleaning outcomes are as follows:

Area	Element	Description of Outcomes
Location: Entrance and Lobby		
1	Lighting/Ceiling	Free of dust, stains and cobwebs at inspection unit
2	Wall/Door/Window	Free of stains, dust and fingerprint marks at inspection unit
3	Fixture	Free of dust and stains at inspection element
4	Signage/Display	Free of dust and stains at inspection element
5	Furniture/Planter	Free of dust, stains, spillage and litter at inspection element
6	Litter Bin	Bin is free from dust, stains, smells, insects and is less than $\frac{3}{4}$ full
7	Floor/Entrance Mat	Free of dust, stains, spillage and litter at inspection unit
Location: Toilets		
1	Lighting/Ceiling	Free of dust, stains and cobwebs at inspection unit
2	Cubicle Walls/Floors/Doors	Free of stains, dust and fingerprint marks at inspection unit
3	Taps and Sinks	All taps and sinks are free of stains and debris and the sink tops are dry
4	Drains	Free of litter, dirt and stains at inspection element
5	Fittings/Fixtures	Free of dust and stains at inspection element
6	Urinals/Toilet Bowls	Free of dirt, stains, spillage, litter and odour at inspection element
7	Rubbish Bin/Sanitary Bin	Bin is free from dust, stains, smells, insects and is less than $\frac{3}{4}$ full
8	Consumables	Jumbo rolls, M-fold towels and handsoap are more than $\frac{3}{4}$ full
Location: Office Area, Pantry and Meeting Rooms		
1	Lighting/Ceiling	Free of dust, stains and cobwebs at inspection unit
2	Fixtures/Fittings (includes Taps/Wash Basins)	Free of stains, dust and fingerprint marks at inspection unit
3	Blinds/Curtains	Free of dust and stains at inspection element
4	Carpeted/Vinyl Flooring	Free of dust and stains at inspection element
5	Rubbish Bins (Office/ Meeting Room/Pantry)	Bin is free from dust, stains, smells, insects and is less than $\frac{3}{4}$ full
6	Common Facilities (Counter Tops/ Water Dispenser)	Free of dust, stains and cobwebs at inspection unit
7	Consumables	Paper towels and handsoap are available

Annex B: Performance Inspection Checklist

The proposed reference description and ratings serve as a guide only; service buyers shall specify the description and rating according to their desired cleaning outcomes. Please note that there are two different performance inspection checklists. Service buyers should only choose **ONE** method for consistency.

It is recommended to conduct inspections immediately after cleaning. The inspector should take into consideration the time lapsed between inspections and last cleaning by adopting a reasonable cleaning outcome during inspection.

Example 1: Point Rating System

Area	Element	Description	Rating	Inspection Result
1. Entrance and Lobby				
1	Lighting/Ceiling	Free of dust, stains and cobwebs at inspection unit	5	
		Presence of one pollutant (dust, stain or cobweb) at non-visible area	4	
		Presence of one pollutant (dust, stain or cobweb) at visible area	3	
		Presence of two pollutants (dirt, stains or cobwebs) at inspection unit	2	
		Presence of dirt, stains and cobwebs at inspection unit	1	
		Area neglected and cleaning is not performed at all	0	
2	Wall/Door/Window	Free of stains, dust and fingerprint marks at inspection unit	5	
		Presence of some clear fingerprint marks at non-visible areas	4	
		Presence of some clear fingerprint marks at visible areas	3	
		Presence of overlapping fingerprint marks and dirt at visible areas	2	
		Presence of stains, dirt and fingerprint marks at inspection unit	1	
		Area neglected and cleaning is not performed at all	0	

