



# BEST SOURCING

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## Step by Step Guidebook for Service Buyers





## Disclaimer

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We welcome feedback on the Best Sourcing: Step-by-Step Guidebook for Service Buyers. Please go to <http://www.mom.gov.sg/BestSourcing/> to provide your comments.

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# Contents.

TABLE OF CONTENTS

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.....

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.....

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.....

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.....

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# FOREWORD

# Foreword.



**Hawazi Daipi**  
Chairman  
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Low-Wage Workers and  
Inclusive Growth

Low-wage workers in outsourced sectors such as cleaning and security are particularly vulnerable. The highly competitive business environment in which these sectors operate often results in cheap sourcing, where service providers focus on lowering costs, including reducing wages and compromising employment standards. The workers also have very limited bargaining power to improve their wages and employment terms.

The Tripartite Committee for Low-Wage Workers and Inclusive Growth (“TriCom”) recognises that best sourcing is an important way to help uplift these low-wage workers. When service buyers outsource responsibly, they can help ensure that the workers of their service providers are provided with at least the basic employment benefits. Procuring based on considerations of both price and quality - another key feature of best sourcing - helps to curtail the unhealthy practice of evaluating tenders almost exclusively on price, a practice that can depress wages for outsourced workers. Services buyers also benefit from best sourcing – best sourcing can improve service quality, avoid service disruption, and save resources devoted to managing non-performance of service providers, and so on.

This Best Sourcing: Step-by-step guidebook for service buyers will help businesses successfully implement best sourcing for such win-win outcomes that benefit not just low-wage workers but equally importantly, service buyers and providers. Developed in consultation with industry practitioners and key tripartite stakeholders, this practical guide to best sourcing brings you detailed pointers on how to implement best sourcing when you are procuring services such as cleaning and security. It includes useful examples of clauses that can be inserted in tender requirements, scoring templates for evaluating proposals from potential service providers and examples of key performance indicators for managing the service provider.

I hope that you find this guidebook useful in your best sourcing journey. With the support of enlightened service buyers, we can become a more socially conscious business community and do more to help our low-wage workers.

I would like to thank our tripartite partners, the National Trades Union Congress and Singapore National Employers Federation, for their continued contribution to the efforts of the TriCom. Their support has been invaluable in the promotion of the well-being of low-wage workers and in the publishing of this guidebook.

# INTRODUCTION

# Intro.

Good HR practices are important to engage and motivate staff towards achieving better business outcomes. Companies that outsource services such as cleaning, security and landscaping can also institute best practices when outsourcing to motivate good service performance from their service providers and outsourced workers.

Service buyers which adopt practices that balance price considerations with service quality can expect better business outcomes. Service providers are less likely to compete based on price; a practice that can depress the wages of workers and affect service quality. Such responsible outsourcing practices, or best sourcing, is the subject of this guidebook.

This guidebook begins by introducing the Tripartite Advisory on Best Sourcing Practices (Chapter 1). Chapter 2 sets out the business case for best sourcing and explains how such practices impact the welfare of low-wage workers such as cleaners, security guards and landscape workers. Chapter 3 provides pointers on how to implement best sourcing practices from tender drafting to contract management. It includes examples of clauses to include in tender requirements, scoring systems for evaluating

service providers and KPIs for management performance. Chapter 4 provides you with a tool to assess how well your company has done after adopting best sourcing. Frequently asked questions are addressed in Chapter 5. The appendices include sample tender specifications, tender requirements, service level performance indicators, a tender evaluation methodology and performance reporting checklists.

The guidebook will be particularly pertinent to organisations that outsource cleaning, security and landscape services. Senior management may find Chapter 2 on rationale and business case of greater interest, while procurement officers and operations managers may find the implementation guide in Chapter 3 relevant and practical.

Beyond this guidebook, the Unit for Contract and Casual Workers (UCCW) provides advice to companies on how they can implement best sourcing. UCCW also administers the Best Sourcing Initiative (“BSI”) funding scheme, which provides companies with grants of up to \$75,000 to help defray the initial costs of incorporating best sourcing into their procurement practices. Companies can contact UCCW at [uccw@ntuc.org.sg](mailto:uccw@ntuc.org.sg).





TRIPARTITE  
ADVISORY ON  
BEST SOURCING  
PRACTICES



# 01 THE TRIPARTITE ADVISORY ON BEST SOURCING PRACTICES

The Tripartite Committee for Low-Wage Workers and Inclusive Growth (“TriCom”), previously known as the Tripartite Committee on CPF and Work-Related Benefits, was set up to promote inclusive growth through the promotion of good employment conditions, income growth and job mobility for low-wage workers. The TriCom aims to achieve this by:

- Recommending measures to improve employment conditions and standards among low-wage workers;
- Identifying opportunities for income growth and job mobility for low-wage workers; and
- Driving outreach and promotional activities on low-wage worker initiatives

The TriCom comprises of representatives from the government (e.g. Ministry of Manpower), unions (e.g. National Trades Union Congress) and private sector employers (e.g. Singapore National Employers Federation).

With the increasing trend of companies outsourcing their non-core functions to third-party service providers, the TriCom in 2008 formulated a Tripartite Advisory on Responsible Outsourcing Practices (“Advisory”) to promote the adoption of best sourcing.

The cleaning, security, and landscaping sectors in particular are often subject to the problem of cheap sourcing where service buyers over-emphasize low prices. This often results in service providers depressing wages to reduce costs in order to win contracts, as manpower is a major cost in the provision of cleaning, security, and landscaping services. When this takes place, low wage workers, who form a significant portion of the workforce in these three sectors, bear the brunt in terms of stagnant wages, poor employment conditions and few opportunities to up-skill themselves.

The Advisory aims to correct poor outsourcing practices, by providing companies a succinct list of 5 best sourcing practices that can help draw out better outcomes from their service providers, and improve the welfare of workers in the process. It incorporates feedback from both service buyers and service providers. The full Advisory appears on the next page.



The Advisory highlights five Best Sourcing practices that companies are encouraged to adopt:

## The Tripartite Advisory On Best Sourcing Practices

1 » Service buyers who practise best sourcing, rather than cheap sourcing, award service contracts based on performance and quality rather than solely based on price. In doing so, they achieve more reliable and better value-for-money services. At the same time, workers benefit because the service providers focus on delivering quality services instead of offering the lowest price, and provide better employment terms and conditions for their workers so that their workers are more motivated to perform well.

2 » To help service buyers outsource their services in a responsible manner, the Tripartite Committee on CPF and Work-Related Benefits for Low-Wage Workers (“TriCom”) released a Tripartite Advisory on Responsible Outsourcing Practices in March 2008 and has been encouraging service buyers to adopt the Advisory. Taking into account feedback on the Advisory, the renamed Tripartite Committee for Low-Wage Workers and Inclusive Growth has refined the Advisory and renamed it as the Tripartite Advisory on Best Sourcing Practices to encourage service buyers to not only outsource in a responsible manner, but also to adopt best practices in outsourcing.

### **Best Sourcing Practices**

3 » Service buyers are encouraged to consider adopting the following practices when they outsource their services:

#### **a. Safeguard the basic employment rights of workers**

Workers whose basic employment rights are taken care of by their employers will be more engaged and motivated to perform well. Service buyers can include in their service contracts a requirement for their service providers to comply with Singapore’s employment laws, such as the Employment Act, Central Provident Fund Act, Employment of Foreign Manpower Act, Workplace Safety and Health Act and Work Injury Compensation Act. Service buyers could also take into account a service provider’s track record in complying with the employment laws before awarding a service contract to a service provider. The MOM website displays a list of companies that have breached employment laws before.

Service buyers may also choose to make provisions to terminate or not renew service contracts if it was found that the service providers had breached employment laws. Service buyers are advised to refer any employment-related offences detected to MOM or CPF. B.

#### **b. Specify service contracts on the basis of service-level requirements rather than headcount**

Service providers will have little room to differentiate themselves and improve the quality of service provided if service requirements are specified solely on the basis of the number of workers provided by the service provider. To allow service providers the flexibility to propose more productive and efficient work methods and manpower deployment plans, service buyers are encouraged to specify their requirements in terms of expected performance levels. Service providers who can provide value-added services beyond the basic performance and/or service standards can also be given favourable consideration.

#### **c. Recognise factors that contribute to service quality**

Apart from the price of a service contract, service buyers could consider the following factors that improve the quality of service provided, before they award a service contract to a service provider:

(i) Good track record – Service buyers are encouraged to check that service providers have good track record before awarding a service contract to them. There are various factors that contribute to a good track record. For instance, service providers with good financial standing and reputation are better able to provide reliable and good services and are less likely to default on salary payments to their workers. This extra precaution avoids downstream problems, including service disruption.

(ii) Provision of written employment contracts to workers - Service buyers could encourage their service providers to provide written contracts for their workers. Written employment contracts enable both the workers and the service providers to have a clear understanding of their respective employment terms and obligations and prevent employment disputes. Such contracts also facilitate dispute settlement, and minimise the possibility of any service disruption.

(iii) Grading and accreditation level – Service buyers could also consider if the service providers are accredited or graded highly for the service to be rendered. For example, service buyers could take into account the grade of security agencies under the grading framework of the Singapore Police Force’s Security Industry Regulatory Department (SIRD), or the accreditation attained by cleaning companies under the National Environment Agency (NEA) Accreditation Scheme.

(iv) Training of workers – As service providers who invest in the training of workers would be more likely to provide better quality and more efficient services, buyers of such services are encouraged to award their contracts to service providers whose workers are properly trained and/or have attained the relevant skills certifications.

(v) Appropriate tools and equipment – To help workers perform the job well, service buyers may wish to ensure that service providers supply their workers with the appropriate tools and equipment to perform the services.

**d. Seek to establish a long-term collaborative partnership with service provider**

It is mutually beneficial for both service buyers and providers to establish a long-term collaborative partnership, if the service providers had been able to meet expected performance standards. This will encourage service providers to invest in technology and training to enhance the productivity of their workers and the quality of service provided. By renewing service contracts with providers who had been able to meet expected performance requirements, service buyers will also benefit from the retention of experienced workers who are familiar with the job requirements and working environment.

It is important for service buyers to pay their service providers promptly, so that their service providers can in turn pay their workers on time. Service buyers should also impose liquidated damages reasonably and be mindful that imposition of excessive liquidated damages may affect the financial positions of their service providers and their ability to pay the workers. Therefore, service buyers are encouraged to clearly lay out the amount and conditions in which liquidated damages may be imposed.

Service buyers are also encouraged to incentivize their service providers to perform above expectations through incentive payments, and encourage their service providers to share the incentive payments with workers. This will help to motivate workers to perform well and provide better services.

**e. Provide decent work environment for workers**

Service buyers are required by law, under the Workplace Safety and Health Act, to take appropriate measures to ensure the safety and health of any workers employed by their service providers.

In addition to meeting the basic workplace safety and health standards, service buyers could provide workers with adequate workplace amenities at the deployment sites, such as washroom facilities, decent rest area for meals and first aid. Workers will be able to perform their work well and provide better services in a conducive environment

**Conclusion**

4 » Service buyers are encouraged to adopt the best sourcing practices recommended in this Advisory. Through best sourcing, service buyers will not only help to improve the terms and conditions of the workers employed by service providers, but will also achieve better service and value for money for themselves. In addition to the Advisory, service buyers can also refer to the “Best Sourcing – Step-by-Step Guidebook for Service Buyers” available on the MOM website, for details on how to implement best sourcing practices (e.g. sample employment contracts and performance requirements for service contracts, information on accreditation and grading systems, etc).



**WHY COMPANIES  
ADOPT BEST  
SOURCING  
PRACTICES**





## 02 WHY COMPANIES ADOPT BEST SOURCING PRACTICES

This chapter provides you with a deeper understanding of how best sourcing can benefit your company. It also explains how best sourcing improves employment and working conditions for the worker.

Companies that have adopted best sourcing practices have reaped benefits, and these real experiences from the field are shared as we go through the practices.



### Experiences from the field:

A leading retail property developer learnt the downsides of cheap sourcing the hard way. It previously outsourced cleaning services by stipulating headcount requirements and typically awarded contracts to the lowest bidder. The low prices quoted however proved unsustainable for the service provider. The provider terminated the contract prematurely resulting in a severe disruption to the operations of one of its malls. The company has since adopted best sourcing practices that focus on both price and quality and found that it brings a wide range of benefits. Not only did the working conditions of their outsourced workers improve, they also observed an increase in morale and a drop in absenteeism and staff turnover. This translated into higher service levels and reduced customer complaints, which in turn meant lesser resources and time needed by the company to manage their service providers.

## Practice #1: Safeguard the basic employment rights of workers



### ► Key Pointers

*Employment laws are in place to protect the basic employment rights of workers.*

*Compliance with legal requirements should be the minimum expectation of responsible buyers.*

Basic employment rights are enshrined in various employment laws such as the Employment Act and the Central Provident Fund Act. While the Government enforces these laws, service buyers can help reduce the incidence of non-compliance through best sourcing. This is especially important for low-wage workers who may not be aware of or find it difficult to assert their own rights. Some examples of basic employment rights are outlined in the table below.

If you do not safeguard the basic employment rights of workers, you face the risk of service disruptions resulting from unmotivated work performance or high turnover of workers. If your service provider is found to be in breach of employment laws and is convicted, it may even have difficulties fulfilling your service contract. Your company's corporate image could also be inadvertently tarnished by association.

### Examples of basic employment rights of workers

Category	Examples of legislative requirements under the Employment Act
Sufficient rest for workers to prevent fatigue and reduce potential for accidents or service	<ul style="list-style-type: none"> <li>› An employee is not allowed to work for more than 12 hours in a day (inclusive of overtime work) except in the following circumstances:                             <ul style="list-style-type: none"> <li>- Accident, actual or threatened;</li> <li>- Work which is essential to the life of the community;</li> <li>- Work which is essential to national defence or security;</li> <li>- Urgent work to be done to machinery or plant;</li> <li>- An interruption of work which was impossible to foresee.</li> </ul> </li> <li>› The maximum hours of overtime work that a worker performs in a month cannot exceed 72 hours unless an approval for exemption has been granted by the Commissioner for Labour.</li> <li>› An employee is entitled to 1 rest day each week without pay.</li> <li>› An employee is entitled to at least 7 days of annual leave for the first year of service and an additional day for every additional year in employment, up to 14 days per year</li> </ul>

Category	Examples of legislative requirements under the Employment Act
Reasonable and timely compensation	<ul style="list-style-type: none"> <li>› Overtime payment at a rate of 1.5 times the hourly basic rate of pay is to be paid if the employee is required to work beyond his contractual hours of work.</li> <li>› Salaries of workers must be paid within 7 days after the end of the salary period.</li> <li>› Monthly CPF contributions must be made according to the prescribed rates.</li> </ul>
Protection against unfair charges or penalties	<ul style="list-style-type: none"> <li>› No deductions other than those allowed under the Employment Act can be made by an employer. Examples of unauthorised deductions are deductions for uniforms and training course fees.</li> <li>› Workers must be given at least 14 days sick leave if no hospitalisation is necessary, and up to 60 days per year if hospitalisation is necessary</li> </ul>

\* Please refer to the Employment Act for specific provisions on the rights and obligations of employers and employees

Responsible service buyers can take a proactive role in safeguarding the basic employment rights of workers by taking into account a service provider's track record in complying with employment laws when awarding contracts. Service buyers can refer to the list of companies convicted for infringing employment laws available on MOM's website. In addition, they can raise their concerns to service providers when breaches are detected, or report to the Ministry of Manpower or the Central Provident Fund (CPF) Board.

Safeguarding basic employment rights of workers is a simple responsible practice that all service buyers can easily adopt. Service buyers need not ensure compliance by its service providers as this is not realistic but putting in place occasional checks will help.



### Experiences from the field:

A leading security service provider in Singapore with more than 500 security officers and supervisors deployed to over 60 sites shared that it has been able to maintain a manageable turnover rate of its outsourced workers because it always pay their workers punctually and provide employment terms consistent with the Employment Act.

Workers with the company indicated a preference for working with companies who paid wages on time over companies that offer a higher pay.

## Practice #2: Specify service contracts on the basis of service-level requirements rather than headcount



### ► Key Pointers

*Service providers are encouraged to improve productivity and value to their companies rather than focusing on price competition based on headcount.*

### What are the different models for contracting?

- 1 » **Headcount-based requirements** – Contract states the required headcount for the assignment and payment is based on the number of headcount provided.
- 2 » **Task-based requirements** – Contract specifies requirements that are based on the tasks and activities that are to be completed by the service provider. Payment is based on the fulfilment of these task-based requirements.
- 3 » **Outcome-based requirements** – Contract spells out outcomes you expect from your service providers. Payment is based on whether these outcomes are met.

Note: Service-level requirements refer to the expected performance level of the service providers for the required services.



Contracts with headcount-based requirements may be preferred as they are relatively simple to execute and monitor. However, your company is encouraged to avoid purely stipulating manpower requirements and awarding tenders based only on price. Doing so may encourage price competition at the expense of service quality. Service providers are likely to depress wages and compromise on the employment terms and conditions of workers in order to lower prices while meeting your headcount requirements.

In contrast, contracts which consist of task-based and/or outcome-based requirements encourage service providers to focus on quality and take steps that add value to their clients. This may include providing better employment terms and conditions to attract, retain and motivate the best workers needed to provide quality services.

Paying service providers based on their performance will also encourage service providers to price their services realistically and ensure sufficient allocation of resources to meet your requirements. It also reduces the risk of service providers cutting corners to reduce cost. Poor service quality can have an indirect cost to you in terms of additional time required to resolve operational issues with the service providers and poorer service to your customers.

### Possible challenges:

It is important to understand that an initial investment in time and resources may be needed if you are considering moving towards outcome-based contracts. However, these initial investments to adjust your outsourcing approach are expected to be recouped through improved service performance. Service providers would be encouraged to take the necessary steps to improve their manpower and management systems where there are gaps in performance, so that they can receive full payment for the services rendered.



### Experiences from the field:

A public sector agency that outsources its landscaping and cleaning functions had been adopting outcome-based contracting for the past 5 years. Service providers were assessed weekly and payments were made according to the average monthly score obtained.

The agency observed that service providers who had not performed well in the initial weeks would try to improve in subsequent weeks so as to achieve the score needed for the full payment. Through performance-based payments, the organisation was able to motivate its service providers to maintain the desired service levels.

## Practice #3: Recognise factors that contribute to service quality

Factors that contribute to service quality help to differentiate service providers and move them away from price undercutting which can be at the expense of quality. Service buyers may apply the factors that contribute to service quality as criteria in their tender evaluation to assess a service provider's ability to deliver quality service. By placing an emphasis on quality, service buyers can be better assured of reliable and professional service from their service providers.

### Quality-based evaluation of service providers

#### 1 » Price-Quality Method ("PQM")

A commonly used method to evaluate service providers is the Price-Quality Method ("PQM").

PQM provides a framework for evaluating the quality of services of service providers. It helps you determine the best value by balancing quality and price factors.

In PQM evaluation, you are encouraged to assign a higher weightage on the quality score. This discourages cost cutting at the expense of quality.

#### 2 » Performance assessment of service providers

By awarding contracts based on outcomes, service providers are held accountable to the performance measures set out in the service-level requirements.

Assessments of the performance of the service providers are necessary to determine areas of service improvement and to evaluate the root causes of service level dips. For example, if lack of training is the root cause, you can suggest that your service provider introduce a structured training and development programme to equip workers with the necessary skills.

#### 3 » Performance-based payments

Payment based on performance is expected to drive service providers towards meeting performance requirements and improve productivity and service quality. This can lead to more meaningful jobs that require higher levels of skill or knowledge for low-wage workers.



There are various factors that contribute to or reflect the quality of the outsourced services. Some of the factors for your consideration are:

#### a. Good track records

Service buyers are encouraged to check that the service providers that you are planning to engage have a good track record. A good track record could include financial soundness, prior experience with projects of similar nature and size, and a good reputation in the industry. Having a good financial standing reduces the risk of your service providers defaulting on salary payments to their workers, which leads to reduced turnover and service disruptions for you. Engaging a service provider with prior experience and good reputation helps to ensure that you receive reliable service, increasing the overall quality of service delivery to you and minimises the risk of you having to incur additional costs to manage service disruptions.



#### b. Provision of written employment contracts to workers

Written employment contracts enable both workers and the service providers to have a clear understanding of their respective employment rights and obligations. They also facilitate the resolution of employment disputes, and minimise the possibility of service disruptions arising from employment disputes. You could encourage your service providers to provide written contracts to their workers.



#### Experiences from the field:

A public sector agency with over 60 premises to maintain require their service provider to furnish the written employment contracts and payslips of all assigned workers to ensure that the workers are provided with the basic employment benefits.

During their regular engagement sessions with the outsourced workers, the agency was delighted to hear that they were generally happy and engaged. The agency believes that this has a positive impact on the service provider's overall service delivery.

### c. Grading and accreditation level

The Singapore Police Force's Security Industry Regulatory Department<sup>1</sup> ("SIRD") administers a mandatory security grading scheme for all licensed security agencies to regulate standards and promote professionalism in the security industry. The National Environment Agency<sup>2</sup> ("NEA") also has a Clean Mark Accreditation Scheme that assesses the professional standards of cleaning companies. You may wish to use the security grading awarded by SIRD and the cleaning accreditation mark awarded by NEA to gauge the quality of service providers as they provide a good reflection of the level of professionalism you can expect from the service providers.

Service buyers are encouraged to consider the grading and accreditation level you expect of your service providers and to include this factor in the evaluation of potential service providers. Service providers with better grades or accreditation levels can be expected to be more reliable in delivering quality services.



#### What do the grading and accreditation schemes evaluate?

##### SIRD grading

The SIRD grading is based on 3 pillars for an Effective Operational Organisation:

- » Operations
- » Training for operations
- » Support for operations

The 5 possible grades that a security company can attain are:

- » Grade A – Excellent (> 80%)
- » Grade B – Good (65 to < 80%)
- » Grade C – Satisfactory (50 to < 65%)
- » Grade D – Unsatisfactory (< 50%)
- » Ungraded – Did not participate in grading exercise

##### NEA accreditation scheme

The cleaning companies under the NEA accreditation scheme are assessed based on 4 main areas:

- » Professional and regulatory cleaning standards;
- » Environmental health and cleanliness standards;
- » Operation planning, support and delivery; and
- » Training, quality of manpower and general working conditions (includes mandatory Environmental Cleaning WSQ training)

The two possible levels of award that cleaning companies can attain under the scheme are:

- » Clean Mark Gold
- » Clean Mark Silver

The validity of the award is currently for 1 year and shall be renewed upon annual re-assessment

### d. Training of workers

Service providers whose workers are properly trained or have attained relevant skills certifications are expected to perform better on the job, provide better quality and more efficient services. The investment that service providers make to provide training or to hire well-trained workers could potentially translate to higher cost of the outsourced service. However, improved services can provide greater value for money. For example, a cleaner trained in good customer service could enhance the service experience for your customers.