Area	Element	Description	Rating	Inspection Result
3	Fixture	Free of dust and stains at inspection element	5	
		Presence of dust at one inspection element	4	
		Presence of dust at two or more inspection elements	3	
		Presence of dirt at one inspection element	2	
		Presence of dirt and stains at inspection element	1	
		Area neglected and cleaning is not performed at all	0	
4	Signage/Display	Free of dust and stains at inspection element	5	
		Presence of dust at one inspection element	4	
		Presence of dust at two or more inspection elements	3	
		Presence of dirt at one inspection element	2	
		Presence of dirt and stains at inspection element	1	
		Area neglected and cleaning is not performed at all	0	
5	Furniture/Planter	Free of dust, stains, spillage and litter at inspection element	5	
		Presence of dust at one inspection element	4	
		Presence of dust at two or more inspection elements	3	
		Presence of dirt or litter at one inspection element	2	
		Presence of dirt, stains, spillage and litter at inspection element	1	
		Area neglected and cleaning is not performed at all	0	

Area	Element	Description	Rating	Inspection Result
6	Litter Bin	Bin is free from dust, stains, smells, insects and is less than ¾ full	5	
		Presence of dust at outer bin surface and is less than ¾ full	4	
		Presence of dust and stains at outer bin surface and is less than ¾ full	3	
		Presence of smells or insects from the bin	2	
		Presence of dirt, stains, smells and insects or bin is full	1	
		Area neglected and cleaning is not performed at all	0	
7	Floor/Entrance Mat	Free of dust, stains, spillage and litter at inspection unit	5	
		Presence of one pollutant (dust, spillage or litter) at non-visible area	4	
		Presence of one pollutant (dust, spillage or litter) at visible area	3	
		Presence of two pollutants (dirt, stains, spillage or litter) at inspection unit	2	
		Presence of dirt, stains, spillage and litter at inspection unit	1	
		Area neglected and cleaning is not performed at all	0	
Overall score for Entrance and Lobby				

Example 2: Acceptance Quality Level Approach

Area	Element	Description of Outcomes	Meet Outcomes (i.e. Pass)	Did Not Meet Outcomes (i.e. Fail)	Observations of Non-compliance (if any)
1. Entrance and Lobby					
1	Lighting/Ceiling	Free of dust, stains and cobwebs at inspection unit Presence of some light dust is acceptable			
2	Wall/Door/ Window Fixture	Free of dust, stains, spillage and litter Presence of some light dust is acceptable			
3	Signage/ Display	Free of dust, stains, spillage and litter at inspection element			
4	Furniture/ Planter	Free of dust and stains at inspection element			
5	Litter Bin	Bin is free from dust, stains, smells, insects and is less than $\frac{3}{4}$ full			
6	Floor/ Entrance Mat	Free of stains, dust and fingerprint marks at inspection unit			
% passes for Entrance and Lobby					

Definitions

No.	Description	Definition	Examples
1	Visible Area	Area easily seen by the eyes in an upright and usual motion or position for an inspection unit	Tabletop, floor and wall
2	Non-visible Area	Area not easily seen by the eyes and requires some effort to see for an inspection unit	Behind the pillar and under the table
3	Inspection Unit	Group of elements located within a spatial unit	Entrance and lobby, corridor, and staircase
4	Element	Item in an inspection unit that is to be cleaned	Door, floor, wall and fixture
5	Dust	Light dust that cannot be seen by the eyes	Thin layer of dust particles
6	Dirt	Accumulated dust that can be seen by the eyes	Heavy black dust
7	Stain	Dried form of spillage	Beverage stain or other liquid/fluid stain
8	Spillage	Accumulated liquid or fluid	Beverage spillage or any pool of liquid
9	Litter	Object/item that is left behind or dropped deliberately/accidentally by human activities	Man-made materials (e.g. paper, wrapper and waste)
10	Fixture	Object or item that is securely and usually attached to the wall or ceiling	Gantry, card access reader, fire extinguisher, fire alarm bell, Automated External Defibrillator (AED), water tap, soap dispenser, switch, power point and Lan/telephone line
11	Signage	Sign used to provide information	Exit light, direction sign and directory
12	Display	Item that is usually hung on the wall	Notice board, LCD display, and poster or picture
13	Furniture	Movable object or item	Table, chair, sofa, cabinet, locker, desk, side table, telephone and tabletop
14	Planter	Decorative pot of plant	Pot of plant
15	Electrical Appliance	Appliance that is powered by electricity	Projector, PC, laptop, microwave, water dispenser, refrigerator and coffee machine

Annex C: Performance Scorecard

The performance scorecard should include the inspection results, service provider's response to ad-hoc requests, number of complaints received and more. Service buyers should list down all relevant performance metrics that are stated in the requirement specifications so that expectations are set right from the start.

No.	Performance Metric	Unit	Target	Result	Weightage (%)	Score (%)
1	Overall performance rating based on inspection results	%	85	80	60	56.47
2	% of ad-hoc services meeting target response time	%	90	100	20	20.00
3	No. of negative feedbacks exceeding	No.	1	2	10	5.00
4	* No. of Work Improvement Projects carried out	No.	4	2	10	5.00
Total Score		%			100	86.47

* Note: This category is to be assessed annually.

Annex D:

Example of a Sample Test Kit to Supplement Cleaning Inspection

Application of Adenosine Triphosphate in Determination of Cleaning Outcomes

While the primary mode of determining cleanliness has been visual inspection, there is an alternate way to complement the visual determination of cleaning quality – using the adenosine triphosphate (ATP) bioluminescence method. This ATP method can give a quick and real-time estimate of surface cleanliness that includes organic and microbial contaminations, and has been commonly used in hospitals and the food industry.

It is recommended to use the ATP method alongside the guidelines to assess the cleaning outcomes visually listed in this Guide. The ATP method can be considered as a follow-up assessment on the effectiveness of remediation cleaning.

The procedures for application of ATP are as follows:

- a.** Identify the location to be sampled. For example, washroom, office or pantry. High-touch surfaces within the location should be identified for sampling as the risk of contamination spreading is high. Examples of high-touch surfaces in washrooms include vanity tops and toilet seats; for the office and pantry, high-touch surfaces include door handles and tabletops.
- b.** Swab an area of 100cm² for each surface using the ATP test kit (refer to product guide for more information) to measure the ATP levels in terms of RLU prior to cleaning. Repeat the measurement of the same area after cleaning. It is recommended to set the acceptable RLU reading at 500 RLU⁴.

⁴ Several trials were conducted to determine the acceptable RLU reading. These trials were conducted at multiple commercial buildings using an ATP test device. Note that readings may vary when using other ATP devices of different manufacturers. Always refer to manufacturers' guides for acceptable RLU reading.

c. Fill in the RLU readings using the example below:

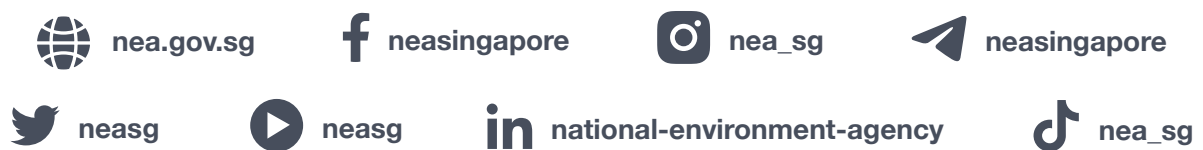
Location: Male Washroom (Level 4 West Wing)				
No.	Elements	RLU Reading (Before cleaning)*	RLU Reading (After cleaning)	Acceptable RLU Reading
1	Toilet Seat			
2	Vanity Top			
3	Urinal			
Location: Pantry (Level 4)				
No.	Elements	RLU Reading (Before cleaning)*	RLU Reading (After cleaning)	Acceptable RLU Reading
1	Tabletop			

* Applicable for determining effectiveness of cleaning.

Benefits of Using the ATP Method Over Visual Inspection

Elements	Visual Inspection	Culture Method	ATP Method
Quick Indication of Results	✓	✗	✓
Quantitative Measurement	✗	✓	✓
Ease of Usage	✓	✗	✓





Disclaimer: While every effort has been made to ensure the accuracy of the information contained in this Guide, all details within the Guide are intended for guidance only. Users should seek proper legal advice when using any information in this Guide.