To ensure service quality, you are encouraged to include training requirements in your tender specifications. This could include on the job training, job attachments, in house training or training and certifications under the Workforce Skills Qualifications (WSQ) programme by the Singapore Workforce Development Agency<sup>3</sup> ("WDA"). In addition, you may consider requesting for relevant certifications from your service providers to assess the capabilities of their workers.



#### Experiences from the field:

A public sector agency that outsources its landscaping and cleaning functions lists the WSQ modules that workers are required to obtain and also stipulates a period of 2 years for the appointed service provider to obtain the required WSQ certifications for 50% of its local workforce.

This has helped to ensure that the workers are competent in their assigned job scope and has enabled the service providers to maintain expected service levels.



### e. Provision of tools and equipment

Consider requiring your service providers to provide workers with the appropriate tools and equipment to maximise their productivity and performance. Workers should not be expected to purchase their own. This will help to ensure that workers are not unfairly burdened with the cost of purchasing the tools required for the job.

You may wish to encourage your service providers to invest in mechanised tools and equipment and develop innovative approaches for greater efficiency, effectiveness and higher quality services which can potentially lower costs to you.

<sup>1</sup> More information on the SIRD grading scheme can be found at <http://www.spf.gov.sg>

<sup>2</sup> More information on NEA's cleaning accreditation scheme can be found at <http://app2.nea.gov.sg>

<sup>3</sup> More information on WSQ certifications and courses can be found at <http://www.wda.gov.sg>. You may also refer to [Annex A](#) for a list of WSQ courses available for cleaning, security, and landscaping.

## Practice #4: Seek to establish a long-term collaborative partnership with service provider



### ► Key Pointers

*A long-term collaborative partnership helps both your organisation and your service providers to commit to reaping the benefits of best sourcing*



If your service providers had been able to meet expected performance standards, you can consider granting longer-term contracts which allows for a longer term partnership. Greater certainty in the length of the engagement incentivises service providers to recruit good workers and encourages them to invest in developing well-trained and competent workers. They are also more likely to invest in technology if they have a longer time horizon to offset the costs of the investment. These investments in manpower development and technology are expected to result in better service quality and fewer service disruptions which can bring you potential cost savings in the long run.

Similarly, for the service buyer, your cost of implementing best sourcing may be higher during the initial stages of a relationship. However, this can be offset later by better service value or reduced costs of managing the provider due to fewer service disruptions. In collaborative partnerships, service providers are regarded as part of the team, rather than an external party which is contractually obligated to meet performance requirements. Issues can be resolved more quickly and amicably as a result. Actively seeking to build long-term collaborative partnerships also provides the opportunity for service providers to familiarize themselves with your expectations, management preferences and operating environment. You can then expect better service delivery.

In determining the ideal length of the contract, you are advised to balance the benefits of a long-term relationship with your service provider against benefits that can be reaped through open market competition for your contract.

Service providers should be paid promptly so that they can in turn pay their workers on time. Service buyers should avoid imposing excessive Liquidated Damages ("LD") as it affects the financial position of the service providers and their ability to pay the workers. Service providers who are not able to pay their workers on time are exposed to greater risks of staff turnover and may even have difficulties recruiting new workers to replace those who have left. This affects the quality of service delivery to your organisation as well as increases the risk of service disruptions.

Service buyers should consider providing incentives to providers and individual workers who have demonstrated good and value-added performance. For example, a predetermined percentage of the contract price, over and above the contract price, could be paid when the service providers exceeds requirements. Vouchers could also be given to show appreciation to workers who have consistently performed well. These incentives improve morale and help to spur workers to perform better. This will help to raise the overall standards of service delivery.



### Experiences from the field:

A public sector agency that outsources its landscaping and cleaning functions shared that one of the factors for their success in best sourcing was the collaborative partnership they had with their service providers. They sought to build rapport with their service providers and treated outsourced workers like their own employees.

The result was a willingness to compromise and reach mutually acceptable solutions, making it easier to resolve issues that are not explicitly stated in the contract.

The organisation also shared that the outsourced workers were happy and engaged because they were regarded as part of the team. The workers felt a sense of belonging and personal ownership for the delivery of good service.

The organisation added that this approach has resulted in the reduction of resources and time needed to manage their service providers

## Practice #5: Provide decent work environment for workers

With effect from 1 September 2011, under the Workplace Safety and Health Act, service buyers are required by law to take appropriate measures to ensure the safety and health of the workers employed by their service providers. In addition to ensuring basic workplace safety and health standards, service buyers could also provide outsourced workers with a decent and pleasant work environment, such as washroom facilities, regular rest periods, a rest area for meals and first aid to enhance their work performance.

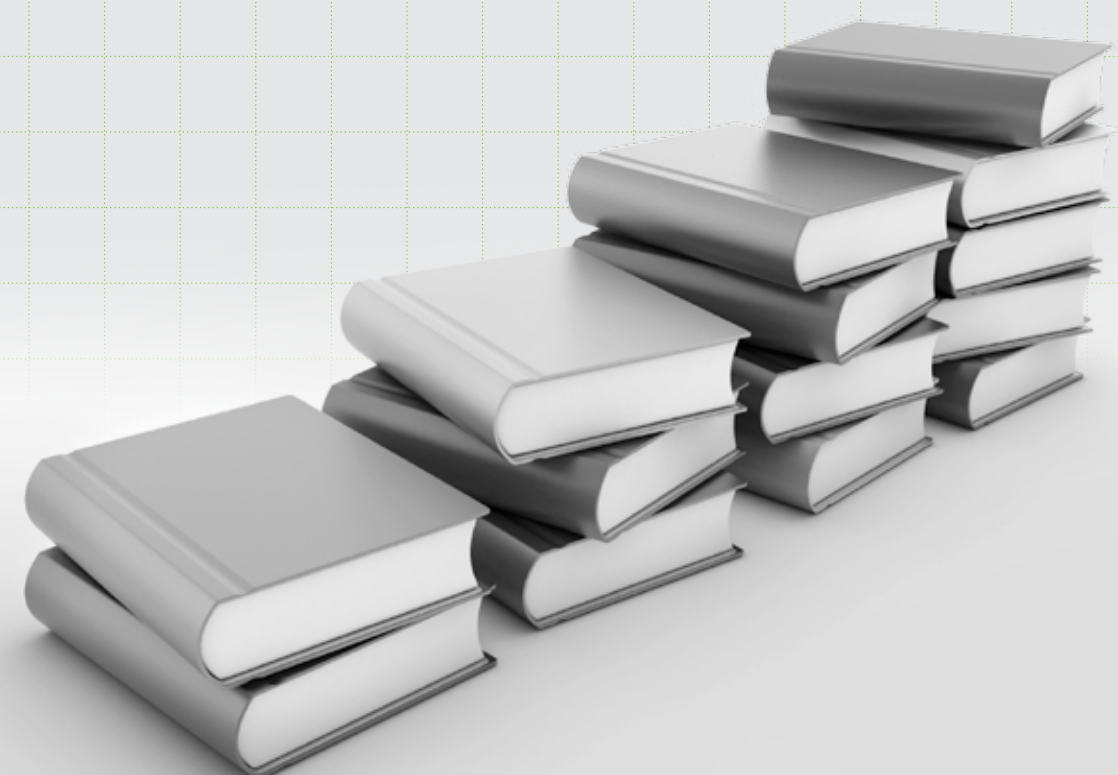
There are many benefits to the service buyers in ensuring the health, safety and well-being of outsourced workers. In a conducive working environment, workers will be able to perform their work well and provide better service. Business cost to services buyers will also be reduced when there are fewer workplace injuries and accidents which attract compensation and investigation costs. In addition, service buyers will be perceived as a socially responsible, enhancing their corporate image.

### What is the positive impact of best sourcing to my stakeholders?

Best sourcing delivers different benefits to senior management, procurement officers and operations managers as outlined in table below.

#### Potential best sourcing benefits to various stakeholders

Stakeholders and areas of focus	Potential benefits
<b>Senior management and the organisation:</b> Maximising value from outsourcing services	1 » Sustained high level of service quality 2 » Positive corporate image as a responsible service buyer 3 » Improved reputation with customers 4 » Reduced business cost of inducting/training outsourced workers 5 » Higher level of worker commitment to your organisation's success 6 » Reduced risk of service disruptions and non-compliance with service expectations
<b>Procurement officers:</b> Selecting the "best" service provider	1 » Reduced risk of selecting a service provider that is disreputable 2 » Reduced risk of selecting a service provider that is unreliable or unable to deliver services according to expectations 3 » Reduced risk of incurring hidden costs due to unreliable service 4 » Easier to justify selection of service providers based on value
<b>Operations managers:</b> Maximising performance with minimum effort and hassle	1 » Reduced bandwidth required to manage the service providers and workers 2 » Better relationship and cooperation from service providers and workers 3 » Fewer complaints from customers 4 » Reduced risk of service disruptions due to unresolved disputes with workers



# 03 IMPLEMENTATION GUIDE

This step-by-step guide provides suggestions on how the five recommended best sourcing practices can be incorporated into the various stages of a typical procurement cycle.

A service procurement process typically consists of four stages, and best sourcing practices can be incorporated into every stage:


Stage 1: Getting started on Best Sourcing	Stage 2: Incorporating Best Sourcing practices in tender requirements	Stage 3: Choosing a service provider as a responsible buyer	Stage 4: Managing the service provider as a responsible buyer
PRE-TENDER STAGE	TENDER DRAFTING STAGE	TENDER EVALUATION STAGE	AFTER CONTRACT HAS BEEN AWARDED
Best sourcing requires planning and support from management	Best sourcing influences how tender requirements should be specified	Best sourcing influences the evaluation criteria in the selection of service providers	Best sourcing involves monitoring and managing your service contract in a way that draws out positive performance by the service provider
Please refer to:			
Page 28	Page 29	Page 50	Page 56

**Key:**

We have distinguished between basic and advanced implementation practices for certain areas within the stages mentioned above. This will provide you with flexibility in adopting the level of best sourcing that your organisation is ready for.



**Basic implementation practices** – Service buyers are encouraged to adopt all basic practices. These are the minimum recommended practices that a responsible outsourcer should apply. These practices are expected to make a meaningful difference with a modest investment in effort.



**Advanced implementation practices** – Service buyers may also wish to adopt more advanced practices that can draw out even more benefits from best sourcing.



## Stage 1: Getting started on best sourcing

Successful best sourcing starts at the top. It is important for you to address three important points prior to your outsourcing effort:

- 1 » Establishing the reasons and objectives for adopting best sourcing
- 2 » Ensuring that supporting processes and/or systems are in place
- 3 » Creating an environment that motivates management, managers and procurement officers to implement best sourcing practices

### 1 » Establishing the reasons and objectives for adopting best sourcing

The motivations and objectives for adopting best sourcing should be clearly identified. This will help ensure that all stakeholders including senior management, procurement officers and operations officers share the commitment to best source. Organisations commonly practise best sourcing to reduce turnover and absenteeism among outsourced workers, increase quality of service, minimise service disruptions, reduce risk of incurring hidden costs, and reduce bandwidth required to manage service providers.

### 2 » Ensuring that supporting processes and/or systems are in place

Larger companies may already have established procurement policies or procedures in place. To ensure that best sourcing practices are adopted across your organisation, it is important to update or introduce best sourcing guidelines in your procurement policies and procedures.

These best sourcing guidelines can be drawn up based on the various practices described in the following sections of this chapter. For example, the guidelines could include requiring the inclusion of basic employment terms for outsourced workers in service contracts in order to safeguard their employment rights. Policy guidelines could also stipulate the requirement for service providers to be evaluated on both price and quality using the Price-Quality Method.

### 3 » Creating an environment that motivates management, managers and procurement officers to implement best sourcing practices

Adopting best sourcing could require some investment of time and resources during the initial stages. It is important to have the buy-in and ownership among key staff. Areas to pay attention to include:

- Developing or refining procurement policies and procedures to include best sourcing practices
- Providing sufficient time and resources to introduce best sourcing practices
- Recognising their contributions in helping the organisation to achieve the benefits of best sourcing
- Aligning incentives and rewards to recognise the role of operations managers and procurement officers in achieving quality and consistency (e.g. number of service lapses) in the services delivered by the service provider.



## Stage 2: Incorporating best sourcing practices in tender requirements

Best sourcing practices should be specifically incorporated into tender requirements to clearly communicate your expectations and the standards you expect as a responsible service buyer.

This section outlines how you can incorporate best sourcing practices into your tender requirements. Broadly, this can involve stipulating conditions that service providers must meet, and setting requirements in a way that allows service operators to distinguish themselves in terms of service level and quality.

The table below summarises the tender sections and the suggested practices and clauses for inclusion:

Tender requirement sections	Basic practices	Advanced practices
<b>1. Scope of work</b>	1.1 Task-based requirements	1.2 Outcome-based requirements
	1.3 Performance based payments	1.4 Incentive payments
<b>2. Company profile and experience*</b>	<b>2.1 Good track record</b>	
	2.1.1 Financial statements	
	2.1.2 Registration of company	
	2.1.3 Track record	
	2.1.4 Testimonials / references	
	<b>2.2 Grading and accreditation schemes</b>	
	2.2.1 Specify expected tier for grading / accreditation	
	<b>2.3 Training and development plans</b>	
	2.3.1 Basic competency and skill requirements	2.3.2 Structured training plans
	<b>2.4 Provision of tools and equipment</b>	
	2.4.1 Provision of tools and equipment	2.4.2 Adoption of mechanisation
	<b>2.5 Reward programmes</b>	
		2.5.1 Structured reward programmes

Tender requirement sections	Basic practices	Advanced practices
<b>3. Additional conditions*</b>	<b>3.1 Compliance with employment laws</b>	
	3.1.1 Compliance with employment laws	3.1.4 Periodic checks on compliance
	3.1.2 Recourse for non-compliance	
	3.1.3 Approval for sub-contracting	
	<b>3.2 Provision of written contracts</b>	
	3.2.1 Provision of written contracts	3.2.2 Periodic checks on written contracts
	<b>3.3 Workplace Safety and Health (WSH)</b>	
	3.3.1 Compliance with WSH Act	3.3.4 Regular monitoring for WSH
	3.3.2 Workman compensation insurance	
	3.3.3 Public liability insurance	

We have provided examples of tender specifications that you can use and adapt to your own context and needs. Tender specifications in *orange and italicised* are examples of advanced implementation practices.

A list of tender requirements relating to best sourcing can be found in [Annex B](#). A sample set of tender requirements can be found in [Annex C](#).

### Section 1: Scope of work

Best sourcing encourages service buyers to focus on the service to be provided or task to be completed, rather than on an absolute number of headcount to be provided which typically results in a narrow focus on price during tender evaluation. You are encouraged to speak to different stakeholders including senior management staff, operations managers, procurement officers, and even customers to understand the tasks and service levels to be delivered the service providers.

You can then decide on (a) what you want your service provider to carry out or task-based requirements, and/or (b) the end results that you expect your service provider to achieve, or outcome-based requirements.

You are encouraged to let the service providers propose the required headcount if you are not certain of the manpower required. They will be able to determine the optimal headcount required for the job scope based on their experience and expertise. However, you may choose to include guidance on the required headcount based on your previous experience, if you feel that this can help service providers better gauge your requirements, while making clear that service providers can propose deviations from this.

\* Sections 2 and 3 will form part of the evaluation criteria which will be discussed in Stage 3: Choosing a service provider as a responsible buyer. Note: These sections were selected for the purpose of discussing implementation of best sourcing. Service buyers may practise different section categorisation or require other sections and areas for a comprehensive set of tender requirements.

It is preferable that you provide as much details as possible on the scope of work, such as the floor area, type of flooring, number of exits, etc. You are also encouraged to arrange for a site visit. This will allow service providers to clearly understand the scope of work and tasks involved for the required services and enable them to come up with an approach that is most suited to the needs of your organisation.



“The Company wishes to engage a service provider to provide cleaning services for the Company’s premises. The premises comprise of 5 levels (including a clean room on one level) and there are 2 toilets on each floor. The floor area for each floor is approximately 2000m<sup>2</sup>. Each toilet is approximately 120m<sup>2</sup> and has 3 cubicles. With the exception of the clean room and the toilets which are tiled, the rest of the premise is carpeted. A site visit will be conducted on DD/MM/YY to allow service providers to have a better understanding of the tasks involved to ensure that the premises is kept clean. The estimated headcount is 10, but the tenderer should propose the optimal headcount based on the proposed approach and deployment plan in the tender proposal.”



#### 1.1: Task-based requirements

BASIC

#### ▶ Key Pointers

- *Service level requirements should be **clear, quantified and focused on the desired results**. Service buyers should avoid vague or ambiguous indicators to avoid misinterpretation of the expected performance standards.*
- *Service buyers are encouraged to work with service providers to discuss the service-level requirements that best suit your organisation and the required service, prior to the commencement of the contract. It is important that the **performance criteria are agreed upon by both the service buyers and providers** as this will form the basis for measuring the performance of the service provider.*
- *Contracts typically include both task-based and outcome-based requirements*

Task-based requirements define the activities or actions to be completed by the service providers. Compared to outcome-based requirements discussed in the next section, such requirements are relatively easier to monitor as deliverables are tracked based on the completion of tasks. For example, you can specify the number of daily patrols to be conducted by security staff.



### Office Cleaning

Activities	Deliverables
<b>Toilet cleanliness</b>	<ul style="list-style-type: none"> <li>Toilet floor is mopped twice a day</li> <li>Soap dispenser is filled twice a day</li> </ul>
<b>Workstation cleanliness</b>	<ul style="list-style-type: none"> <li>Each wastepaper basket is emptied twice a day</li> <li>Carpets are cleaned once a month</li> </ul>
<b>Response time</b>	<ul style="list-style-type: none"> <li>Report all requests to supervisors</li> </ul>
<b>No damage to property</b>	<ul style="list-style-type: none"> <li>Use appropriate cleaning equipment</li> <li>Use appropriate cleaning agents</li> </ul>

Please see [Annex D](#) for sample task-based requirements for cleaning, security and landscaping services.



### 1.2: Outcome-based requirements

ADVANCED

Outcome-based requirements refer to the outcomes that you expect when work is successfully completed.

**Direct indicators** that are observable should be used where possible. For example, the office floors have no visible stains. However, not all outcomes are quantifiable and observable. For outcomes that are intangible or subjective in nature, **proxy indicators** can be used. For example, customer satisfaction survey results can be used as a proxy for the actual satisfaction level of customers.

Service-level requirements set should be reasonable and achievable by your service providers. You can take reference from your organization's previous service contracts or existing service-level agreements when setting service-level requirements. For example, if the customer satisfaction level for your current service provider is only at 10%, it would be unrealistic to set the service-level requirement at 60%. You may want to consider starting at an achievable level and increase the standard over time.



### Office Cleaning

Activities	Deliverables
<b>Toilet cleanliness</b>	<ul style="list-style-type: none"> <li>Toilet floor is dry at all times</li> <li>Soap dispenser is not empty at any time</li> </ul>
<b>Workstation cleanliness</b>	<ul style="list-style-type: none"> <li>Each wastepaper basket is filled with plastic liner at all times</li> <li>No visible stains on carpets at all times</li> </ul>
<b>Response time</b>	<ul style="list-style-type: none"> <li>Time taken for a request call to be picked up is less than 15 minutes</li> </ul>
<b>No damage to property</b>	<ul style="list-style-type: none"> <li>Less than 3 non-compliances with approved cleaning procedures are reported every month</li> </ul>

Please see [Annex D](#) for sample outcome-based requirements for cleaning, security and landscaping services.



### 1.3: Performance-based payments

BASIC

To encourage your service provider to deliver good service, you can tie your payments to the performance delivered according to the service-level requirements set out in the tender requirements. More information on performance reviews can be found in Stage 4: Managing the service provider.

Do bear in mind that performance-based payments are used to reward service providers who have performed well based on what was set out in the service contract. It should not be used to penalise service providers to lower the contract price.

Information on how the payment amount is pegged to the performance scores should be included in the tender requirements.

In the example on the right, when your service provider achieves a score of more than 80% (i.e. average score of at least 4 out of 5 based on the performance reporting checklist provided in the Annexes), the full contract amount is paid. If performance is below expectations (e.g. score of less than 70%), payment will only be 70% of the contract price.

Score	Payment
>80%	= full payment
>75% to <80%	= 90% payment
>70% to <75%	= 80% payment
<70%	= 70% payment



"The monthly Contract Price shall be determined by the Tenderer's performance based on the service-level requirements agreed upon. Weekly performance reviews would be conducted and the average score for the month would determine the score and payment for the month. The payment will be on a performance based grading system and on a tiered basis according to the table below:"

Score	Payment
>80%	= full payment
>75% to <80%	= 90% payment
>70% to <75%	= 80% payment
<70%	= 70% payment



#### 1.4: Incentives for good performance

ADVANCED

Incentives for good performance may include the following:

- Providing an incentive payment amount
- Extension of contract period when high standards of performance are maintained throughout the contract period

You can consider providing service providers with financial incentives for meeting or exceeding performance expectations. You should budget for an amount that your organisation is comfortable with. To ensure that the incentive payments are shared with workers, you may request for service providers to disclose or propose ways to distribute the incentive payment with their workers.

Incentive for good performance could also be in the form of an extension of the contract period. This option of contract extension can be stated in your tender specifications. It is advisable to have a discussion with your service providers to assess if the extension is a viable arrangement for both parties. This would help ensure that the same level of performance can be maintained.



#### Incentive Payment

"If the Tenderer is able to achieve a score of >90% for 3 consecutive months, an incentive payment amounting to 5% of the monthly contract price will be given to the Tenderer at the end of the 3 consecutive months. The Tenderer is required to propose ways of sharing this incentive with its workers."

#### Contract extension:

"Subject to the Tenderer's performance and fulfilment of all its duties, undertakings and obligations under the Contract, the Company shall have the option (but shall not be obliged) to renew the Contract for a further twelve (12) months at the same Contract Price and on the same terms and conditions as those contained in the Contract. The option to renew will be exercised by the Company in agreement with the Tenderer, giving the Tenderer at least two (2) months' notice of renewal. The renewal term shall start from the expiry of the initial term.

The Tenderer shall provide a breakdown of contract price by each year of the contract period, including the twelve (12) months of contract extension. In the event of a contract extension, the Contract would be renewed based on the contract fees quoted by the Tenderers during Tender submission."

It is good practice for service buyers to request for service providers to provide a breakdown of the bid price for each year of the contract period, including for each year of the period of contract extension. For example, if the contract period is for 3 years with the option to extend for another 1 year, service providers should provide a breakdown of prices for each contracted year, including for the 1 year of potential contract extension. This would encourage service providers to submit a realistic tender price that takes into account cost fluctuations such as cost savings from productivity improvements and/or cost increases from inflation, wages increases, etc. Service buyers would also be able to better assess if the price quoted is sustainable for meeting service requirements.

## Section 2: Company profile and experience

Best sourcing encourages buyers to consider the service providers' track record and financial standing. This helps to minimise the potential of service disruptions due to their poor management or financial distress. Further, you are likely to benefit from better service quality from service providers who invest in training and reward programmes for their staff to equip and reward them for good performance. Service providers which are well-graded or accredited for the service to be rendered are more likely to deliver quality service.

The practices highlighted in this section are:

Tender requirement sections	Basic practices	Advanced practices
<b>2. Company profile and experience*</b>	<b>2.1 Good track record</b>	
	2.1.1 Financial statements	
	2.1.2 Registration of company	
	2.1.3 Track record	
	2.1.4 Testimonials / references	
	<b>2.2 Grading and accreditation schemes</b>	
	2.2.1 Specify expected tier for grading / accreditation	
	<b>2.3 Training and development plans</b>	
	2.3.1 Basic competency and skill requirements	2.3.2 Structured training plans
	<b>2.4 Provision of tools and equipment</b>	
	2.4.1 Provision of tools and equipment	2.4.2 Adoption of mechanisation
	<b>2.5 Reward programmes</b>	
	2.5.1 Structured reward programmes	

## 2.1 GOOD TRACK RECORD



### 2.1.1: Financial statements

BASIC

Consider requesting for up to 3 years of your service provider's financial statements to assess the financial stability of your service providers.



### 2.1.2: Registration of company

BASIC

You may also consider requesting for the business profile of your service providers, such as from the Accounting and Corporate Regulatory Authority Singapore (ACRA), and use the amount of paid-up capital as a proxy to determine the financial soundness of your service providers.



### 2.1.3: Track record

BASIC

The experience of your service provider is an indicator of its ability to consistently perform according to your defined expectations for the required service.

You are encouraged to request for examples of their previous engagements that are of similar nature, scale, and scope to the job that you are calling the tender for. This helps you to assess if your service provider has the knowledge and capability to meet your service needs.



### 2.1.4: Testimonials / references

BASIC

You are also encouraged to request for testimonials or references from other service buyers who have previously engaged your service provider. This will allow you to obtain direct feedback on the quality of your service provider.



#### Financial statements, Registration of business:

"The Tenderer shall include the following documents in the tender submission:

- A copy of its audited financial statements for the past 3 years
- Original copy of the information on the latest business profile by the Registry of Companies and Business (Singapore)"

#### Proven track record:

"The Tenderer shall include the following documents in the tender submission:

- Track record
- Project references and/or testimonials from previous clients (Reference checks might be conducted on the references provided by the Tenderer)."

You may use the following template in your tender requirements to collect information on track record, references and testimonials from your potential service providers:

#### Track record

The Company requests for the service provider to provide at least three examples of engagements of a similar nature and scale in the following format:

S/N	Name of client	Description of work done	Contract Price	Period of engagement
1				
2				
3				

### References and testimonials

The Company requests for the service provider to provide at least two references or testimonials from companies that have previously engaged your services:

REFERENCES			
S/N	Name and designation of contact person	Contact Number	Organisation
1			
2			
TESTIMONIALS			
S/N	Testimonial	Name and designation	Organisation
1			
2			

## 2.2 GRADING AND ACCREDITATION SCHEMES



### 2.2.1: Specify expected tier for grading / accreditation

BASIC

NEA accredits cleaning companies<sup>4</sup>, while SIRD grades security agencies<sup>5</sup>. You are encouraged to specify the tier of service providers you are looking at based on the requirements of your organisation.



“The Tenderer must be accredited with a minimum of NEA Clean Mark Silver.”

or

“The Tenderer must be accredited by the Security Industry Regulatory Department (SIRD) with a minimum of ‘B’ grading.”

You may refer to Page 20 for more information on the grading and accreditation schemes.

<sup>4</sup> More information on NEA’s cleaning accreditation scheme can be found at [www.nea.gov.sg](http://www.nea.gov.sg)

<sup>5</sup> More information on the SIRD grading scheme can be found at [www.spf.gov.sg](http://www.spf.gov.sg)

## 2.3 TRAINING AND DEVELOPMENT PLANS



### 2.3.1: Basic competency and skill requirements

BASIC

You should state the minimum skill qualification (e.g. WSQ certifications) you expect of all assigned workers. This is to ensure that the workers have the required competencies to carry out their duties satisfactorily.

The Workforce Skills Qualifications<sup>6</sup> (WSQ) is a national accreditation system that is developed by the Singapore Workforce Development Agency (WDA) in collaboration with various industries. provides clear training pathways for the workforce and recognises individuals for their qualifications in industry and occupational skills.

Examples of WSQ certifications for the cleaning, security, and landscaping sectors include:

- WSQ Environmental Cleaning – WSQ Certificate in Environmental Cleaning
- WSQ Security – WSQ Certificate in Security Operations
- WSQ Landscape – WSQ Certificate in Landscape Operations



<sup>6</sup> More information on WSQ can be found at [www.wda.gov.sg](http://www.wda.gov.sg)



**Training:**

“The Tenderer shall ensure that all staff are equipped with the basic necessary knowledge and skills to dutifully perform their jobs.

The Tenderer shall ensure that all workers have undergone the following basic training courses prior to deployment (or within 3 months from commence of Contract) at its own cost:”

Cleaning

- i) Cleaning Crews (to have completed at least 4 competency units according to the NEA Accreditation Scheme): WSQ Certificate in Environment Cleaning
- ii) Cleaning Steward/Team Leaders (to have completed at least 5 competency units): WSQ Higher Certificate in Environmental Cleaning
- iii) Cleaning Supervisors (to have completed at least 5 competency units): WSQ Advanced Certificate in Environmental Cleaning

Security

- i) Senior Security Officers / Security Officers: Obtained two basic licensing units from the WSQ Certificate in Security Operations :
  - a) Handling Security Incidents and Services
  - b) Provide Guard and Patrol Services
- ii) Security Supervisors: Obtained one licensing unit from WSQ Advanced Certificate in Security Supervision:
  - a) Supervise Security Officers

Landscaping

- i) Landscape workers: WSQ Certificate in Landscape Operations (full qualification)
- ii) Landscape supervisors: WSQ Advanced Certificate and WSQ Diploma in Landscape Management in the following 5 sub-sectors:
  - Arboriculture
  - Landscape Design & Construction
  - Nursery
  - Parks Reserves & Gardens
  - Turf, Sports Grounds & Greens

The Tenderer shall provide documentation (e.g. relevant and required certifications) to demonstrate the competencies and capabilities of the workers. The Tenderer which has additional training plans beyond the above basic skills training listed above will be assessed favourably.”



2.3.2: Structured training plans

ADVANCED

You can also require your service providers to demonstrate commitment to the continued training of their workers by evidencing structured training and development plans. Components that you can consider incorporating into tender requirements include:

- Structured training plan that ensures training for all new hires and workers promoted to senior roles.
- Continuous training, such as refresher workshops conducted every 6-12 months to ensure currency of workers’ skills and annual skills assessments.
- Training that can broaden the role or range of responsibilities of workers. For example, you may wish to request for cleaners to be sent for training in service excellence or etiquette if they interact with customers.
- Specialised training that enables workers to meet industry or customers’ specific requirements (e.g. training in green cleaning or cleaning in clinical environment).



**Training:**

“The Tenderer is required to provide an overview of the training plans in place within the organisation.”

2.4 PROVISION OF TOOLS AND EQUIPMENT



2.4.1: Provision of tools and equipment

BASIC

You are encouraged to require your service providers to supply their workers with the appropriate tools and equipment to perform the required services.



**Provision of tools and equipment:**

“The Tenderer shall provide the necessary and appropriate tools and equipment for their workers to perform the required services.”



## 2.4.2: Adoption of mechanisation

ADVANCED

You are encouraged to request for your service providers to utilize tools and equipment that can maximise the efficiency and productivity of the workers. If there are any mechanised tools and equipment that you want your service providers to use, you should list them in the tender requirements.



### Provision of tools and equipment:

*"The Tenderer is required to utilise equipment and tools to enhance work standards and optimise the utilisation of labour for greater productivity.*

*The Tenderer shall provide the Company site with, but not limited to, the following equipment for cleaning:*

- a) Autoscrubbers*
- b) Vacuum Cleaners*
- c) Single-disc Scrubbers"*

## 2.5 REWARD PROGRAMMES



### 2.5.1: Structured reward programmes

ADVANCED

#### Why are rewards important?

Service providers who have reward programmes for their workers are in a better position to motivate their workers to improve or maintain high levels of performance and quality. The service buyer benefits from higher service levels, better worker attitude and lower turnover. You may consider requiring service providers to have some form of a rewards programme for their workers to keep them motivated. These rewards can range from performance-based rewards, merit increments to letters of appreciation.

You are encouraged to request for details of a potential service provider's reward programmes for its workers. You may consider including the following components in your tender requirements:

- Formally defined and communicated rewards in terms of type, quantum and timing of rewards. For example, increments and bonuses that are pegged to specific performance metrics such as punctuality, competence, and feedback from customers.
- Periodic reports on the rewards that have been given out
- Details of how the reward programmes are made known to workers



### Reward programmes:

*"The Tenderer shall list the reward programmes that are in place within the organisation. The Tenderer is required to provide an overview of each of these reward programmes."*

## Section 3: Additional Conditions

Best sourcing encourages organisations to make it a contractual requirement for service providers to protect or improve the employment conditions of their workers. You can make it a requirement for your service provider to provide written contracts for their workers and declare compliance with various regulations including Employment Act, Central Provident Fund Act, Employment of Foreign Manpower Act, Workplace Safety and Health Act, and Work Injury Compensation Act.

The practices highlighted in this section are:

Tender requirement sections	Basic practices	Advanced practices
3. Additional conditions	<b>3.1 Compliance with employment laws</b>	
	3.1.1 Compliance with employment laws	3.1.4 Periodic checks on compliance
	3.1.2 Recourse for non-compliance	
	3.1.3 Approval for sub-contracting	
	<b>3.2 Provision of written contracts</b>	
	3.2.1 Provision of written contracts	3.2.2 Periodic checks on written contracts
	<b>3.3 Workplace Safety and Health (WSH)</b>	
	3.3.1 Compliance with WSH Act	3.3.4 Regular monitoring for WSH
	3.3.2 Workman compensation insurance	
	3.3.3 Public liability insurance	

### 3.1 COMPLIANCE WITH EMPLOYMENT LAWS



#### 3.1.1: Compliance with employment laws

BASIC

You should include clauses in your tender requirements for the service provider to state compliance with Singapore's employment laws. This inclusion is a useful reminder to the service provider and highlights the importance of fair treatment of workers.





### 3.1.2: Recourse for non-compliance

BASIC

You can include the recourse for the service buyer in the event of any non-compliance with employment laws. Recourse may include warnings, penalties or immediate termination of the agreement. You should also request for service providers to declare if they had been fined or convicted by the Ministry of Manpower in recent years.

You should avoid awarding contracts to service providers who had been recently fined or convicted by the Ministry of Manpower. It demonstrates that your organisation does not tolerate any noncompliance with employment laws.



### 3.1.3: Approval for sub-contracting

BASIC

You should require for approval to be sought if your service provider wishes to engage sub-contractors. This will help you to maintain control over service outcomes and ensure you receive the value you are paying for. Such a requirement will allow you to avoid cases of irresponsible sub-contracting where service providers devolve responsibility to a sub-contractor who may be unable to deliver against the service standards.

In the event where sub-contractors are engaged, you should be satisfied that the sub-contractors uphold the required service levels and comply with all the terms and conditions which apply to the main contractor.

If you do not wish your service providers to sub-contract any portion of the work, this should be clearly stated in your tender requirements.



#### Employment Act:

"Tenderers are required to comply with Singapore employment laws, such as the Central Provident Fund Act and Employment Act. The Tenderer shall declare whether they comply with the Singapore employment laws, and declare any fines or convictions by the Ministry of Manpower over the last 2 years. Where a breach in employment laws relating to this service

contract is found to occur, monetary penalty shall be imposed on the Tenderer. The Company reserves the right to terminate the service contract if the Tenderer had repeated breaches in employment laws."

#### Sub-contracting:

"The Tenderer shall not sub-contract or assign the Contract without the written approval of the Company. The sub-contractors shall comply with all the terms and conditions and service level requirements that apply to the Tenderer."



### 3.1.4: Periodic checks on compliance with employment laws

ADVANCED

You may wish to conduct periodic sample checks to ensure that your service providers and/or subcontractors have fully complied with Singapore's employment laws. This can include conducting interviews with workers to check if they receive their salaries on time and requesting for documentation to demonstrate compliance with employment laws (e.g. leave records, payslips etc).

If you are intending to conduct these periodic checks, it should be stated in your tender requirements.



#### Employment Act:

"The Company reserves the right to conduct checks to ensure compliance with Singapore's employment laws."

#### Sub-contracting:

"The Company reserves the rights to conduct checks on approved sub-contractors to ensure compliance with Singapore's employment laws."

## 3.2 PROVISION OF WRITTEN CONTRACTS



### 3.2.1: Provision of written contracts

BASIC

You are advised to encourage your service providers to provide written employment contracts to their workers to facilitate the resolution of any employment disputes. You may also provide templates of employment contracts to your service providers where appropriate.

Please refer to [Annex E](#) for a sample employment contract.



#### Provision of written contract:

"The Tenderer is encouraged to provide written contracts to all its workers."



### 3.2.2: Periodic checks on written contracts

ADVANCED

If you are intending to conduct these periodic checks, it should be stated in your tender requirements.

Periodic checks may be conducted through interviews with workers or by requesting for a copy of employment contracts issued to new workers.



#### Provision of written contract:

*“The Tenderer shall issue a written employment contract to all workers specifying their basic employment terms and ensure that these terms comply with employment laws. The Tenderer shall provide a sample of its employment contract to the Company. The Company reserves the right to conduct periodic checks to ensure compliance with this requirement.”*

## 3.3 WORKPLACE SAFETY AND HEALTH

You should expect your service providers to have safety and health measures (e.g. conducting risk assessments to identify hazards<sup>7</sup>, implementing measures to mitigate risks, etc) in place to ensure that their workers carry out their work safely.



### 3.3.1: Compliance with Workplace Safety and Health Act

BASIC

Besides requiring your service providers to be compliant with the Workplace Safety and Health Act (“WSHA”), you could request for information to assess if they possess the necessary expertise, experience and qualifications to ensure that their workers carry out the required services safely.

For example, you may request that service providers achieve a minimum of bizSAFE level 3<sup>8</sup>.

You are also encouraged to enhance the workplace health and well-being of the workers by providing a decent and pleasant work environment at your deployment site. This may include washroom facilities, a decent rest area for meals, first aid and allowing workers to have regular rest breaks.

<sup>7</sup> Common hazards in the cleaning, landscaping and security industries include those associated with working from height, operating electrical tools, fatigue, as well as slips, trips and falls.

<sup>8</sup> bizSAFE is a programme by the Workplace Safety and Health Council. More information on Workplace Safety and Health Act can be found at [www.wshc.sg](http://www.wshc.sg)



### 3.3.2: Workman compensation insurance

BASIC

Workman compensation insurance is a mandatory requirement according to the Work Injury Compensation Act. Under the Act, insurance for manual and non-manual workers earning SGD1,600 or less per month is compulsory.

Confirming that your service provider has workman compensation insurance helps to ensure that your service provider will be financially able to compensate its workers in the event of a serious injury.



### 3.3.3: Public liability insurance

BASIC

You may request for your service providers to have a minimum insured amount for Public Liability Insurance to ensure reasonable coverage is provided for your service providers. Public liability insurance is intended to protect the insured (in this case the service provider) against liabilities to third persons. In the event where any there are any injury, illness, or accidental damage or loss to the property caused by the service provider, the service provider would be protected from compensation for claims from third parties. This will help prevent the workers from being disadvantaged in the event of injury, illness, or accidental damage or loss to property as the service provider would not require the workers to pay for any compensation.



#### Workplace Safety and Health:

*“The Tenderer shall at all times observe and comply with the Workplace Safety & Health Act, all other applicable laws, regulations and requirements of any government or regulatory authority relating to safety, and shall bear all costs and expenses connected with the observance and compliance of the same.*

The Tenderer shall be responsible for taking all safety precautions to eliminate risk to its Staff, the occupants and visitors in the Company and the general public. The Tenderer shall declare if it has achieved BizSAFE Level 3.”

#### Workmen compensation insurance and personal liability insurance:

*“The Tenderer shall, within fourteen (14) days of receipt of the Letter of Acceptance by the company:*

*Effect and keep in effect at all times during the continuance of the Contract (and any renewal thereof) the following insurance policies (hereinafter collectively referred to as “Insurance Policies”):*

- i) a workmen compensation policy;*
- ii) an insurance policy indemnifying the Company against the Tenderer’s workmen’s compensation liability;*
- iii) a public liability policy effected in the joint names of the Tenderer and the Company for an amount not less than S\$1,000,000 in respect of a single incident and for an unlimited number of claims”*



### 3.3.4: Regular monitoring

ADVANCED

You may also wish to regularly monitor and review the Workplace Safety and Health (“WSH”) performance of your service provider. This can be done through periodic checks such as asking workers if they have received WSH training and are provided with the appropriate personal protective equipment (e.g. non-slip shoes for cleaners mopping floors), requesting for documentation of risk assessments, and conducting on-site checks on work safety.

If you are intending to conduct these periodic checks, it should be stated in your tender requirements.



#### Workplace Safety and Health:

*“The Company shall conduct regular monitoring of the Tenderer’s Workplace Safety & Health performance. Documentation on compliance with the Workplace Safety & Health Act may be requested by the Company during the course of the contract.”*

## Section 4: Evaluation Criteria

Communicating the evaluation criteria for the tender can help service providers better understand your requirements and propose the appropriate plan and resources to meet your needs. You may consider using the Price-Quality Method (“PQM”) as the evaluation framework. Details on PQM can be found in [Stage 3: Choosing a service provider as a responsible buyer.](#)



An overview of the evaluation criteria should be stated in your tender requirements.



*“This Tender shall be evaluated using the Price-Quality Method (PQM). The Price and Quality criteria are given weightages which are used to compute an overall quantitative score. The weightages for the total tender price and quality criteria are fixed at a ratio of 30% for Price and 70% for Quality.*

*The Tenderer must first meet the pre-requisite criteria\* listed below before being evaluated:*

- Compliance with Workplace Safety and Health Act
- Compliance with employment laws
- Agree with recourse for non-compliance with employment laws
- Agreement to seek approval for sub-contracting
- Provided required insured amount for workman compensation
- Valid company registration
- Provision of written employment contracts
- Set requirements for grading and accreditation (E.g. At least Clean Mark Silver for cleaning companies or Grade ‘B’ for security agencies)
- Provision of tools and equipment

*Please refer to table below for more details on the evaluation based on PQM (Note to reader: more details on how to assign weightages to the individual quality criteria will be addressed in [Stage 3: Choosing a service provider as a responsible buyer.](#))*

#### PRICE-QUALITY METHOD (“PQM”): TO EVALUATE PERFORMANCE STANDARD

<b>Price (30%)</b>	Cost of services	<i>If tender meets buyer’s estimated price -&gt; 2/3 points of full score given (20%) If tender above estimated price -&gt; fewer points given (e.g. 15% or 10%) If tender below estimated -&gt; more points given, capped at 30%</i>
	<b>Quality (70%)</b>	
	Financial standing	<i>Financial standing</i>
	Company profile	<i>Public insurance coverage, structured rewards system</i>
	Proven credentials and track record	<i>Track record, testimonials, references</i>
	Training / qualifications	<i>Basic competency and skill training, provision of structured training plans</i>
	Proposed approach	<i>Contractor to propose approach to be undertaken, including recommendations on deployment of workers and adoption of mechanisation</i>

\* Depending on the requirements of your organisation, an undertaking form or compliance form may be used to ensure that they comply with the terms and conditions listed as pre-requisite criteria (e.g. compliance with employment laws, agree with recourse for non-compliance with employment laws etc).

## Stage 3: Choosing a service provider as a responsible buyer

Awarding service contracts based on service-level requirements encourage service providers to focus on productivity and value to your organisation. This section provides you with the steps you can take to evaluate and select your service providers. We will discuss the various components in PQM and provide examples on how to compute the overall scoring to aid in your decision making.

Outline of Steps:

### Step 1: Ensuring a holistic evaluation

1. Set up an evaluation committee
2. Arrange face-to-face interviews with shortlisted candidates
3. Conduct reference checks
4. Obtain breakdown of contract price where necessary

### Step 2: Use PQM to select a service provider

1. Determine the weightages for the Price and Quality criteria
2. Set up the Price criterion
3. Set up the Quality criteria



### Step 1: Ensuring a holistic evaluation

You may consider the following steps in the evaluation and selection of a service provider:

#### 1. Form an evaluation committee:

Evaluation committees are typically formed to evaluate and select service providers. This committee can include relevant personnel such as managers who will oversee the service providers, representatives from the finance and human resource departments and procurement/purchasing officers. Communicating the evaluation criteria to the evaluation committee is expected to help align their expectations with the interests of the organisation. For organisations that are adopting UCCW's Best Sourcing Initiative ("BSI"), you are encouraged to have a BSI trained personnel in the evaluation committee to communicate the evaluation criteria and explain any BSI-related queries to the committee.

#### 2. Arrange face-to-face interviews:

You should also arrange to meet with all shortlisted service providers. This helps you better understand the value proposition offered by each service provider and to also ascertain the quality of their manpower through enquiries about the training plans or structure that the service providers have in place. This is an opportunity to seek clarifications in order to compare the different approaches suggested by the shortlisted service providers.

#### 3. Conducting reference checks:

Reference checks are typically done to assess the quality of the service provider's service. Reference checks may be done through telephone calls or site visits to existing clients of the service provider.

Some of the suggested topics for discussion during reference checks conducted on the telephone include:

- Scope of the service provider's job and the tasks involved
- Overall experience/satisfaction level of the service buyer
- Specific aspects of service delivery by the service provider (e.g. responsiveness, quality of service and workers, service attitude etc)
- Clarifying any doubts or questions regarding your service provider that the other service buyer may be able to answer

#### 4. Obtain breakdown of contract price

In the evaluation process, if you find that the price of a bid is too low to be realistic, you may wish to ask for more information on the components of the bid price, including the wages of workers, to assess whether the contract price quoted is sustainable for meeting service requirements. When wages are too low, the tenderer may not be able to attract and retain workers to fulfil the contract reliably. This could result in downstream problems such as service disruptions due to manpower shortage, high turnover or absenteeism and poor service levels due to poorly motivated workers. Where such information is provided, buyers must undertake to treat the information with utmost confidentiality.

### Step 2: Use PQM to select a service provider

In the Price-Quality Method ("PQM") approach, the evaluation criteria are categorised into two components: Price and Quality. The Price and Quality criteria are assigned weightages and an overall score computed. Contracts are typically awarded to service providers with the highest scores unless there are overriding reasons for choosing other service providers.

Organisations who have awarded contracts based on task-based or outcome-based requirements should aim towards achieving a weightage of 70:30 between the Price and Quality criteria respectively. The weightages may be adjusted based on the needs of your organisation.

#### Determining the recommended weightage for your organisation

You may consider consulting the various stakeholders to determine the distribution of weightages between the quality and price criteria. If the needs of your organisation require you to place a greater emphasis on quality, the weightage for Quality should be increased.

We recommend that you review the following considerations in determining the scoring system for price and quality in the PQM system.



**a. Scoring system for Price**

You may follow the steps below to set up the scoring system for price:

STEP	DESCRIPTION
<b>1. Determine maximum price</b>	<p>This refers to the budget ceiling that your organisation has set aside for the required service.</p> <p><b>Example:</b> Budget ceiling is \$60,000</p>
<b>2. Determine baseline price</b>	<p>This refers to the 'minimum' price that your organisation expects to pay for the required service.</p> <p>This amount may be obtained based on your previous contract value. If there is no previous contract value for reference, the median bid should be used as the baseline price. The median bid refers to the bid price which is ranked in the middle between the highest and lowest bid prices.</p> <p>Points would be assigned to bids depending on the bid price. This includes bids that exceed the maximum prices and are below the baseline price. This would be further elaborated in Step 4: Assign points for price intervals.</p> <p>You need not rule out bids that are below the baseline. Certain service providers may be able to provide a more efficient and/or innovative way of providing the required services, hence reducing the cost required. However, you should be wary of awarding service contracts to service providers who offer prices significantly below this baseline price. Prices that are too low may not be a realistic estimate of the resources required, and such a low-bidding tenderer may cut corners, suffer service disruptions, or be unable to fulfil its contract to its full term.</p> <p><b>Example:</b> Baseline price is \$50,000</p>



STEP	DESCRIPTION														
<b>3. Determine price intervals</b>	<p>Define price intervals within the maximum and baseline price range. For example, an interval of \$2,500 between the maximum and baseline price range.</p> <p><b>Example:</b></p> <table border="1"> <thead> <tr> <th>Price quoted by service provider</th> </tr> </thead> <tbody> <tr><td>&gt; \$60,000</td></tr> <tr><td>\$57,501 - \$60,000</td></tr> <tr><td>\$55,001 - \$57,500</td></tr> <tr><td>\$52,501 - \$55,000</td></tr> <tr><td>\$50,000 - \$52,500</td></tr> <tr><td>&lt; \$50,000</td></tr> </tbody> </table>	Price quoted by service provider	> \$60,000	\$57,501 - \$60,000	\$55,001 - \$57,500	\$52,501 - \$55,000	\$50,000 - \$52,500	< \$50,000							
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	<p>If you are expecting the tender bid price to be closely clustered, you should have more price intervals. For example, set the price interval to be \$2,000 instead of \$2,500.</p> <p><b>Example:</b></p> <table border="1"> <thead> <tr> <th>Price quoted by service provider</th> </tr> </thead> <tbody> <tr><td>&gt; \$60,000</td></tr> <tr><td>\$58,001 - \$60,000</td></tr> <tr><td>\$56,001 - \$58,000</td></tr> <tr><td>\$54,001 - \$56,000</td></tr> <tr><td>\$52,001 - \$54,000</td></tr> <tr><td>\$50,00 - \$52,000</td></tr> <tr><td>&lt; \$50,000</td></tr> </tbody> </table>	Price quoted by service provider	> \$60,000	\$58,001 - \$60,000	\$56,001 - \$58,000	\$54,001 - \$56,000	\$52,001 - \$54,000	\$50,00 - \$52,000	< \$50,000						
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<b>4. Assign points for the price intervals</b>	<p>Assign points (from 0-100) to the price intervals that you had determined. The maximum price range should have the 0 points while the baseline price range should have 100 points.</p> <p><b>Example:</b></p> <table border="1"> <thead> <tr> <th>Price quoted by service provider</th> <th>Example: Points</th> </tr> </thead> <tbody> <tr><td>&gt; \$60,000</td><td>0</td></tr> <tr><td>\$57,501 - \$60,000</td><td>20</td></tr> <tr><td>\$55,001 - \$57,500</td><td>40</td></tr> <tr><td>\$52,501 - \$55,000</td><td>60</td></tr> <tr><td>\$50,000 - \$52,500</td><td>80</td></tr> <tr><td>&lt; \$50,000</td><td>100</td></tr> </tbody> </table>	Price quoted by service provider	Example: Points	> \$60,000	0	\$57,501 - \$60,000	20	\$55,001 - \$57,500	40	\$52,501 - \$55,000	60	\$50,000 - \$52,500	80	< \$50,000	100
Price quoted by service provider	Example: Points														
> \$60,000	0														
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\$55,001 - \$57,500	40														
\$52,501 - \$55,000	60														
\$50,000 - \$52,500	80														
< \$50,000	100														
<b>5. Calculate weighted score</b>	<p>After you have scored your service providers, you would need to calculate the weighted score based on the weightage you have assigned to the Price criteria.</p> <p><b>Example:</b> If the bid price is \$56,000 and the weightage for Price is 30%, the weighted score would be: 40 points X 30% = 12.</p> <p>The weighted score would subsequently be added to the weighted score for Quality to form the total score.</p>														

Note: Steps 3 and 4 were based on equal distribution. Unequal distribution for price and points intervals may be used depending on the needs and requirements of your organisation.

**b. Scoring system for Quality**

There are two decision points that you should take note of when setting up the Quality evaluation system:

- Determine quality-related criteria and distribution of points among them
- Determine scoring system for each evaluation criterion

**1. Determine quality-related criteria and distribution of points among them**

Quality-related criteria refer to the different components to be evaluated to ascertain the quality of the tenderers' proposals. It would typically include the requirements that were set up in the tender and also the overall approach proposed by the service providers.

Higher scores may be awarded for:

- Service providers who are able to meet the advanced best sourcing practices that you are adopting. There should be a separate scoring system for the basic and advanced practices
- Value-added services that are not mentioned in the tender requirements which can help to improve the quality or comprehensiveness of services

**Value-added services**

Examples of value added services include:

- Provision of risk assessment to determine the deployment of Security Guards
- Service providers with cross-disciplinary expertise in Green Cleaning and Environmental Hygiene
- Development of safe work procedures and risk assessments for all work activities
- Streamlining work processes to enhance productivity and efficiency
- Adoption of technology or mechanisation to reduce the response / turnaround time of services
- Provision of systems to reduce water consumption for Landscape Maintenance.



**Setting up the scoring system for Quality:**

You should assign points to each of the Quality related criteria according to their relative importance. For example, if the intent is to ensure the quality of manpower, a greater weightage should be given to "training / qualifications".

**Quality criteria**

1. Financial standing (10%)
2. Company profile (10%)
3. Proven credentials and track record (15%)
4. Training / qualifications (25%)
5. Proposed approach (40%)

After you have scored your service providers, you would need to calculate the weighted score based on the weightage you have assigned to the Quality criteria.

For example, if the total score obtained is 75 and the weightage for Quality is 70%, the weighted score would be:  $75 \times 70\% = 52.5\%$ .

The weighted score would subsequently be added to the weighted score for Price to form the total score.

**2. Determining the scoring system for each evaluation criterion:**

You may consider either a formalised scoring or qualitative evaluation when evaluating your service providers.

**What is the difference between formalised scoring and qualitative evaluation?**

A formalised scoring system provides you with a more structured way of evaluating service providers. Service contracts would typically be awarded to the service provider with the highest score. However, some organisations may view this method as being inflexible in catering to special situations or circumstances that may not be captured within the point system.

Qualitative evaluation provides the flexibility that the formalised scoring system doesn't have. It can invoke in-depth discussions amongst the evaluation committee on the advantage and disadvantages of selecting each of the service providers before an informed decision is made. However, the element of subjectivity may cause the selection process to be less fair and transparent.

If you wish to adopt a formalised scoring system, it should consist of clearly described evaluation criteria with a corresponding rating assigned to each statement. General guidelines for determining the rating are as follows:

**General guidelines for determining the rating**

- 1 – Proposed approach has no impact on improving quality of services
- 2 – Proposed approach may improve quality of services
- 3 – Proposed approach expected to bring improvements to quality of services
- 4 – Proposed approach will dramatically improve quality of services

An example of a formalised scoring system can be found in [Annex F](#).



## Stage 4: Managing the service provider as a responsible buyer

The performance of the service provider should be monitored regularly during the course of the service contract. As a responsible buyer, you should consider allocating more resources for this purpose and incorporating monitoring systems in the form of random checks and audits, as well as performance reviews and appraisals. This is to ensure that the service provider has implemented agreed upon practices that are aligned with best sourcing.

An outline of the areas covered in this section are as follows:

Contract and Performance management
1. Why is performance management useful?
2. Regular performance reviews
3. Annual performance appraisal
4. Random checks and audits
5. Liquidated Damages
6. Benefits management system



### 1. Why is performance management useful?

Performance management systems help to provide feedback and action steps to guide improvement in the service provider's performance through the service contract. They are used to evaluate how well your service providers are doing and to shape their behaviours and actions towards achieving desired outcomes.

In addition, systematic performance management helps you to identify concerns or cases of any drop in service levels as soon as possible. This allows you and your service provider to identify and resolve issues before the impact to service delivery becomes greater.

Regular reviews with your service providers are important to:

- **Encourage service providers to meet expectations**  
The regular conduct of performance reviews helps to communicate the importance you place on your service providers' accountability for their performance. Service providers who are not reviewed on a regular basis have greater flexibility to vary service quality without detection.
- **Determine the score for payment based on service-level requirements**  
Contracts with specified service-level requirements will require regular evaluations for contract payments to be computed.
- **Identify areas for improvement**  
Important objectives of a performance review include jointly identifying areas for improvement and discussing action plans with your service providers to make those improvements. You may wish to draw upon recommended best sourcing practices to address root issues that are related to the employment conditions of workers.
- **Build a collaborative partnership**  
You are encouraged to have regular reviews and encourage two-way communication between you and your service provider. This helps to form the basis for a long-term collaborative partnership where you can be engaged in proactive and constructive discussions.

### 2. Regular reviews with service providers

Regular reviews with service providers should be done to assess their on-the-job performance. The frequency of these reviews would depend on the needs of your organisation. You may choose to do weekly, monthly, or quarterly reviews.

The service-level requirements that you set out in the tender requirements can be used as the basis for developing a scoring system for evaluating your service providers' performance. This is especially important for contracts where payment is dependent on a service provider's performance.

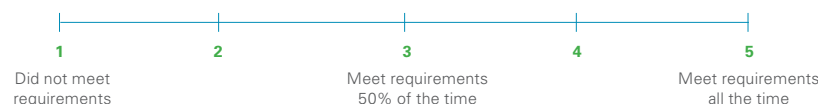
One of the ways to score your service providers is to develop a performance reporting checklist so as to maintain consistency of assessments. In the following example, the performance reporting checklist is based on a 5-point rating scale ranging from 1 to 5 and may be completed by you, your service provider, or together with your service provider.

If you are conducting checks every week, the average score for the month should be taken.

You may also choose to modify the scoring system according to your needs (e.g. rating scales, types of indicators).



**Performance reporting checklist for office cleaning:**  
*Rating scale (based on the service-level requirements determined in Stage 2):*



Criteria	Rating
Toilet floor is dry at all times	
Soap dispenser is at least 2/3 filled at all times	
Each wastepaper basket is filled with plastic liner at all times	
No visible stains on carpets at all times	
Time taken for a request call to be picked up is less than 15 minutes	
Less than 3 non-compliances on approved cleaning procedures are reported every month	
<b>Total score</b>	<b>/ 30</b>

*If you are using outcome-based requirements, there are some performance criteria which you may consider awarding bonus points for service providers who exceed expectations. Examples of some performance criteria are:*

Criteria	Criteria for exceeding expectations (2 bonus points for each criteria)
Time taken for a request call to be picked up is less than 15 minutes	Time taken for a request call to be picked up is less than 10 minutes
Less than 3 non-compliances on approved cleaning procedures are reported every month	No non-compliances reported
<b>Total score</b>	<b>/ 4</b>
<b>Grand total</b>	<b>/ 34</b>

Please refer to [Annex G](#) for a more detailed reporting checklist for cleaning, security, and landscaping services awarded under task based and outcome based contracts.

In addition to the regular performance reviews, you can conduct random checks and audits with your service providers to ensure consistency in service provision.

### 3. Annual reviews

In addition to regular reviews, it is recommended for annual reviews to be conducted to evaluate their overall performance and to realign expectations for the following year. The evaluation should focus on the service provider's ability to attain the longer term and higher level goals on top of the performance measures typically discussed during the performance reviews.

The annual reviews will also be a good platform for you to recalibrate any service level requirements for your service providers and to work together with your service providers to identify areas for improvement.

The following table shows examples of components which you can consider incorporating into an annual performance appraisal:

Components	Description / Definition
Service response time	The length of time taken for service providers to respond to enquiries, complaints and feedback from the service buyer.
Customer satisfaction	Satisfaction with the level of service received from the service provider. This is often linked to the reliability, availability and service attitude of staff.
Business integrity	The conduct of business in an upright, honest and trustworthy manner, in accordance to all existing laws and regulations.
Commitment to training	The implementation of guidelines and processes to ensure workers are scheduled for training for continued improvement and growth.
Administrative processes	The effectiveness of administrative processes for ensuring a smooth operating environment.
Quality control methods and practices	The effectiveness of quality control measures for maintaining service quality.

Please refer to [Annex H](#) for a sample of an Appraisal Evaluation Checklist that you may wish to use for conducting an annual performance review.







#### 4. Random checks and audits

ADVANCED

You should consider allocating resources to perform checks on compliance with key contract conditions and performance expectations such as compliance with employment laws (e.g. are salaries paid on time, do workers enjoy annual / medical leave entitlements, etc). Checks and audits are often used to identify issues or potential problems for discussion during formal and informal communication sessions (e.g. town hall meetings, casual chats etc) with service providers. Checks and audits on regulatory compliance may also be included where appropriate.

In addition, you can request for documentation from your service providers to check for compliance or conduct audits with a sample of supervisors and workers to review actual practices against agreed upon procedures or policies.

#### 5. Liquidated Damages

Should you find it necessary to impose liquidated damages in the event of a breach in the service contract, do so reasonably and be mindful that imposing excessive damages may affect the financial positions of your service providers and their ability to provide the service and pay their workers. The basic principle behind the imposition of liquidated damages is that the sum fixed has to be a genuine pre-estimate of the loss that will be caused to one party if the contract is broken by the other.

The exact sum of the liquidated damages and the conditions under which liquidated damages would apply would have to be explicitly stated in the contract for parties to subsequently claim for liquidated damages. It is also good practice to seek confirmation from the service providers that they accept the sum and the conditions. You would be better able to avoid future misunderstanding by factoring in any reasonable objection. This discussion on the imposition of liquidated damages can take place as part of the discussion on the level of performance expected.

##### Is there a difference between damages and penalties?

When one party to a contract breaches any term in the contract, the innocent party may sue the party in breach for damages. If the contract does not specify any particular sum of damages that should be paid in the event of a breach, the innocent party will then have to prove the extent of his loss resulting from the other party's breach. This is known as **general damages**. If the contract specifies the amount to be paid upon a particular type of breach of the contract and if this amount is a genuine pre-estimate of the loss that will be caused to one party upon the breach, this amount is known as **liquidated damages**. On the other hand, a **penalty** is not based on estimates of the loss likely to be suffered by the innocent party but is intended to punish the party in breach.

It is to be noted that it is the substance of what the sum is meant for that matters, instead of the form or term it takes. For example, if an amount specified in a contract which is called liquidated damages is not a genuine pre-estimate of the loss likely to be suffered by the innocent party, but instead is so unreasonably high that the aim of it is clearly to punish the party in breach, then the courts will find that this is not a liquidated damages clause but is instead a penalty clause. Contracts cannot validly include a penalty clause. The courts will refuse to enforce it but require the innocent party to prove his loss and order there from accordingly.



#### 6. Benefits management system

ADVANCED

You are encouraged to implement a benefits management system to track how best sourcing has benefited your organisation. Tracking of benefits enables organisations to identify actions necessary to reap unrealised benefits. Further, the tracking of benefits enables your company to recognise and reward teams and individuals for meeting expected performance outcomes.

You may consider measuring the benefits of best sourcing for your outsourced services using indicators such as:

**Cost:** Best sourcing benefits in the form of cost savings from reduced contract prices or service recovery due to poor quality of services

**Time:** Best sourcing benefits in the form of a reduction in time or manpower needed to manage the service providers

**Quality:** Benefits in the form of improvements in the quality of service delivery by service providers.



## How to measure benefits of Best Sourcing?

### Step 1: Measure baseline

The baseline performance of current service providers should be measured prior to the implementation of best sourcing practices. It will be used as the basis for measuring the impact of adopting best sourcing. Examples of indicators that can be used are:

**Cost:** Total cost spent currently spent on the outsourced services. It should include direct (e.g. fees to service provider) and indirect costs (e.g. manpower needed to manage service providers).

**Time:** Man-hours spent on managing your service providers.

**Quality:** Current levels of quality being achieved as measured by performance indicators.

Guidelines for determining performance indicators are discussed in [Page 31 and 32](#).

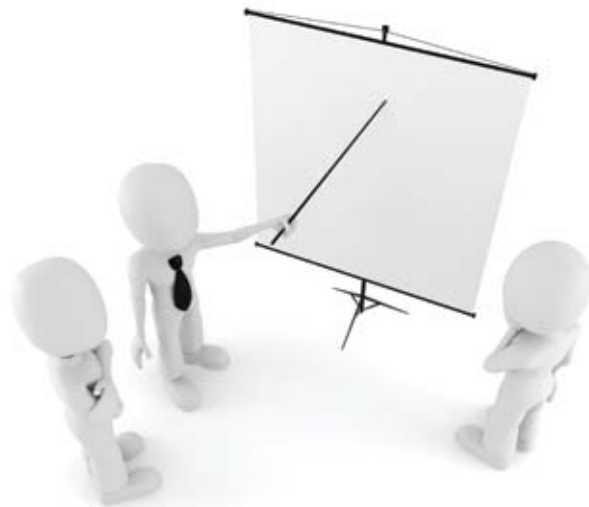
### Step 2: Determine expected difference

One of the ways to decide on the expected impact of best sourcing is to refer to your organisation's business case for adopting the recommended practices. The level of benefits needed to outweigh the costs of adopting best sourcing can be a starting point for determining the targeted improvements that you expect. These cost savings, man-hours saved or increase in quality should be formally documented so that they can be reviewed periodically against the baseline.

The targeted improvements expected should be used in managing the contract to guide the behaviours of the management team and the service providers. For example, when actual performance is below expectations, remedial action should be taken to ensure that best sourcing benefits are realised.

### Step 3: Measure and compute actual difference

It is recommended that you track the benefits of best sourcing every half-yearly (or annually for contracts with longer durations). For industries where cleaning, security, or landscaping services play a more critical role in the business (e.g. retail, hospitality, F&B), you may choose to track the benefits on a more frequent basis, such as quarterly or monthly.



The table shows an example of how you may track and manage the benefits of adopting Best Sourcing:

Name of service provider: Super Cleaning Services				
Period: September 2010 – September 2011 (Annual)				
Cost				
	Baseline	Expected	Actual	Improvement from Baseline (%)
<b>Total cost (\$)</b>	\$500,000	\$475,000	\$450,00	10%
<b>Description / Breakdown</b>	<ul style="list-style-type: none"> <li>\$350,00 contract value</li> <li>\$150,000 indirect costs</li> </ul>	<ul style="list-style-type: none"> <li>\$330,000 contract value</li> <li>\$120,000 indirect costs</li> </ul>	<ul style="list-style-type: none"> <li>\$350,000 contract value</li> <li>\$100,000 indirect costs</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in cost was attributed to the lower indirect costs</li> </ul>
Time				
	Baseline	Expected	Actual	Improvement from Baseline (%)
<b>Time spent</b>	2,880 hours	1,440 hours	1,248 hours	56%
<b>Description / Breakdown</b>	<ul style="list-style-type: none"> <li>3 FTEs spending 20 hours each per week</li> </ul>	<ul style="list-style-type: none"> <li>2 FTEs spending 15 hours each per week</li> </ul>	<ul style="list-style-type: none"> <li>2 FTEs spending 12 hours each per week</li> </ul>	
Quality				
	Baseline	Expected	Actual	Difference (%)
<b>Performance KPIs</b>	75%	80%	82%	7%
<b>Customer satisfaction survey</b>	70%	75%	75%	5%
<b>Description / Breakdown</b>	<ul style="list-style-type: none"> <li>Average of 75% and 70% scored for KPIs and survey</li> </ul>	<ul style="list-style-type: none"> <li>Average of 80% and 75% scored for KPIs and survey</li> </ul>	<ul style="list-style-type: none"> <li>Average of 82% and 75% scored for KPIs and survey</li> </ul>	
<b>Comments (if any):</b>				
There had been an overall reduction in the total cost and manpower needed to manage the service provider. In addition, quality has improved. This service provider had either met or exceeded expectations for this period of contract.				



ASSESSING LEVEL  
OF ADOPTION  
FOR BEST  
SOURCING



# 04 ASSESSING LEVEL OF ADOPTION FOR BEST SOURCING

The self-assessment tool is intended to help service buyers gauge the extent to which they have adopted and met the intent of best sourcing. This tool may also be used to help identify gaps that service buyers may wish to address going forward. This self-assessment can be done by service buyers 6 months after adopting best sourcing.



Adoption levels are assessed as follows:

Implementation of Best Sourcing practices	
<b>0 point</b>	Not implemented
<b>1 point</b>	Implemented, without internal checks on whether practices have been followed.
<b>2 points</b>	Implemented, with checks that practices have been followed.

Assessment areas	Implementation		
	Not implemented (0)	Implemented (1)	Implemented and checks conducted (2)
<b>A. Safeguard the basic employment rights of workers</b>			
1. Included clauses in tender requirements that state that the service provider must be compliant with Singapore’s employment laws			
2. Defined recourse or penalties for non-compliances with employment laws			
3. Refrained from working with service providers who have breached employment laws			
<b>B. Specify service contracts on the basis of service-level requirements rather than headcount</b>			
1. More than 50% of the service-level requirements used in the contract is based on outcome or activities instead of headcount			
2. Payments made to the service providers are based on performance levels and not headcount			
3. Monetary incentives are provided to service providers for good performance			

Assessment areas	Implementation		
	Not implemented (0)	Implemented (1)	Implemented and checks conducted (2)
<b>C. Recognise factors that contribute to service quality</b>			
1. More than 50% weightage allocated to quality-related evaluation criteria (e.g Quality criterion under PQM)			
2. Quality evaluation criteria include at least 3 of the following factors: <ul style="list-style-type: none"> <li>• Good track record</li> <li>• Provision of written employment contracts to workers</li> <li>• Grading and accreditation level</li> <li>• Training of workers</li> <li>• Appropriate tools and equipment</li> </ul>			
<b>D. Seek to establish a long-term collaborative partnership with service provider</b>			
1. Escalation procedures for resolving issues are in place, with penalties being the last resort (e.g. having regular discussions and increasing frequency of performance reviews and random checks and audits)			
2. Service providers with good performance are preferred for contract renewals			
<b>E. Provide decent work environment for workers</b>			
1. Took appropriate measures to ensure the safety and health of workers			
2. Ensured that workers are provided with adequate workplace amenities at deployment sites (e.g. washroom facilities and decent rest areas)			
3. Ensured that first-aid kits are provided for workers			

Scoring evaluation	
Assessment area	Score
A. Safeguard the basic employment rights of workers	/ 6
B. Specify service contracts on the basis of service-level requirements rather than headcount	/ 6
C. Recognise factors that contribute to service quality	/ 4
D. Seek to establish a long-term collaborative partnership with service provider	/ 4
E. Provide decent work environment for workers	/ 6
<b>Total score for all sections</b>	<b>/ 26</b>

Guidance for interpretation of scores	
<b>0 - 8</b>	<p><b>The service buyer has not fully adopted best sourcing.</b></p> <p>The service buyer may wish to:</p> <ul style="list-style-type: none"> <li>• Obtain stronger buy-in from senior management to support the adoption of best sourcing</li> <li>• Ensure that supporting processes and/or systems are in place</li> <li>• Provide sufficient incentives to management, line managers and procurement officers to implement best sourcing</li> </ul>
<b>9 - 16</b>	<p><b>The service buyer has successfully adopted best sourcing.</b></p> <p>The service buyer may wish to set up an internal checking system (e.g. regular checks by independent reviewer) to ensure that the best sourcing practices have been followed and incorporated into the approval process.</p>
<b>17 - 26</b>	<p><b>The service buyer is a leading practitioner of best sourcing.</b></p> <p>The service buyer may wish to adopt the more advanced practices outlined in the handbook.</p>





FAQs

FREQUENTLY-  
ASK QUESTIONS



# 05

## FREQUENTLY ASKED QUESTIONS

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### Q. Why is it important to encourage service providers to be compliant with Singapore's employment laws?

Outsourcing agreements typically assume that service providers will be in compliance with all regulatory requirements. However, the recourse for service buyers or penalties to service providers in the event of non-compliance may not be explicitly included in the terms and conditions governing the outsourcing arrangement. It is important to explicitly state that service providers should comply with Singapore's employment laws and the consequences of non-compliance so that the interests of service buyers are protected.



### Q. Why is it important for service buyers to clearly specify their requirements?

Tender requirements communicate the service buyer's expectations and areas of priority to potential service providers. In outcome or task-based contracts, cost is not the main consideration for the award of contracts. It reminds service providers to be mindful that the quality of the service is also important. This will discourage price cutting practices that are not sustainable in the long term and that compromise service quality.

### Q. How does a service buyer define outcome-based requirements for difficult-to-measure areas?

Service buyers should first identify the desired outcomes. Examples include:

- Cleaning – Hygienic and pleasant environment
- Security – Protection of people and property
- Landscaping – Aesthetically pleasing and well-manicured gardens

Performance indicators should then be linked to these desired outcomes. The preferred method is to use directly observable indicators (e.g. no visible stains on floor / carpet). If requirements are intangible in nature and cannot be directly observed, proxy indicators that are closely correlated with the intended outcome may be used (e.g. customer satisfaction survey result). If there are no suitable proxy indicators, service buyers may use task-based indicators, which are measures of effort put into achieving the intended outcomes (e.g. number of daily patrols conducted by security staff).

**Q. Are performance-based payment schemes fair to service providers?**

Performance-based payment schemes are fair in that service providers are better compensated if they deliver higher quality services. Service providers are encouraged to quote the appropriate price that is needed to sustainably meet service expectations, rather than to cut prices in order to win contracts. Both service buyers and service providers can benefit in the long run as they develop a common understanding of quality expectations and the resources required to meet these expectations.



**Q. Why should emphasis be placed on quality during the selection and evaluation of service providers?**

Service buyers who place an emphasis on quality can provide opportunities for service providers to differentiate themselves and encourage them to continuously improve their capabilities, including the quality of their workers. For example, service providers can improve their employment benefits to attract and retain the best workers. These providers are also more likely to pay greater attention to the training and development of their workers so that they can consistently meet high expectations for services. This will enable the service provider to deliver higher service levels during the duration of your contract.

**Q. Do I need to form a committee to evaluate and select service providers?**

Service buyers are encouraged to take into account the views of the different stakeholders in the organisation in the evaluation and selection of the service providers. This can be done through a committee, and members may include personnel such as senior management, managers who will oversee the service providers, finance department, human resource department and procurement/purchasing officers.

**Q. Is it necessary to meet service providers during the evaluation phase?**

Service buyers are encouraged to meet with the shortlisted service providers to better understand the value proposition offered by each service provider. This is also an opportunity for service buyers to assess the quality of the manpower and seek clarifications from the potential providers. This will allow the service buyers to more objectively compare the proposals offered by different service providers.

**Q. Why is performance management and reporting necessary?**

Performance management and reporting allows for concerns and potential issues to be raised at the earliest opportunity. This allows service providers to address buyers' concerns and issues early and to maintain consistent levels of service. Performance management and reporting also encourages a collaborative partnership between service buyers and service providers. This is expected to build greater rapport and trust between both parties. Maintaining records of the performance of service providers will also assist service buyers in monitoring the performance trends of its service providers. These records can be used to guide future management decisions, which may include re-contracting and changes in pricing.

**Q. How does a service buyer conduct a performance review with the provider?**

Service buyers may develop a reporting checklist based on the performance measures that were agreed with the service provider. These checklists would be completed prior to the performance reviews. The discussions can cover the areas where the service providers have done well and should continue doing, as well as the areas where they are weak and should improve on.

**Q. Should service buyers conduct an annual performance review if they are already conducting more frequent regular performance reviews with the service providers?**

In regular performance reviews, the focus of the discussions would tend to be on the providers' recent and specific performance relating to the service-level requirements. In annual performance reviews, the discussions could focus on the overall general performance of the service provider. Service buyers are thus encouraged to conduct an annual performance review in addition to the regular performance reviews.







# BEST SOURCING



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Step by Step Guidebook  
for Service Buyers



Annexes for  
.....  
**CLEANING**  
.....



# Annex.

## Annexes for Cleaning

### Annex A – List of Environmental Cleaning Workforce Skills Qualifications (WSQ) programmes (as of September 2011)

Please refer to WDA's website for more up-to-date information on the WSQ programmes and training providers.

Qualification	Module	No. of hours
<b>WSQ Certificate in Environmental Cleaning (4 Core and 2 Electives units)</b>	<b>Core units</b>	
	• Perform basic cleaning of hard floor surfaces	24 hrs
	• Demonstrate understanding of the local cleaning industry environment	12 hrs
	• Provide quality services	16 hrs
	• Comply with Workplace Safety and Health Policies and Procedures	10 hrs
	<b>Electives units (Commercial and private residential cleaning)</b>	
	• Perform basic cleaning of washrooms	32 hrs
	• Clean vertical surfaces, glass and ceiling	24 hrs
	• Perform manual cleaning of escalator, travelator and lift surfaces	16 hrs
	• Perform basic cleaning of carpets	24 hrs
	• Clean food shops	24 hrs
	• Clean furniture and furnishings	28 hrs
	• Perform housekeeping duties	16 hrs
• Handle and dispose waste	16 hrs	
<b>Electives units (Public cleaning)</b>		
• Dispose refuse in public residential estate	20 hrs	
• Perform manual public cleansing work	16 hrs	
• Perform cleaning of public residential estates (Manual)	24 hrs	
• Clean drains, scupper drains and drop-inlet chambers	16 hrs	
<b>WSQ Higher Certificate in Environmental Cleaning (4 Core and 3 Elective units)</b>	<b>Core units</b>	
	• Schedule and supervise cleaning services	16 hrs
	• Provide on-the-job training	28 hrs
	• Provide quality services	16 hrs
	• Comply with Workplace Safety and Health Policies and Procedures	10 hrs
	<b>Electives units (Support services)</b>	
• Implement work plans and monitor performance	16 hrs	

Qualification	Module	No. of hours
	<b>Electives units (Commercial and private residential cleaning)</b>	
	• Perform advanced cleaning of washrooms	40 hrs
	• Clean external windows, roofing and facades	16 hrs
	• Perform advanced cleaning of hard floor surfaces	32 hrs
	• Perform advanced cleaning of carpets and upholstery	32 hrs
	<b>Electives units (Public cleaning)</b>	
	• Perform mechanical sweeping of pavements, grass verges and carparks	16 hrs
	• Perform mechanical sweeping of expressways, roads and streets	16 hrs
	• Perform cleaning of public residential estates (Mechanical)	24 hrs
	<b>Electives units (Generic workplace skills)</b>	
	• Solve Problems & Make Decisions at Operational Level	24 hrs
	• Communicate and Relate Effectively in the Workplace	24 hrs
• Work in a Team	24 hrs	
<b>WSQ Advanced Certificate in Environmental Cleaning (6 Core and 2 Electives units)</b>	<b>Core units</b>	
	• Supervise service operations	24 hrs
	• Manage inventory	16 hrs
	• Demonstrate and apply understanding of cleaning chemicals	20 hrs
	• Demonstrate and apply understanding of cleaning methods and processes	20 hrs
	• Build relationship with customers	30 hrs
	• Maintain Workplace Safety and Health Policies and Procedures	24 hrs
	<b>Electives units (Support services)</b>	
	• Control and supply resources to service sites	20 hrs
	• Implement maintenance of cleaning tools and equipment	16 hrs
	• Interpret tender specifications and prepare quotations for cleaning services	32 hrs
	• Implement continuous improvements in service delivery within cleaning industry	28 hrs
• Plan and implement environmentally sustainable work practices	20 hrs	
• Lead a service team	30 hrs	
• Coach service teams and individuals	30 hrs	
• Support achievement of results	32 hrs	
• Conduct interviews and make hiring decisions	16 hrs	



Qualification	Module	No. of hours
	<b>Electives units (Commercial and private residential cleaning)</b>	
	• Restore stone surfaces	40 hrs
	<b>Electives units (Generic workplace skills)</b>	
	• Solve Problems & Make Decisions at Supervisory Level	24 hrs
	• Facilitate Effective Communication and Engagement at the Workplace	24 hrs
	• Facilitate Effective Work Teams	24 hrs

**Training Provider:**


- Center for Competency-based Learning & Development Pte Ltd (CBLD), Tel: 6285 3669
- NTUC Learning Hub Pte Ltd, Tel: 6837 8388



## Annex B – List of tender requirements relating to best sourcing

The table below outlines the complete listing of the tender specification examples that you may wish to incorporate into your tender requirements based on the best sourcing practices adopted.

Note: Tender specifications that are *orange and italicised* refer to advanced practices.

Specifications to support best sourcing	Examples of tender specifications										
<b>1. Scope of work</b>											
Job requirements	The Company wishes to engage a service provider to provide cleaning services for the Company's premises. The Company has 5 levels (including a clean room on one level) and there are 2 toilets on each floor. The floor area for each floor is approximately 2000m <sup>2</sup> . The toilet is approximately 120m <sup>2</sup> and it has 3 cubicles. With the exception of the clean room and the toilets which are tiled, the rest of the premise is carpeted. A site visit will be conducted on DD/MM/YY to allow service providers to have a better understanding of the tasks involved to ensure that the premise is clean. The estimated headcount is 10, but the tenderer should propose the optimal headcount based on the proposed approach and deployment plan in the tender proposed.										
Performance-based payments	The monthly Contract Price shall be determined by the Tenderer's performance based on the service-level requirements agreed upon. Weekly performance reviews would be conducted and the average score for the month would determine the score and payment for the month. The payment will be on a performance based grading system and on a tiered basis according to the table below: <table border="1" data-bbox="436 1111 885 1309"> <thead> <tr> <th>Score _____</th> <th>Payment</th> </tr> </thead> <tbody> <tr> <td>&gt;80%</td> <td>= full payment</td> </tr> <tr> <td>&gt;75% to &lt;80%</td> <td>= 90% payment</td> </tr> <tr> <td>&gt;70% to &lt;75%</td> <td>= 80% payment</td> </tr> <tr> <td>&lt;70%</td> <td>= 70% payment</td> </tr> </tbody> </table>	Score _____	Payment	>80%	= full payment	>75% to <80%	= 90% payment	>70% to <75%	= 80% payment	<70%	= 70% payment
Score _____	Payment										
>80%	= full payment										
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>70% to <75%	= 80% payment										
<70%	= 70% payment										
Incentives for good performance	<p><b>Incentive payment:</b>  <i>If the Tenderer is able to achieve a score of &gt;90% for 3 consecutive months, an incentive payment amounting to 5% of the monthly contract price will be given to the Tenderer at the end of the 3 consecutive months. The Tenderer is required to propose ways of sharing this incentive with its workers.</i></p> 										

Specifications to support best sourcing	Examples of tender specifications																				
	<p><b>Contract extension:</b>  <i>Subject to the Tenderer's performance and fulfilment of all its duties, undertakings and obligations under the Contract, the Company shall have the option (but shall not be obliged) to renew the Contract for a further twelve (12) at the same Contract Price and on the same terms and conditions as those contained in the Contract. The option to renew will be exercised by the Company in agreement with the Tenderer, giving the Tenderer at least two (2) months' notice of renewal. The renewal term shall start from the expiry of the initial term.</i></p> <p><i>The Tenderer shall provide a breakdown of contract price by each year of the contract period, including the twelve (12) months of contract extension. In the event of a contract extension, the Contract would be renewed based on the contract fees quoted by the Tenderers during Tender submission.</i></p>																				
<b>2. Company profile and experience</b>																					
Good track record	<p><b>Financial statements, Registration of business:</b>  The Tenderer shall include the following documents in the tender submission:</p> <ol style="list-style-type: none"> <li>A copy of its audited financial statements for the past 3 years</li> <li>Original copy of the information on the latest business profile by the Registry of Companies and Business (Singapore)</li> </ol> <p><b>Proven Track Record:</b>  The Tenderer shall include the following documents in the tender submission</p> <ol style="list-style-type: none"> <li>Track record</li> <li>Project references and/or testimonials from previous clients</li> </ol> <p>(Reference checks might be conducted on the references provided by the Tenderer).</p> <p><u>Track record</u>  The Company requests for the service provider to provide at least three examples of engagements of a similar nature and scale in the following format:</p> <table border="1" data-bbox="1766 1401 2529 1580"> <thead> <tr> <th>S/N</th> <th>Name of client</th> <th>Description of work done</th> <th>Contract Price</th> <th>Period of engagement</th> </tr> </thead> <tbody> <tr> <td>1</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>2</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>3</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	S/N	Name of client	Description of work done	Contract Price	Period of engagement	1					2					3				
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Specifications to support best sourcing	Examples of tender specifications																																
	<p><u>References and testimonials</u> The Company requests for the service provider to provide at least two references or testimonials from companies that have previously engaged your services:</p> <table border="1"> <thead> <tr> <th colspan="4">References</th> </tr> <tr> <th>S/N</th> <th>Name and designation of contact person</th> <th>Contact Number</th> <th>Organisation</th> </tr> </thead> <tbody> <tr> <td>1</td> <td></td> <td></td> <td></td> </tr> <tr> <td>2</td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th colspan="4">Testimonials</th> </tr> <tr> <th>S/N</th> <th>Testimonial</th> <th>Name and designation</th> <th>Organisation</th> </tr> </thead> <tbody> <tr> <td>1</td> <td></td> <td></td> <td></td> </tr> <tr> <td>2</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	References				S/N	Name and designation of contact person	Contact Number	Organisation	1				2				Testimonials				S/N	Testimonial	Name and designation	Organisation	1				2			
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Grading and accreditation schemes	The Tenderer must be accredited with a minimum of NEA Clean Mark Silver.																																
Training and development plans	<p>The Tenderer shall ensure that all staff are equipped with the basic necessary knowledge and skills to dutifully perform their jobs. <i>The Tenderer is required to provide an overview of the training plans in place within the organisation.</i></p> <p>The Tenderer shall ensure that all workers have undergone the following basic training courses prior to deployment (or within 3 months from commencement of Contract) at its own costs:</p> <ol style="list-style-type: none"> <li>Cleaning Crews (to have completed at least 4 competency units according to NEA Accreditation Scheme): WSQ Certificate in Environment Cleaning</li> <li>Cleaning Steward/Team Leaders (to have completed at least 5 competency units according to NEA Accreditation Scheme): WSQ Higher Certificate in Environmental Cleaning</li> <li>Cleaning Supervisors (to have completed at least 5 competency units according to NEA Accreditation Scheme): WSQ Advanced Certificate in Environmental Cleaning</li> </ol> <p>The Tenderer shall provide documentation (e.g. relevant and required certifications) to demonstrate the competencies and capabilities of the workers.</p> <p>The Tenderer which has additional training plans beyond the above basic skills training listed above will be assessed favourably.</p>																																

Specifications to support best sourcing	Examples of tender specifications
Provision of tools and equipment	<p>The Tenderer shall provide the necessary and appropriate tools and equipment to their workers to perform the required services.</p> <p><i>The Tenderer is required to utilize equipment and tools to enhance the work efficiency and standards to optimise the utilization of labour for work performance and productivity.</i></p> <p><i>The Tenderer shall provide the Company site with, but not limited to, the following equipments for cleaning:</i></p> <ol style="list-style-type: none"> <li>Auto scrubbers</li> <li>Vacuum Cleaners</li> <li>Single-disc Scrubbers</li> <li>Powered water jets</li> </ol>
Reward programmes	<i>The Tenderer shall list the reward programmes that are in place within the organisation. The Tenderer is required to provide an overview of each of these reward programmes.</i>
<b>3. Terms and conditions</b>	
Compliance with employment laws	<p><b>Employment Act:</b> Tenderers are required to comply with Singapore employment laws, such as the Central Provident Fund Act and Employment Act. The Tenderer shall declare whether they comply with the Singapore employment laws, and declare any fines or convictions by the Ministry of Manpower over the last 2 years. Where a breach in employment laws relating to this service contract is found to occur, monetary penalty shall be imposed on the Tenderer. The Company reserves the right to terminate the service contract if the Tenderer had repeated breaches in employment laws.</p> <p><i>The Company reserves the right to conduct checks to ensure compliance with Singapore's employment laws.</i></p> <p><b>Sub-contracting:</b> The Tenderer shall not sub-contract or assign the Contract without the written approval of the Company. The sub-contractors shall comply with all the terms and conditions that apply to the Tenderer.</p> <p><i>The Company reserves the rights to conduct checks on approved subcontractors to ensure compliance with Singapore's employment laws.</i></p>

Specifications to support best sourcing	Examples of tender specifications
Provision of written contracts	<p>The Tenderer is encouraged to provide written contracts for all their workers.</p> <p><i>The Tenderer shall issue a written employment contract to all workers specifying their basic employment terms and ensure that these terms comply with employment laws. The Tenderer shall provide a sample of employment contract to the Company. The Company reserves the right to conduct periodic checks to ensure compliance with this requirement.</i></p>
Workplace safety and health	<p><b>Workplace Safety and Health:</b></p> <p>The Tenderer shall at all times observe and comply with the Workplace Safety &amp; Health Act, all other applicable laws, regulations and requirements of any government or regulatory authority relating to safety, and shall bear all costs and expenses connected with the observance and compliance of the same.</p> <p>The Tenderer shall be responsible to take all safety precautions to eliminate risk to its Staff, the occupants and visitors in the Company and the general public. The Tenderer shall declare if they have achieved BizSAFE Level 3.</p> <p><i>The Company shall conduct regular monitoring of the Tenderer's Workplace Safety &amp; Health performance. Documentation on compliance with the Workplace Safety &amp; Health Act may be requested by the Company during the course of contract.</i></p> <p><b>Workmen compensation insurance and public liability insurance:</b></p> <p>The Tenderer shall, within fourteen (14) days of receipt of the Letter of Acceptance by the company:</p> <p>Effect and keep in effect at all times during the continuance of the Contract (and any renewal thereof) the following insurance policies (hereinafter collectively referred to as "Insurance Policies"):</p> <ol style="list-style-type: none"> <li>a workmen compensation policy;</li> <li>an insurance policy indemnifying the Company against the Tenderer workmen's compensation liability;</li> <li>a public liability policy effected in the joint names of the Tenderer and the Company for an amount not less than S\$1,000,000 in respect of a single incident and for an unlimited number of claims</li> </ol>

Specifications to support best sourcing	Examples of tender specifications																			
<b>4. Evaluation criteria</b>																				
Price and quality scoring system	<p>This Tender shall be evaluated using the Price-Quality Method (PQM). The Price and Quality criteria are given weightages which are used to compute an overall quantitative score. The total tender price and Quality criteria are fixed at a ratio of 30% for Price and 70% for Quality.</p> <p>The Tenderer must first meet the pre-requisite criteria listed below before being evaluated:</p> <ul style="list-style-type: none"> <li>• Compliance with Workplace Safety and Health Act</li> <li>• Compliance with employment laws</li> <li>• Agree with recourse for non-compliance with employment laws</li> <li>• Agreement to seek approval for sub-contracting</li> <li>• Provided required insured amount for workman compensation</li> <li>• Valid company registration</li> <li>• Provision of written employment contracts</li> <li>• Set requirements for grading and accreditation (e.g At least Clean Mark Silver for cleaning companies or Grade 'B' for security agencies)</li> <li>• Provision of tools and equipment</li> </ul> <p>Please refer to Table below for more details on the evaluation based on PQM:</p> <table border="1"> <thead> <tr> <th colspan="3">Price-Quality Method ("PQM"): To evaluate performance standard</th> </tr> </thead> <tbody> <tr> <td rowspan="2">Price (30%)</td> <td rowspan="2">Cost of services</td> <td>If tender meets buyer's estimated price → 2/3 points of full score given (20%) If tender above estimated price → fewer points given (e.g. 15% or 10%) If tender below estimated → more points given, capped at 30%</td> </tr> <tr> <td></td> </tr> <tr> <td rowspan="4">Quality (70%)</td> <td>Financial standing</td> <td>Financial standing</td> </tr> <tr> <td>Company profile</td> <td>Public insurance coverage, structured rewards system</td> </tr> <tr> <td>Proven credentials and track record</td> <td>Track record, testimonials, references</td> </tr> <tr> <td>Training / qualifications</td> <td>Basic competency and skill requirements, provision of structured training plans</td> </tr> <tr> <td></td> <td>Proposed approach</td> <td>Contractor to propose approach to be undertaken and to recommend how workers should be deployed and the adoption of mechanisation in tools and equipment</td> </tr> </tbody> </table>	Price-Quality Method ("PQM"): To evaluate performance standard			Price (30%)	Cost of services	If tender meets buyer's estimated price → 2/3 points of full score given (20%) If tender above estimated price → fewer points given (e.g. 15% or 10%) If tender below estimated → more points given, capped at 30%		Quality (70%)	Financial standing	Financial standing	Company profile	Public insurance coverage, structured rewards system	Proven credentials and track record	Track record, testimonials, references	Training / qualifications	Basic competency and skill requirements, provision of structured training plans		Proposed approach	Contractor to propose approach to be undertaken and to recommend how workers should be deployed and the adoption of mechanisation in tools and equipment
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## Annex C – Sample tender requirements

This Annex shows a sample of a basic tender specification that you can use as a reference when drafting your tender requirements.

### Sample tender specifications for Landscaping

#### Purpose of engagement

XYZ Pte Ltd (hereafter known as “The Company”) wishes to engage a service provider (hereafter known as “The Tenderer”) to provide cleaning services for the Company’s premises. The Company has 5 levels (including a clean room on one level) and there are 2 toilets on each floor. The floor area for each floor is approximately 2000m<sup>2</sup>. The toilet is approximately 120m<sup>2</sup> and it has 3 cubicles. With the exception of the clean room and the toilets which are tiled, the rest of the premise is carpeted. The estimated headcount is 10, but the tenderer should propose the optimal headcount based on the proposed approach and deployment plan in the tender proposed.

A site visit will be conducted on 26 November 2011 to allow service providers to have a better understanding of the tasks involved to ensure that the premise is clean.

#### Service-level requirements

The outcomes that the Tenderer shall achieve are listed in the table below:

Service-level requirements	
<b>Toilet cleanliness</b>	
1.	Toilet is pleasant smelling at all times
2.	Toilet floor is dry at all times
3.	The toilet bowl seat and cover/squat is stain free at all times
4.	The urinals are intact and functional at all times
5.	The urinals do not show sign of choking at all times
6.	Sanitary bin / toilet bin is clean at all times
7.	Sanitary bin / toilet bin is lined with plastic bag at all times
8.	Toilet paper dispenser is functional at all times
9.	Toilet paper dispenser has toilet paper at all times
10.	The hand wash area is clean and dry at all times
11.	Soap dispenser is functional at all times
12.	Soap dispenser is at least 2/3 filled at all times
<b>Workspace cleanliness</b>	
13.	Each wastepaper basket is filled with plastic liner at all times
14.	No marks / stains on all windows at all times
15.	No marks / stains on doors at all times
16.	No visible stains on carpets / floors at all times
17.	No visible dust / stains on office tables at all times
18.	No litter on office floor at all times

Responsiveness and quick turnaround	
19.	Time taken for a request call to be picked up is less than 15 minutes
20.	Turnaround time for request are completed within 30 minutes
No damage to property	
21.	Less than 3 incidents relating to damage to property is reported every month
22.	Less than 3 non-compliances on approved cleaning procedures are reported every month
Others	
23.	Overall customer satisfaction level is at least 70%
24.	Total number of complaints for each month is less than 5
25.	Total number of incidents for bad attitude / not presentable attire each month is less than 5

#### Cleaning accreditation

The Tenderer must be accredited minimally with NEA Clean Mark Silver.

#### Deployment Plan

The Tenderer is required to study the site and propose a deployment plan, suggesting the optimum number of skilled cleaners to carry out and complete the cleaning works.

The Tenderer shall arrange working hours and shift patterns etc of the cleaners for the Company. The Contractor shall also arrange optimum deployment plan in the event of crisis or pandemic outbreak. The Tenderer shall advise the Company of any changes or improvement necessary to maintain the cleanliness of the Company, including but not limited to the occupants to the Company.

The Tenderer shall ensure that at least seventy-five percent (75%) of the total Staff strength must be Singaporean and/or Singapore Permanent Residents are deployed at the Company at all times to carry out the Works.

The Tenderer shall ensure that all Staff deployed to perform the Works:

- i. Are employees of the Contractor;
- ii. Are at least twenty-one(21) years of age;
- iii. Are WSQ Certified in Environmental Cleaning and for Cleaning Supervisors be holding the WSQ Advanced Certificate in Environmental Cleaning
- iv. Possess the level of skill, care, judgement and physical and mental fitness which are necessary to properly perform the Works.

#### Performance reviews

The performance of the Tenderer shall be assessed based on the fulfilment of the service-level requirements listed above.

Checks will be conducted weekly by the Company to assess the performance of the Tenderer. Weekly meetings will also be conducted to review the results of the performance reviews.





## Contract price

The monthly Contract Price shall be determined by the Tenderer's performance based on the service-level requirements agreed upon. Weekly performance reviews would be conducted and the average score for the month would determine the score and payment for the month. The payment will be on a performance based grading system and on a tiered basis according to the table below:

Score	Payment
>80%	= full payment
>75% to <80%	= 90% payment
>70% to <75%	= 80% payment
<70%	= 70% payment

An example of the calculation of monthly payment will be:

- Week 1 : 85%
- Week 2: 80%
- Week 3: 90%
- Week 4: 85%

Average: 85%

Based on the table above, the Tenderer will be entitled to the full payment of the monthly contract sum payment.

## Incentive payments

If the Tenderer is able to achieve a score of >90% for 3 consecutive months, an incentive payment amounting to 5% of the monthly contract price will be given to the Contractor at the end of the 3 consecutive months. The Tenderer is required to propose ways of sharing this incentive with its workers.

## Period of contract

The service contract (thereafter known as "The Contract") shall remain in force for a period of thirty-six (36) months starting on the commencement date specified in the Contract.

Subject to the Tenderer's performance and fulfilment of all its duties, undertakings and obligations under the Contract, the Company shall have the option (but shall not be obliged) to renew the Contract for a further twelve (12) months in respect of the Company on the same terms and conditions as those contained in the Contract on renewal. The option to renew will be exercised by the Company in agreement with the Tenderer, giving the Tenderer at least to (2) month's notice of renewal. The renewal term shall start from the expiry of the initial term.

The Tenderer shall provide a breakdown of contract prices for each year of the contract period, including the twelve (12) months of contract extension. In the event of a contract extension, the Contract would be renewed based on the contract fees quoted by the Tenderers during Tender submission.



## Compliance with Singapore's Employment laws

Tenderers are required to comply with Singapore employment laws, such as the Central Provident Fund Act and Employment Act. The Tenderer shall declare whether they comply with the Singapore employment laws, and declare any fines or convictions by the Ministry of Manpower over the last 2 years. Where a breach in employment laws relating to this service contract is found to occur, monetary penalty shall be imposed on the Tenderer. The Company reserves the right to terminate the service contract in the Tenderer had repeated breaches in employment laws.

The Company reserves the right to conduct checks to ensure compliance with Singapore's employment laws.

## Workplace Safety and Health

The Tenderer shall at all times observe and comply with the Workplace Safety & Health Act, all other applicable laws, regulations and requirements of any government or regulatory authority relating to safety, and shall bear all costs and expenses connected with the observance and compliance of the same.

The Tenderer shall be responsible to take all safety precautions to eliminate risk to its Staff, the occupants and visitors in the Company and the general public. The Tenderer shall declare if they have achieved BizSAFE Level 3.

The Company shall conduct regular monitoring of the Tenderer's Workplace Safety & Health performance. Documentation on compliance with the Workplace Safety & Health Act may be requested by the Company during the course of contract.

## Training

The Tenderer shall ensure that all staff are equipped with the basic necessary knowledge and skills to dutifully perform their jobs. The Tenderer is required to provide an overview of the training plans in place within the organisation.

The Tenderer shall ensure that all workers have undergone the following basic training courses prior to deployment (or within 3 months from commencement of Contract) at its own cost:

- Cleaners (to have completed at least 4 competency units): WSQ Environmental Cleaning – WSQ Certificate in Environmental Cleaning
- Team Leaders (to have completed at least 5 competency units): WSQ Environmental Cleaning – Higher Certificate
- Cleaning Supervisors (to have completed at least 5 competency units): WSQ Environmental Cleaning – Advanced Certificate

The Tenderer shall provide documentation (e.g. relevant and required certifications) to demonstrate the competencies and capabilities of the workers. The Tenderer which has additional training plans beyond the above basic skills training listed above will be assessed favourably



## Code of conduct

All staff deployed at the Company are to conduct themselves in a courteous and exemplary manner that reflects the professionalism and good sense of a responsible Cleaner and such behaviours are warranted at all times while in the Company whether on duty or otherwise.

The Tenderer is required to exercise firm control over the conduct of its staff at the Company and shall immediately dismiss from the Company any staff whose continued deployment at the Company would be undesirable.

The Tenderer shall ensure that all the staff complies with the following rules and regulations:

### a) Don'ts

- i. Be in possession of alcohol or prohibited drugs, use or be under the influence of alcohol or narcotics whilst on duty or prior to reporting for duty.
- ii. Sleep or gamble whilst on duty.
- iii. Solicit funds or make personal sales while in the premises.
- iv. Be involved in disorderly conduct, possess, distribute, post or reproduce obscene or lewd materials or literature of any kind.
- v. Be involved in unauthorized use of the Company's property, including personal use of company's telephones, computers and vehicles for personal usage.
- vi. Act in an immoral or indecent manner.
- vii. Use abusive or profane language to employees or others, including fellow colleagues, or otherwise act in a manner unbecoming of a cleaner.
- viii. Bring or allow unauthorised visitors to the Company.
- ix. Tamper with the systems / equipment installed in the Company site.
- x. Smoke inside the building premises.
- xi. Leave the duty posts unattended until properly relieved of their duties.
- xii. Be absent from duty without prior notification.

### b) Dos'

- i. Report for duty punctually
- ii. Be neatly attired in accordance with the Company's standard decorum.
- iii. Keep the guard room clean and tidy at all times.
- iv. Carry out the required duties in a professional manner with pride and honour and without favouritism.
- v. Comply with all instructions, standard operating procedures, rules and regulations.
- vi. Maintain vigilance at all times and observe good safety practices



## Financial stability

The Tenderer shall include the following documents in the tender submission:

- a. A copy of its audited financial statements for the past 3 years
- b. Original copy of the information on the latest business profile by the Registry of Companies and Business (Singapore)

## Track record / Testimonials

The Tenderer shall include the following documents in the tender submission:

- a. Track record
- b. Project references and/or testimonials from previous clients (Reference checks might be conducted on the references provided by the Tenderer).

### Track record

The Company requests for the service provider to provide at least three examples of engagements of a similar nature and scale in the following format:

S/N	Name of client	Description of work done	Contract Price	Period of engagement
1				
2				
3				

### References and testimonials

The Company requests for the service provider to provide at least two references or testimonials from companies that have previously engaged your services:

References			
S/N	Name and designation of contact person	Contact Number	Organisation
1			
2			
Testimonials			
S/N	Testimonial	Name and designation	Organisation
1			
2			

## Workmen compensation insurance and public liability insurance

The Tenderer shall, within fourteen (14) days of receipt of the Letter of Acceptance by the company: Effect and keep in effect at all times during the continuance of the Contract the following insurance policies:

- i. a workmen compensation policy;
- ii. an insurance policy indemnifying the Company against the Tenderer workmen's compensation liability;
- iii. a public liability policy effected in the joint names of the Tenderer and the Company for an amount not less than S\$1,000,000 in respect of an single incident and for an unlimited number of claims

## Approval for sub-contracting

The Tenderer shall not sub-contract or assign the Contract without the written approval of the Company. The sub-contractors shall comply with all the terms and conditions that apply to the Tenderer.

The Company reserves the rights to conduct checks on approved sub-contractors to ensure compliance with Singapore's employment laws

## Provision of written contracts

The Tenderer is encouraged to provide written contracts for all their workers.

The Tenderer shall issue a written employment contract to all workers specifying their basic employment terms and ensure that these terms comply with employment laws. The Tenderer shall provide a sample of employment contract to the Company. The Company reserves the right to conduct periodic checks to ensure compliance with this requirement.

## Provision of tools and equipment

The Tenderer shall provide the necessary and appropriate tools and equipment to their workers to perform the required services.

## Mechanisation and IT

The Tenderer is required to utilise equipment and tools to enhance the work efficiency and standards to optimise the utilization of labour for work performance and productivity.



The Tenderer shall provide the Company site with, but not limited to, the following equipments for cleaning:

- a) Auto scrubbers
- b) Vacuum Cleaners
- c) Single-disc Scrubbers
- d) Powered water jets

The Tenderer shall maintain the equipment and tools in good working condition i.e. functioning at 100% at all times with standby equipment and maximum turnaround time if anything happens to it.

The Tenderer shall immediately report any defects or malfunction of any equipment and tools to the Company.

## Evaluation criteria

This Tender shall be evaluated using the Price-Quality Method (PQM). The Price and Quality criteria are given weightages which are used to compute an overall quantitative score. The total tender price and Quality criteria are fixed at a ratio of 30% for Price and 70% for Quality.

The Tenderer must first meet the pre-requisite criteria listed below before being evaluated:

- Compliance with Workplace Safety and Health Act
- Compliance with employment laws
- Agree with recourse for non-compliance with employment laws
- Agreement to seek approval for sub-contracting
- Provided required insured amount for workman compensation
- Valid company registration
- Provision of written employment contracts
- Set requirements for grading and accreditation (e.g At least Clean Mark Silver for cleaning companies)
- Provision of tools and equipment



Please refer to Table below for more details on the evaluation based on PQM:

Price-Quality Method ("PQM"): To evaluate performance standard		
<b>Price (30%)</b>	<b>Cost of services</b>	If tender meets buyer's estimated price → 2/3 points of full score given (20%) If tender above estimated price → fewer points given (e.g. 15% or 10%) If tender below estimated → more points given, capped at 30%
	<b>Quality (70%)</b>	
	<b>Financial standing</b>	Financial standing
	<b>Company profile</b>	Public insurance coverage, structured rewards system
	<b>Proven credentials and track record</b>	Track record, testimonials, references
	<b>Training / qualifications</b>	Basic competency and skill requirements, provision of structured training, provision of structured developmental plans
	<b>Proposed approach</b>	Contractor to propose approach to be undertaken and to recommend how workers should be deployed and the adoption of mechanisation in tools and equipment

### Termination of the Contract

The Company and the Tenderer shall have the right to terminate the whole or any part of the Contract by giving one (1) month written notice.



## Annex D – List of basic service-level requirements

### Service-level requirements for office cleaning

Determine the desired outcomes for the cleaning services within the organisation by consulting relevant stakeholders which may include Senior Management, operations managers, tenants, and customers.

You may tweak the service-level requirements based on the needs of your organisation. Service-level requirements that are set should be reasonable and achievable by your service providers. You may take references from previous service contracts or existing service-level agreements that your organisation has when setting the service-level requirements.



The table below illustrates typical **tasked-based criteria** for office cleaning that you may adapt for your organisation:

Performance criteria	
<b>Toilet cleanliness</b>	
1.	Toilet floor is mopped twice a day
2.	Toilet bowls / urinals are cleaned twice a day
3.	Urinals are checked once a day for functionality
4.	Urinals are checked once a day for signs of choking
5.	Each toilet bin is emptied twice a day
6.	Each sanitary bin is emptied once a month
7.	Each toilet bin is lined with a plastic liner once a day
8.	Toilet paper dispenser is checked once a day for functionality
9.	Toilet paper dispenser is refilled twice a day
10.	Sink / hand wash areas are cleaned twice a day
11.	Soap dispenser checked once a day for functionality
12.	Soap dispenser is filled twice a day
<b>Workspace cleanliness</b>	
13.	Each wastepaper basket is emptied twice a day
14.	Each wastepaper basket is lined with a plastic liner once a day
15.	Windows are cleaned once a day
16.	Doors are cleaned twice a day
17.	Carpets are vacuumed twice a day
18.	Carpets are cleaned once a month
19.	Floor is vacuumed twice a day
20.	Floor is mopped twice a day
21.	Floor is polished once a month
22.	Office tables are cleaned twice a day

Performance criteria	
<b>Responsiveness and quick turnaround</b>	
23.	Report all requests to supervisors
24.	Supervisors despatch working requests for applicable requests
25.	Report completed working requests to supervisors
<b>No damage to property</b>	
26.	Use appropriate cleaning equipment
27.	Use appropriate cleaning agents
28.	Follow approved cleaning procedures
<b>Others</b>	
29.	Greet all staff / visitors in a polite manner
30.	Direct visitors to office reception whenever there is a query
31.	Uniform is worn at all times during period of duty
32.	Uniform is neat and tidy
33.	Report for duty on time



The table below illustrates typical **outcome-based criteria** for cleaning based on the desired outcome that you may adapt for your organisation:

Performance criteria	
<b>Toilet cleanliness</b>	
1.	Toilet is pleasant smelling at all times
2.	Toilet floor is dry at all times
3.	The toilet bowl seat and cover/squat is stain free at all times
4.	The urinals are intact and functional at all times
5.	The urinals do not show sign of choking at all times
6.	Sanitary bin / toilet bin is clean at all times
7.	Sanitary bin / toilet bin is lined with plastic bag at all times
8.	Toilet paper dispenser is functional at all times
9.	Toilet paper dispenser has toilet paper at all times
10.	The hand wash area is clean and dry at all times
11.	Soap dispenser is functional at all times
12.	Soap dispenser is at least 2/3 filled at all times
<b>Workspace cleanliness</b>	
13.	Each wastepaper basket is filled with plastic liner at all times
14.	No marks / stains on all windows at all times
15.	No marks / stains on doors at all times
16.	No visible stains on carpets / floors at all times
17.	No visible dust / stains on office tables at all times
18.	No litter on office floor at all times
<b>Responsiveness and quick turnaround</b>	
19.	Time taken for a request call to be picked up is less than 15 minutes
20.	Turnaround time for request are completed within 30 minutes
<b>No damage to property</b>	
21.	Less than 3 incidents relating to damage to property is reported every month
22.	Less than 3 non-compliances on approved cleaning procedures are reported every month
<b>Others</b>	
23.	Overall customer satisfaction level is at least 70%
24.	Total number of complaints for each month is less than 5
25.	Total number of incidents for bad attitude / not presentable attire each month is less than 5

## Annex E – Draft sample employment contract



This sample contract is designed to help you draft an employment contract. It includes all the essential elements of a typical contract. You may modify it to suit your specific needs and situations. Keep in mind that this document is a starting point and not a finished product. You need to make sure that the actual agreement reflects the relationship between you and your employee.

### Sample Employment Contract

#### 1. Date of Employment

Your first day of work is .....

#### 2. Place of work

.....

#### 3. Job Title

.....

#### 4. Salary

.....

#### 5. Working Days / Hours of work / Overtime

.....

Payment Date: ..... day of every month; by Cash / Cheque / GIRO

4.1	(a) Basic Salary	\$.....
	(b) Other Allowances / Payments in Kind (to itemise)	\$.....
	Gross Salary [ (a) + (b) ]	\$.....
4.2	CPF	
	Employee contribution	....% of gross salary
	Employer contribution	....% of gross salary
4.3	Take Home Salary = Gross Salary – Employee CPF	\$ .....
4.4	If you work overtime, you will be paid:	\$...../per hour of overtime work

#### 5. Working Days / Hours of work / Overtime

5.1 Working days will be 4/ 5 / 5.5 / 6\* / ..... days a week.

5.2 The normal working hours will be from ..... to .....hrs.

5.3 Rest day on .....

5.4.1 You will earn overtime pay if you work more than 8 hours a day, or 44 hours a week. Total overtime hours should not exceed 72 hours a month.

OR:

5.4.2 MOM has approved the following overtime arrangements: ..... (to be described as per approved arrangement).

#### 6. Rest Day Work

6.1 You may be requested to work on a rest day. If you agree to such a request, you will be paid as follows:

6.1.1	≤ ½ the normal daily working hours	1 day's basic salary
6.1.2	Up to the normal daily working hours	2 day's basic salary

6.2 You can also request to work on a rest day. If your employer agrees to such a request, you will be paid as follows:

6.2.1	≤ ½ the normal daily working hours	½ day's basic salary
6.2.2	Up to the normal daily working hours	1 day's basic salary

#### 7. Public Holidays

7.1 You will be paid full pay for all official public holidays.

7.2 If you work on a public holiday, you will be paid an additional one day's basic pay and travel allowance for that day (if any).

#### 8. Annual Leave

8.1 If you have served for at least 3 months, you will be entitled to 7 days of paid leave for the first 12 months of continuous service. For every additional 12 months of continuous service, you will get 1 more day of paid leave, up to a maximum of 14 days.

8.2 If you have served more than 3 months of continuous service but have not completed each year of service, the leave entitlement will be pro-rated accordingly. Pro-rated paid leave is computed in proportion to the number of completed months of service in the year.

**9. Sick Leave**

- 9.1 No hospitalisation: Maximum 14 days each year.
- 9.2 If hospitalised: Maximum 60 days (including the 14 days in 9.1) each year.
- 9.3 You will get sick leave after three months of employment. Before that, any sick leave taken will be considered unpaid leave.
- 9.4 You must notify the employer as soon as possible if you are absent on sick leave. You will be required to produce a medical certificate.

**10. Deductions from Remuneration**

The employer may not deduct any monies from the employee’s wage other than those allowed under the Employment Act or ordered by the Court.

**11. Termination of Employment**

Either party can terminate this agreement with **(1 day/1 week/2 weeks/1 month)** written notice or by paying salary in lieu of notice for the relevant period.

**12. Other conditions of employment or benefits**

.....

.....

.....

.....

.....

.....

**13. General**

- 13.1 Any changes to this agreement will only be valid if they are in writing and have been agreed and signed by both parties.

THIS AGREEMENT SIGNED AT ..... ON THIS ..... DAY OF ..... 20.....

(Signature)

.....  
Name of Employer:

(Signature)

.....  
Name of Employee:

**Annex F – Formalised scoring system for PQM**



This scoring system is just an example that you may want to consider using. The scoring system is based on a 1 to 4 rating system and should be completed for each service provider and by all members of the evaluation committee.

The evaluation committee members should tick the rating that is most appropriate for each criteria listed for each service provider. Any special points to note or comments should be documented in the last column under ‘comments’.

The criteria set out in this formalised scoring system are based on the Bestsourcing practices set out in this step-by-step guidebook. You may change the criteria and rating system based on the tender requirements that you set out. You may also assign different weightages to the criteria based on the needs and requirements of your organisation.

Based on the tender requirements, you should determine what are some of the criteria that are considered ‘pre-requisites’. Service providers who fail the pre-requisites would mean that they have not met the basic tender requirements. There would be no need to evaluate these service providers using the formalised scoring system. The pre-requisite criteria may be changed based on the needs and requirements of your organisation.

Criteria for pre-requisite are:

- Compliance with Workplace Safety and Health Act
- Compliance with employment laws
- Recourse for non-compliance with employment laws
- Approval for sub-contracting
- Insurance on workman compensation
- Registration of company
- Provision of written employment contracts
- Grading and accreditation
- Provision of tools and equipment



## Scoring system for PQM

Section	Criteria	Rating	Comments
<b>1. Financial standing (10%)</b>	Financial statements for the past 3 years	1 – Service provider is insolvent	
		2 – Service provider shows sign of being possibly financially distressed (making losses in 1 or 2 out of the past 3 years)	
<b>2. Company profile (10%)</b>	Public liability insurance	3 – Satisfactory financial status and stability (no loss in the past 2 years)	
		4 – Good financial status and stability of service provider (no loss in the past 3 years)	
<b>2. Company profile (10%)</b>	Structured rewards system (Advanced practice)	1 – No public liability insurance	
		2 – Incomplete documents provided	
<b>2. Company profile (10%)</b>	Structured rewards system (Advanced practice)	3 – Minimal coverage for public liability insurance	
		4 – Comprehensive coverage for public liability insurance	
<b>2. Company profile (10%)</b>	Structured rewards system (Advanced practice)	1 – Mentioned that they have a structured rewards system but did not provide any details	
		2 – Provided examples of their rewards system in the organisation	
<b>2. Company profile (10%)</b>	Structured rewards system (Advanced practice)	3 – Provided overview of rewards system (i.e. type, quantum and timing are formally documented)	
		4 – Provided overview of rewards system (i.e. type, quantum and timing are formally documented) and sees rewards as a key component to retain employees	

Section	Criteria	Rating	Comments
<b>3. Proven credentials and track record (15%)</b>	Track record	1 – Did not provide any track records	
		2 – Provided track records, but none of the track records were of similar nature and capacity of the required services	
<b>3. Proven credentials and track record (15%)</b>	Testimonial / references (based on reference checks and / or on-site visits)	3 – Had less than 3 track records that were of similar nature and capacity of the required services	
		4 – Provided at least 3 track records that were of similar nature and capacity of the required services	
<b>3. Proven credentials and track record (15%)</b>	Testimonial / references (based on reference checks and / or on-site visits)	1 – Did not provide references and testimonials	
		2 – References provided were not happy with the services provided by the service provider / quality of service delivered at on-site visit was not satisfactory	
<b>3. Proven credentials and track record (15%)</b>	Testimonial / references (based on reference checks and / or on-site visits)	3 – References provided were generally pleased and satisfied with the services provided by the service provider but not willing to recommend the service provider/ generally pleased and satisfied with the observed quality of services on-site	
		4 – References provided were pleased and satisfied with the services provided by the service provider and the service provider was recommended / quality of services observed on-site were outstanding	





Section	Criteria	Rating	Comments
<b>4. Training / qualifications (25%)</b>	Basic competency and skill requirements	1 – No mention of whether training was provided 2 – Do not provide any form of training for workers 3 – Provided basic training which was either without certifications or did not fulfil what was stated in the requirements 4 – Provided basic training as per what was stated in the requirements	
	Structured training plans (Advanced practice)	1 – Mentioned that they have structured training but did not provide details on training plans 2 – Provision of compulsory training for all new hires 3 – Useful, relevant, and specialised training are provided 4 – Provided a training plan that includes the provision of continuous training, relevant, and specialised training for workers based on training needs analysis conducted / refresher course provided to ensure that workers are always competent to carry out assignments	
<b>5. Proposed approach (40%)</b>	Deployment plan for general approach	1 – Did not provide deployment plan / deployment plan is inadequate in meeting needs of required services 2 – Deployment plan is unable to meet all the needs of the required services 3 – Deployment plan is able to meet needs of required services 4 – Deployment plan is effective in meeting the needs of required services and has included innovative and productive use of manpower and mechanisation	
	Adoption of mechanisation (Advanced practice)	1 – Do not have / provide any mechanised tools and equipment that were listed 2 – Provided a portion of the mechanised tools and equipment listed 3 – Provided all the mechanised tools and equipment listed 4 – Provided all the mechanised tools and equipment and included other mechanised tools and equipment that have been assessed to enhance productivity and efficiency	

Section	Criteria	Rating	Comments
	Overall effectiveness of proposed solution	1 – Proposed approach did not meet basic requirements 2 – Proposed approach fulfilled the basic tender requirements 3 – Proposed approach included value-added services that will lead to improved quality and productivity 4 – Proposed approach included value-added services that are able to distinctively differentiate the service offering among the other service providers	
	Clarifications on tender proposal	1 – Unable to answer questions and/or queries posed 2 – Able to answer approximately 50-60% of the questions and/or queries posed 3 – Able to answer approximately 70-80% of the questions and/or queries posed 4 – Appeared confident and able to answer more than 80% of the questions and/or queries posed	

Criteria	Actual score	Computed weightage
1. Financial standing (10%)	/ 4	/10%
2. Company profile (10%)	/ 8	/10%
3. Proven credentials and track record (15%)	/ 8	/15%
4. Training / qualifications (25%)	/ 8	/25%
5. Proposed approach (40%)	/ 16	/40%
<b>Total score:</b>	<b>/ 44</b>	<b>/100%</b>

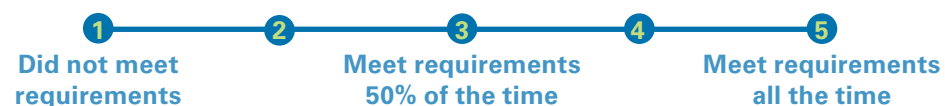
The total score for each section should be added up and multiplied against the weightage assigned. For example, if the total score obtained for Section 5 is 10/16, the computed weightage would be  $10/16 \times 30\% = 18.75\%$ .

After you have obtained the total computed score based on the scoring system, the score would need to be adjusted based on the weightage you have assigned to the Quality criterion. For example, if you have assigned the Quality criterion to be 70% and the total computed score is 85%, the score to be added to the Price criterion is  $85\% \times 70\% = 59.5\%$ .



## Annex G – Performance reporting checklist

The rating scale for the performance reporting checklist used in this example is as follows:



You may modify the rating system based on the needs of your organisation and service-level requirements.

The points from the performance reporting checklist would be used to determine the payment amount to your service provider. The section on performance-based payment covered in Page 33-34.

### Performance reporting checklist for landscaping

The table below illustrates the performance reporting checklist for office cleaning using **task-based requirements**:

Performance criteria		Score
<b>Toilet cleanliness</b>		
1.	Toilet floor is mopped twice a day	
2.	Toilet bowls / urinals are cleaned twice a day	
3.	Urinals are checked once a day for functionality	
4.	Urinals are checked once a day for signs of choking	
5.	Each toilet bin is emptied twice a day	
6.	Each sanitary bin is emptied once a month	
7.	Each toilet bin is lined with a plastic liner once a day	
8.	Toilet paper dispenser is checked once a day for functionality	
9.	Toilet paper dispenser is refilled twice a day	
10.	Sink / hand wash areas are cleaned twice a day	
11.	Soap dispenser checked once a day for functionality	
12.	Soap dispenser to be filled twice a day	
<b>Performance criteria</b>		<b>Score</b>
<b>Workspace cleanliness</b>		
13.	Each wastepaper basket is emptied twice a day	
14.	Each wastepaper basket is lined with a plastic liner once a day	
15.	Windows are cleaned once a day	
16.	Doors are cleaned twice a day	
17.	Carpets are vacuumed twice a day	
18.	Carpets are cleaned once a month	
19.	Floor is vacuumed twice a day	
20.	Floor is mopped twice a day	
21.	Floor is polished once a month	
22.	Office tables are cleaned twice a day	

<b>Responsiveness and quick turnaround</b>		
23.	Report all requests to supervisors	
24.	Supervisors despatch working requests for applicable requests	
25.	Report completed working requests to supervisors	
<b>No damage to property</b>		
26.	Use appropriate cleaning equipment	
27.	Use appropriate cleaning agents	
28.	Follow approved cleaning procedures	
<b>Others</b>		
29.	Greet all staff / visitors in a polite manner	
30.	Direct visitors to office reception whenever there is a query	
31.	Uniform is worn at all times during period of duty	
32.	Uniform is neat and tidy	
33.	Report for duty on time	
<b>Total score:</b>		<b>/165</b>

The table below illustrates the performance reporting checklist for office cleaning using **outcome-based requirements**:

Performance criteria		Score
<b>Toilet cleanliness</b>		
1.	Toilet is pleasant smelling at all times	
2.	Toilet floor is dry at all times	
3.	The toilet bowl seat and cover/squat is stain free at all times	
4.	The urinals are intact and functional at all times	
5.	The urinals do not show sign of choking at all times	
6.	Sanitary bin / toilet bin is clean at all times	
7.	Sanitary bin / toilet bin is lined with plastic bag at all times	
8.	Toilet paper dispenser is functional at all times	
9.	Toilet paper dispenser has toilet paper at all times	
10.	The hand wash area is clean and dry at all times	
11.	Soap dispenser is functional at all times	
12.	Soap dispenser is at least 2/3 filled at all times	
<b>Workspace cleanliness</b>		
13.	Each wastepaper basket is filled with plastic liner at all times	
14.	No marks / stains on all windows at all times	
15.	No marks / stains on doors at all times	
16.	No visible stains on carpets / floors at all times	
17.	No visible dust / stains on office tables at all times	
18.	No litter on office floor at all times	

Responsiveness and quick turnaround	
19.	All request are acknowledged within 5 minutes
20.	Turnaround time for request is within 10 minutes
No damage to property	
21.	Less than 3 incidents relating to damage to property is reported every month
22.	Less than 3 non-compliances on approved cleaning procedures are reported every month
Others	
23.	Overall customer satisfaction level is at least 70%
24.	Total number of complaints for each month is less than 5
25.	Total number of incidents for bad attitude / not presentable attire each month is less than 5
<b>Total score:</b>	
<b>/125</b>	

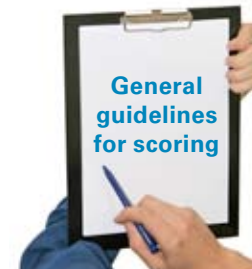
You may consider awarding bonus points for service providers who have exceed in their performance for the following service-level requirements:

Performance criteria	Criteria for exceeding expectations (2 bonus points for each criteria)
Responsiveness and quick turnaround	
Time taken for a request call to be picked up is less than 15 minutes	Time taken for a request call to be picked up is less than 10 minutes
Turnaround time for request is within 30 minutes	Turnaround time is within 20 minutes
No damage to property	
Less than 3 incidents relating to damage to property is reported every month	No incidents reported
Less than 3 non-compliances on cleaning approved cleaning procedures are reported every month	No non-compliances reported
Others	
Overall customer satisfaction level is at least 70%	Overall customers satisfaction is above 80%
Total number of complaints for each month is less than 5	No complaints received
Total number of incidents for bad attitude / not presentable attire each month is less than 5	No incidents reported
<b>Total score:</b>	
<b>/14</b>	
<b>Grand total:</b>	
<b>/139</b>	

## Annex H – Appraisal Evaluation Checklist

This Appraisal Evaluation Checklist is just an example that you may want to consider using. This Performance Appraisal Checklist that is based on a scoring system ranging from 1 to 3. This checklist is completed by the service buyer and incorporates data from performance reviews as well as additional evaluations to be conducted by the service buyer.

The broad guidelines for scoring used the Appraisal Evaluation Checklist are:



- 1 – Poor performance; performance of service providers did not meet requirements
- 2 – Good performance; performance of service providers have met basic requirements
- 3 – Excellent performance; performance of service providers have exceeded requirements

Criteria	Rating	Comments
Service response time	1 – Requests, enquiries and feedback are not addressed or addressed after a stipulated timeframe 2 – Requests, enquiries and feedback are addressed on time 3 – Requests, enquiries and feedback are addressed well within the stipulated timeframe	
Customer satisfaction	1 – Poor or none. Staff are impolite 2 – Acceptable. Staff are polite and helpful 3 – Staff often go over and beyond the call of duty	
Business integrity	1 – Non-compliances occur frequently 2 – Few non-compliances which are addressed immediately 3 – No non-compliances	
Commitment to training	1 – Staff are never sent for training. 2 – Staff are sent for training on an ad-hoc basis (i.e. due to operational requirements or during off-peak periods) 3 – Guidelines and processes are in place to ensure staff are scheduled on a regular basis for training	
Administrative processes	1 – Little or no processes and resources to manage relevant administration 2 – Some processes and resources to manage relevant administration matters 3 – Extensive processes and resources to track and manage all relevant administration matters	

Criteria	Rating	Comments
Quality control methods and practices	1 – Little or no quality control methods and practices. Methods and practices are not implemented 2 – Some quality control methods and practices or methods and practices are implemented on a limited basis 3 – Extensive set of quality control methods and practices; methods and practices are actively implemented and followed	
Stability of supervisors and staff	1 – Site supervisors change frequently. Many changes to site staff 2 – Low turnover for Supervisors; some turnover in site staff 3 – Low turnover for supervisors and staff	
Communication systems	1 – Poor communication systems. Instructions are often not communicated and staff are generally not aware of instructions from supervisors and management 2 – Instructions are communicated well with few lapses; some guidance may be required 3 – Excellent communication systems. Staff are aware of instructions from supervisors and management; no further guidance from service buyer required	
Flexibility to respond to unexpected demand changes	1 – Service provider is rigid and makes no effort to exhibit flexibility in response to unexpected demand changes 2 – Service provider exhibits flexibility to respond to unexpected demand changes 3 – Service provider goes over and beyond the scope of work to respond to unexpected demand changes	
Safety management systems	1 – Inadequate safety management systems. Definite signs of non-implementation. Unsafe work practices are observed 2 – Acceptable safety management systems. Documentation is complete and safe work practices are observed 3 – Excellent safety management systems. Up to date records and clear signs of implementation	
<b>Total score</b>	<b>/ 30</b>	

Results from the performance appraisal may be used to retain service providers in approved vendor lists, or for extension of contract considerations:

Points	Next Steps
≥ 25points	Highly recommended as an approved vendor and for re-contracting
20 points – 24 points	Recommended as an approved vendor and for re-contracting
16 points – 19 points	Recommend that service buyer speak to the service provider before proceeding to re-contract or source for another service provider.
10 points – 15 points	Should be removed from approved vendor list and highly recommended that another service provider be engaged



Annexes for  
 .....  
**SECURITY**  
 .....



# Annex.

## Annexes for Security

### Annex A – List of Security Workforce Skills Qualifications (WSQ) programmes (as of September 2011)

Please refer to WDA's website for more up-to-date information on the WSQ programmes and training providers.

Qualification	Module	No. of hours
<b>WSQ Certificate in Security Operations (3 Core and 3 Electives units)</b>	<b>Core units</b>	
	• Handle Security Incidents and Services	26 hrs
	• Provide Guard and Patrol Services	18 hrs
	• Handle Counter Terrorism Activities	38 hrs
	<b>Electives units (Vocational Skills)</b>	
	• Assist in the Evacuation of Premises	26 hrs
	• Conduct Crowd and Traffic Control	26 hrs
	• Conduct Security Screening	26 hrs
	• Perform Workplace First Aid	26 hrs
	• Deploy Dogs for Security Patrol	26 hrs
	• Manage Disorderly Conduct and Threatening Behaviour	18 hrs
	• Minimise Retail Theft and Loss	26 hrs
	• Perform Convert Retail Security	26 hrs
	• Provide Mobile Patrol Services	18 hrs
	• Operate Basic Security Equipment	14 hrs
	• Handle Enquiries and Requests	22 hrs
	• Perform Security Operations within Legal framework	18 hrs
	• Provide People Protection Services	18 hrs
	• Perform Investigation Activities in Compliance with Legal Requirement	42 hrs
	<b>Elective units (Generic Skills)</b>	
• Provide GEMS Service	20 hrs	
• Solve Problems and Make Decisions at Operations Level	24hrs	
• Comply with Workplace Safety and Health Policies and Procedures	24hrs	
• Communicate and Relate Effectively at the Workplace	24hrs	
• Work in a Team	24hrs	

Qualification	Module	No. of hours
<b>WSQ Higher Certificate in Armed Security Operations (4 Core + 2 Electives units)</b>	<b>Core units</b>	
	• Use of Firearm	50 hrs
	• Apply Police Unarmed Tactics	38 hrs
	• Understand Law and Police Procedures	90 hrs
	• Handle Counter- Terrorism Activities	38 hrs
	<b>Electives units (Vocational Skills)</b>	
	• Perform Cash and/ or Valuable Escort	26 hrs
	• Perform Oversized Cargo Escort	26 hrs
	• Provide Armed Protection of Financial Institutions and Related Businesses	34 hrs
	• Use T- Baton	18 hrs
	• Provide Executive Protection Services	34 hrs
	• Perform Prisoners/ Persons in Custody Escort	56 hrs
	• Provide Armed Perimeter Defence of Prison Institutions at Guard Tower Post	18hrs
	• Conduct Crowd and Traffic Control	26hrs
	<b>Elective units (Generic Skills)</b>	
	• Provide Gems Service	20 hrs
	• Solve Problems and Make Decisions at Operations Level	24 hrs
• Comply with Workplace Safety and Health Policies and Procedures	24 hrs	
• Communicate and Relate Effectively at the workplace	24 hrs	
• Work in a Team	24 hrs	
<b>WSQ Advanced Certificate in Security Supervision (4 Core and 3 Electives units)</b>	<b>Core units</b>	
	• Supervise Security Officers	22 hrs
	• Assess and Address Security Risks	34 hrs
	• Perform Supervisory Duties within Legal Framework	34 hrs
	• Induct Security Personnel	26 hrs
	<b>Electives units (Vocational Skills)</b>	
	• Conduct Operation Briefing and Debriefing	26 hrs
	• Lead and Manage a Team of Security Officers	26 hrs
	• Perform Security Command Centre Activities at Client's Premises	26 hrs
	• Maintain and Preserve CCTV Storage Libraries	18 hrs
	• Deploy Security Equipment	26 hrs
	• Perform Monitoring and Reporting Duties at Central Command Centre	18 hrs
	• Monitor and Review Security Operations	26 hrs
	• Contribute to the Management of Security Incidents	34 hrs
	• Gather Information and Present Evidence	28 hrs
	• Conduct Interview to Collect Information	20 hrs
	• Conduct Surveillance Operations	28 hrs
• Supervise Crowd and Traffic Control Activities	26 hrs	

Qualification	Module	No. of hours
	<b>Elective units (Generic Skills)</b>	
	• Maintain Workplace Safety and Health Policies and Procedure	24 hrs
	• Build Relationships with Customers	30 hrs
	• Implement Continual Improvements in Service Delivery	30 hrs
	• Facilitates Effective Communication and Engagement at the Workplace	24 hrs
	• Facilitate Effective Work Teams	24 hrs
<b>WSQ Diploma in Security Management (5 Core + 3 Electives units)</b>	<b>Core units</b>	
	• Conduct Security Survey	26 hrs
	• Manage Security Operations	42 hrs
	• Manage Security Agency within Legal Framework	50 hrs
	• Assess and Manage Security Risk Control Measures	42 hrs
	• Manage and Resolve Conflict in Security Environment	26 hrs
	• Achieve Work Effectiveness in Security Environment	26 hrs
	<b>Electives units (Vocational Skills)</b>	
	• Manage Recruitment and Selection of Security Personnel	26 hrs
	• Manage Security Business	34 hrs
	• Manage Performance of Security Personnel	18 hrs
	• Develop a Manpower Deployment Plan	42 hrs
	• Prepare & Submit Tender for Security Services	18 hrs
• Manage Security Emergencies	26 hrs	
• Handle Investigation Cases	36 hrs	
• Plan and Implement Security Systems	42hrs	
• Conduct Security Survey	26 hrs	

**Training Providers:**

- Security Industry Institute, Tel: 6225 5744
- NTUC LearningHub Pte Ltd, Tel: 6837 8388



## Annex B – List of tender requirements relating to best sourcing

The table below outlines the complete listing of the tender specification examples that you may wish to incorporate into your tender requirements based on the best sourcing practices adopted.

Note: Tender specifications that are *orange and italicised* refer to advanced practices.

Specifications to support best sourcing	Examples of tender specifications										
<b>1. Scope of work</b>											
Job requirements	The Company wishes to engage a service provider to provide security services for the Company's premises. The premise consists of 5 levels and a carpark in the basement. The premise consists of 1 main lobby where visitors will need to register and exchange for visitor passes. There are three entrants/exits into the building's premise. There are 6 lifts serving the 6 floors (including the basement carpark). The premise is currently installed with CCTVs. The total floor area of the premise is approximately 10000m <sup>2</sup> . A site visit will be conducted on DD/MM/YY to allow service providers to have a better understanding of the tasks involved to ensure that the premise is safe. The estimated headcount is 10, but the tenderer should propose the optimal headcount based on the proposed approach and deployment plan in the tender proposed.										
Performance-based payments	The monthly Contract Price shall be determined by the Tenderer's performance based on the service-level requirements agreed upon. Weekly performance reviews would be conducted and the average score for the month would determine the score and payment for the month. The payment will be on a performance based grading system and on a tiered basis according to the table below: <table border="1" data-bbox="433 1138 885 1334"> <thead> <tr> <th>Score</th> <th>Payment</th> </tr> </thead> <tbody> <tr> <td>&gt;80%</td> <td>= full payment</td> </tr> <tr> <td>&gt;75% to &lt;80%</td> <td>= 90% payment</td> </tr> <tr> <td>&gt;70% to &lt;75%</td> <td>= 80% payment</td> </tr> <tr> <td>&lt;70%</td> <td>= 70% payment</td> </tr> </tbody> </table>	Score	Payment	>80%	= full payment	>75% to <80%	= 90% payment	>70% to <75%	= 80% payment	<70%	= 70% payment
Score	Payment										
>80%	= full payment										
>75% to <80%	= 90% payment										
>70% to <75%	= 80% payment										
<70%	= 70% payment										
Incentives for good performance	<b>Incentive payment:</b> <i>If the Tenderer is able to achieve a score of &gt;90% for 3 consecutive months, an incentive payment amounting to 5% of the monthly contract price will be given to the Tenderer at the end of the 3 consecutive months. The Tenderer is required to propose ways of sharing this incentive with its workers.</i>										

Specifications to support best sourcing	Examples of tender specifications																				
	<p><b>Contract extension:</b> <i>Subject to the Tenderer's performance and fulfilment of all its duties, undertakings and obligations under the Contract, the Company shall have the option (but shall not be obliged) to renew the Contract for a further twelve (12) at the same Contract Price and on the same terms and conditions as those contained in the Contract. The option to renew will be exercised by the Company in agreement with the Tenderer, giving the Tenderer at least two (2) months' notice of renewal. The renewal term shall start from the expiry of the initial term.</i></p> <p><i>The Tenderer shall provide a breakdown of contract price by each year of the contract period, including the twelve (12) months of contract extension. In the event of a contract extension, the Contract would be renewed based on the contract fees quoted by the Tenderers during Tender submission.</i></p>																				
<b>2. Company profile and experience</b>																					
Good track record	<p><b>Financial statements, Registration of business:</b> The Tenderer shall include the following documents in the tender submission:</p> <ol style="list-style-type: none"> <li>A copy of its audited financial statements for the past 3 years</li> <li>Original copy of the information on the latest business profile by the Registry of Companies and Business (Singapore)</li> </ol> <p><b>Proven track record</b> The Tenderer shall include the following documents in the tender submission</p> <ol style="list-style-type: none"> <li>Track record</li> <li>Project references and/or testimonials from previous clients</li> </ol> <p>(Reference checks might be conducted on the references provided by the Tenderer)</p> <p><u>Track record</u> The company requests for the service provider to provide at least three examples of engagements of a similar nature and scale in the following format</p> <table border="1" data-bbox="1766 1399 2527 1576"> <thead> <tr> <th>S/N</th> <th>Name of client</th> <th>Description of work done</th> <th>Contract Price</th> <th>Period of engagement</th> </tr> </thead> <tbody> <tr> <td>1</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>2</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>3</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	S/N	Name of client	Description of work done	Contract Price	Period of engagement	1					2					3				
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2																					
3																					

Specifications to support best sourcing	Examples of tender specifications																																
	<p><u>References and testimonials</u> The Company requests for the service provider to provide at least two references or testimonials from companies that have previously engaged your services:</p> <table border="1"> <thead> <tr> <th colspan="4">References</th> </tr> <tr> <th>S/N</th> <th>Name and designation of contact person</th> <th>Contact Number</th> <th>Organisation</th> </tr> </thead> <tbody> <tr> <td>1</td> <td></td> <td></td> <td></td> </tr> <tr> <td>2</td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th colspan="4">Testimonials</th> </tr> <tr> <th>S/N</th> <th>Testimonial</th> <th>Name and designation</th> <th>Organisation</th> </tr> </thead> <tbody> <tr> <td>1</td> <td></td> <td></td> <td></td> </tr> <tr> <td>2</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	References				S/N	Name and designation of contact person	Contact Number	Organisation	1				2				Testimonials				S/N	Testimonial	Name and designation	Organisation	1				2			
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Grading and accreditation schemes	The Tenderer must be accredited by the Security Industry Regulatory Department (SIRD) with a minimum of 'B' grading."																																
Training and development plans	<p>The Tenderer shall ensure that all staff are equipped with the basic necessary knowledge and skills to dutifully perform their jobs. <i>The Tenderer is required to provide an overview of the training plans in place within the organisation.</i></p> <p>The Tenderer shall ensure that all workers have undergone the following basic training courses prior to deployment (or within 3 months from commencement of Contract) at its own costs:</p> <ol style="list-style-type: none"> <li>i. Senior Security Officers / Security Officers: Obtained two basic licensing units from the WSQ Certificate in Security Operations: <ol style="list-style-type: none"> <li>a) Handling Security Incidents and Services</li> <li>b) Provide Guard and Patrol Services</li> </ol> </li> <li>ii. Security Supervisors: Obtained one licensing unit from WSQ Advanced Certificate in Security Supervision: <ol style="list-style-type: none"> <li>a) Supervise Security Officers</li> </ol> </li> </ol> <p>The Tenderer shall provide documentation (e.g. relevant and required certifications) to demonstrate the competencies and capabilities of the workers.</p> <p>The Tenderer which has additional training plans beyond the above basic skills training listed above will be assessed favourably.</p>																																

Specifications to support best sourcing	Examples of tender specifications
Provision of tools and equipment	<p>The Tenderer shall provide the necessary and appropriate tools and equipment to their workers to perform the required services.</p> <p><i>The Tenderer is required to utilize equipment and tools to enhance the work efficiency and standards to optimise the utilization of labour for work performance and productivity.</i></p> <p><i>The Tenderer shall provide the Company site with, but not limited to, the following tools and equipment for security:</i></p> <ol style="list-style-type: none"> <li>a) Audio / video intercom</li> <li>b) Remote surveillance</li> <li>c) Walkie talkies</li> <li>d) Metal / explosive detectors</li> <li>e) Visitor management system</li> </ol>
Reward programmes	<i>The Tenderer shall list the reward programmes that are in place within the organisation. The Tenderer is required to provide an overview of each of these reward programmes.</i>
<b>3. Additional conditions</b>	
Compliance with employment laws	<p><b>Employment Act:</b> Tenderers are required to comply with Singapore employment laws, such as the Central Provident Fund Act and Employment Act. The Tenderer shall declare whether they comply with the Singapore employment laws, and declare any fines or convictions by the Ministry of Manpower over the last 2 years. Where a breach in employment laws relating to this service contract is found to occur, monetary penalty shall be imposed on the Tenderer. The Company reserves the right to terminate the service contract in the Tenderer if the Tenderer had repeated breaches in employment laws.</p> <p><i>The Company reserves the right to conduct checks to ensure compliance with Singapore's employment laws.</i></p> <p><b>Sub-contracting:</b> The Tenderer shall not sub-contract or assign the Contract without the written approval of the Company. The sub-contractors shall comply with all the terms and conditions that apply to the Tenderer.</p> <p><i>The Company reserves the rights to conduct checks on approved subcontractors to ensure compliance with Singapore's employment laws.</i></p>



Specifications to support best sourcing	Examples of tender specifications
Provision of written contracts	<p>The Tenderer is encouraged to provide written contracts for all their workers.</p> <p><i>The Tenderer shall issue a written employment contract to all workers specifying their basic employment terms and ensure that these terms comply with employment laws. The Tenderer shall provide a sample of employment contract to the Company. The Company reserves the right to conduct periodic checks to ensure compliance with this requirement.</i></p>
Workplace safety and health	<p><b>Workplace Safety and Health:</b></p> <p>The Tenderer shall at all times observe and comply with the Workplace Safety &amp; Health Act, all other applicable laws, regulations and requirements of any government or regulatory authority relating to safety, and shall bear all costs and expenses connected with the observance and compliance of the same.</p> <p>The Tenderer shall be responsible to take all safety precautions to eliminate risk to its Staff, the occupants and visitors in the Company and the general public. The Tenderer shall declare if they have achieved BizSAFE Level 3.</p> <p><i>The Company shall conduct regular monitoring of the Tenderer's Workplace Safety &amp; Health performance. Documentation on compliance with the Workplace Safety &amp; Health Act may be requested by the Company during the course of contract.</i></p> <p><b>Workmen compensation insurance and public liability insurance:</b></p> <p>The Tenderer shall, within fourteen (14) days of receipt of the Letter of Acceptance by the company:</p> <p>Effect and keep in effect at all times during the continuance of the Contract (and any renewal thereof) the following insurance policies (hereinafter collectively referred to as "Insurance Policies"):</p> <ol style="list-style-type: none"> <li>a workmen compensation policy;</li> <li>an insurance policy indemnifying the Company against the Tenderer workmen's compensation liability;</li> <li>a public liability policy effected in the joint names of the Tenderer and the Company for an amount not less than S\$1,000,000 in respect of a single incident and for an unlimited number of claims</li> </ol>

Specifications to support best sourcing	Examples of tender specifications																			
<b>4. Evaluation criteria</b>																				
Price and quality scoring system	<p>This Tender shall be evaluated using the Price-Quality Method (PQM). The Price and Quality criteria are given weightages which are used to compute an overall quantitative score. The total tender price and Quality criteria are fixed at a ratio of 30% for Price and 70% for Quality.</p> <p>The Tenderer must first meet the pre-requisite criteria listed below before being evaluated:</p> <ul style="list-style-type: none"> <li>• Compliance with Workplace Safety and Health Act</li> <li>• Compliance with employment laws</li> <li>• Agree with recourse for non-compliance with employment laws</li> <li>• Agreement to seek approval for sub-contracting</li> <li>• Provided required insured amount for workman compensation</li> <li>• Valid company registration</li> <li>• Provision of written employment contracts</li> <li>• Set requirements for grading and accreditation (e.g At least Clean Mark Silver for cleaning companies or Grade 'B' for security agencies)</li> <li>• Provision of tools and equipment</li> </ul> <p>Please refer to Table below for more details on the evaluation based on PQM:</p> <table border="1"> <thead> <tr> <th colspan="3">Price-Quality Method ("PQM"): To evaluate performance standard</th> </tr> </thead> <tbody> <tr> <td rowspan="2">Price (30%)</td> <td rowspan="2">Cost of services</td> <td>If tender meets buyer's estimated price → 2/3 points of full score given (20%)</td> </tr> <tr> <td>If tender above estimated price → fewer points given (e.g. 15% or 10%)</td> </tr> <tr> <td rowspan="4">Quality (70%)</td> <td>Financial standing</td> <td>Financial standing</td> </tr> <tr> <td>Company profile</td> <td>Public insurance coverage, structured rewards system</td> </tr> <tr> <td>Proven credentials and track record</td> <td>Track record, testimonials, references</td> </tr> <tr> <td>Training / qualifications</td> <td>Basic competency and skill requirements, provision of structured training plans</td> </tr> <tr> <td></td> <td>Proposed approach</td> <td>Contractor to propose approach to be undertaken and to recommend how workers should be deployed and the adoption of mechanisation in tools and equipment</td> </tr> </tbody> </table>	Price-Quality Method ("PQM"): To evaluate performance standard			Price (30%)	Cost of services	If tender meets buyer's estimated price → 2/3 points of full score given (20%)	If tender above estimated price → fewer points given (e.g. 15% or 10%)	Quality (70%)	Financial standing	Financial standing	Company profile	Public insurance coverage, structured rewards system	Proven credentials and track record	Track record, testimonials, references	Training / qualifications	Basic competency and skill requirements, provision of structured training plans		Proposed approach	Contractor to propose approach to be undertaken and to recommend how workers should be deployed and the adoption of mechanisation in tools and equipment
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	Proven credentials and track record	Track record, testimonials, references																		
	Training / qualifications	Basic competency and skill requirements, provision of structured training plans																		
	Proposed approach	Contractor to propose approach to be undertaken and to recommend how workers should be deployed and the adoption of mechanisation in tools and equipment																		

## Annex C – Sample tender requirements

This Annex shows a sample of a basic tender specification that you can use as a reference when drafting your tender requirements.

### Sample tender specifications for Security

#### Purpose of engagement

XYZ Pte Ltd (hereafter known as “The Company”) wishes to engage a service provider (hereafter known as “The Tenderer”) to provide security services for the Company’s premises. The premise consists of 5 levels and a carpark in the basement. The premise consists of 1 main lobby where visitors will need to register and exchange for visitor passes. There are three entrants/exits into the building’s premise. There are 6 lifts serving the 6 floors (including the basement carpark). The premise is currently installed with CCTVs. The total floor area of the premise is approximately 10000m<sup>2</sup>. The estimated headcount is 10, but the tenderer should propose the optimal headcount based on the proposed approach and deployment plan in the tender proposed.

A site visit will be conducted on 26 November 2011 to allow service providers to have a better understanding of the tasks involved to ensure that the premise is safe.

#### Service-level requirements

The outcomes that the Tenderer shall achieve are listed in the table below:

Performance criteria	
<b>Protection of people and property</b>	
1.	Total number of incidents relating to theft each month is less than 5
2.	Total number of incidents relating to unauthorised entries each month is less than 5
3.	Total number of incidents relating to damage to properties each month is less than 5
4.	Total number of non-compliances relating to access control each month is less than 5
5.	Total number of non-compliances relating to management of equipment each month is less than 5
6.	Total number of non-compliances relating to patrol procedures each month is less than 5
7.	Total number of incidents where reporting procedures were not followed each month is less than 5
<b>Security with minimal impingement on access and convenience</b>	
8.	Total number of complaints received each month is less than 5
9.	Overall customer satisfaction from security services is at least 70%
10.	Total number of incidents for bad attitude / not presentable attire each month is less than 5
<b>Sense of security and visible presence</b>	
11.	Total number of unpunctual guards each month is less than 5
12.	Total number of scheduled patrols that were not conducted is less than 5
13.	Total number of incidents each month where guards did not respond within 15 minutes is less than 5

#### Security accreditation

The Tenderer must be accredited by the Security Industry Regulatory Department (SIRD) with a minimum ‘B’ grading.

#### Deployment Plan

The Tenderer is required to study the site and propose a deployment plan, suggesting the optimum number of manpower carry out and complete the required works.

The Tenderer shall arrange working hours and shift patterns etc of the security officers for the Company. The Contractor shall also arrange optimum deployment plan in the event of crisis or pandemic outbreak.

The Tenderer shall advise the Company of any changes or improvement necessary to maintain the security of the Company, including but not limited to the occupants to the Company.

The Tenderer shall ensure that all Staff deployed to perform the Works:

- i. Are employees of the Contractor;
- ii. Are at least twenty-one(21) years of age;
- iii. Are WSQ Certified for both security guards and supervisors
- iv. Possess the level of skill, care, judgement and physical and mental fitness which are necessary to properly perform the Works.

#### Performance reviews

The performance of the Tenderer shall be assessed based on the fulfilment of the service-level requirements listed above.

Checks will be conducted weekly by the Company to assess the performance of the Tenderer. Weekly meetings will also be conducted to review the results of the performance reviews.

#### Contract price

The monthly Contract Price shall be determined by the Tenderer’s performance based on the service-level requirements agreed upon. Weekly performance reviews would be conducted and the average score for the month would determine the score and payment for the month. The payment will be on a performance based grading system and on a tiered basis according to the table below:

Score	Payment
>80%	= full payment
>75% to <80%	= 90% payment
>70% to <75%	= 80% payment
<70%	= 70% payment

An example of the calculation of monthly payment will be:

- Week 1 : 85%
- Week 2: 80%
- Week 3: 90%
- Week 4: 85%

Average: 85%

Based on the table above, the Tenderer will be entitled to the full payment of the monthly contract sum payment.

### Incentive payments

If the Tenderer is able to achieve a score of >90% for 3 consecutive months, an incentive payment amounting to 5% of the monthly contract price will be given to the Contractor at the end of the 3 consecutive months. The Tenderer is required to propose ways of sharing this incentive with its workers.

### Period of contract

The service contract (hereafter known as “The Contract”) shall remain in force for a period of thirty-six (36) months starting on the commencement date specified in the Contract.

Subject to the Tenderer’s performance and fulfilment of all its duties, undertakings and obligations under the Contract, the Company shall have the option (but shall not be obliged) to renew the Contract for a further twelve (12) months in respect of the Company on the same terms and conditions as those contained in the Contract on renewal. The option to renew will be exercised by the Company in agreement with the Tenderer, giving the Tenderer at least to (2) month’s notice of renewal. The renewal term shall start from the expiry of the initial term.

The Tenderer shall provide a breakdown of contract prices for each year of the contract period, including the twelve (12) months of contract extension. In the event of a contract extension, the Contract would be renewed based on the contract fees quoted by the Tenderers during Tender submission.

### Compliance with Singapore’s Employment laws

Tenderers are required to comply with Singapore employment laws, such as the Central Provident Fund Act and Employment Act. The Tenderer shall declare whether they comply with the Singapore employment laws, and declare any fines or convictions by the Ministry of Manpower over the last 2 years. Where a breach in employment laws relating to this service contract is found to occur, monetary penalty shall be imposed on the Tenderer. The Company reserves the right to terminate the service contract in the Tenderer had repeated breaches in employment laws.

The Company reserves the right to conduct checks to ensure compliance with Singapore’s employment laws.

### Workplace Safety and Health

The Tenderer shall at all times observe and comply with the Workplace Safety & Health Act, all other applicable laws, regulations and requirements of any government or regulatory authority relating to safety, and shall bear all costs and expenses connected with the observance and compliance of the same.

The Tenderer shall be responsible to take all safety precautions to eliminate risk to its Staff, the occupants and visitors in the Company and the general public. The Tenderer shall declare if they have achieved BizSAFE Level 3.

The Company shall conduct regular monitoring of the Tenderer’s Workplace Safety & Health performance. Documentation on compliance with the Workplace Safety & Health Act may be requested by the Company during the course of contract.

### Training

The Tenderer shall ensure that all staff are equipped with the basic necessary knowledge and skills to dutifully perform their jobs. The Tenderer is required to provide an overview of the training plans in place within the organisation.

The Tenderer shall ensure that all workers have undergone the following basic training courses prior to deployment (or within 3 months from commencement of Contract) at its own cost:

- i. Senior Security Officers / Security Officers: WSQ Security – Enhanced Basic Security Course or equivalent
- ii. Security Supervisors: WSQ Security – Supervise Security Officers or equivalent

The Tenderer shall provide documentation (e.g. relevant and required certifications) to demonstrate the competencies and capabilities of the workers. The Tenderer which has additional training plans beyond the above basic skills training listed above will be assessed favourably.



## Code of conduct

All staff deployed at the Company are to conduct themselves in a courteous and exemplary manner that reflects the professionalism and good sense of a responsible Cleaner and such behaviours are warranted at all times while in the Company whether on duty or otherwise.

The Tenderer is required to exercise firm control over the conduct of its staff at the Company and shall immediately dismiss from the Company any staff whose continued deployment at the Company would be undesirable.

The Tenderer shall ensure that all the staff complies with the following rules and regulations:

### a) Don'ts

- i. Be in possession of alcohol or prohibited drugs, use or be under the influence of alcohol or narcotics whilst on duty or prior to reporting for duty.
- ii. Sleep or gamble whilst on duty.
- iii. Solicit funds or make personal sales while in the premises.
- iv. Be involved in disorderly conduct, possess, distribute, post or reproduce obscene or lewd materials or literature of any kind.
- v. Be involved in unauthorized use of the Company's property, including personal use of company's telephones, computers and vehicles for personal usage.
- vi. Act in an immoral or indecent manner.
- vii. Use abusive or profane language to employees or others, including fellow colleagues, or otherwise act in a manner unbecoming of a cleaner.
- viii. Bring or allow unauthorised visitors to the Company.
- ix. Tamper with the systems / equipment installed in the Company site.
- x. Smoke inside the building premises.
- xi. Leave the duty posts unattended until properly relieved of their duties.
- xii. Be absent from duty without prior notification.

### b) Dos'

- i. Report for duty punctually
- ii. Be neatly attired in accordance with the Company's standard decorum.
- iii. Keep the guard room clean and tidy at all times.
- iv. Carry out the required duties in a professional manner with pride and honour and without favouritism.
- v. Comply with all instructions, standard operating procedures, rules and regulations.
- vi. Maintain vigilance at all times and observe good safety practices

## Financial stability

The Tenderer shall include the following documents in the tender submission:

- a. A copy of its audited financial statements for the past 3 years
- b. Original copy of the information on the latest business profile by the Registry of Companies and Business (Singapore)

## Track record / Testimonials

The Tenderer shall include the following documents in the tender submission:

- a. Track record
- b. Project references and/or testimonials from previous clients (Reference checks might be conducted on the references provided by the Tenderer).

### Track record

The Company requests for the service provider to provide at least three examples of engagements of a similar nature and scale in the following format:

S/N	Name of client	Description of work done	Contract Price	Period of engagement
1				
2				
3				

### References and testimonials

The Company requests for the service provider to provide at least two references or testimonials from companies that have previously engaged your services:

References			
S/N	Name and designation of contact person	Contact Number	Organisation
1			
2			
Testimonials			
S/N	Testimonial	Name and designation	Organisation
1			
2			

### Workmen compensation insurance and public liability insurance

The Tenderer shall, within fourteen (14) days of receipt of the Letter of Acceptance by the company: Effect and keep in effect at all times during the continuance of the Contract the following insurance policies:

- i. a workmen compensation policy;
- ii. an insurance policy indemnifying the Company against the Tenderer workmen's compensation liability;
- iii. a public liability policy effected in the joint names of the Tenderer and the Company for an amount not less than S\$1,000,000 in respect of an single incident and for an unlimited number of claims

### Approval for sub-contracting

The Tenderer shall not sub-contract or assign the Contract without the written approval of the Company. The sub-contractors shall comply with all the terms and conditions that apply to the Tenderer.

The Company reserves the rights to conduct checks on approved sub-contractors to ensure compliance with Singapore's employment laws.

### Provision of written contracts

The Tenderer is encouraged to provide written contracts for all their workers.

The Tenderer shall issue a written employment contract to all workers specifying their basic employment terms and ensure that these terms comply with employment laws. The Tenderer shall provide a sample of employment contract to the Company. The Company reserves the right to conduct periodic checks to ensure compliance with this requirement.

### Provision of tools and equipment

The Tenderer shall provide the necessary and appropriate tools and equipment to their workers to perform the required services.

### Mechanisation and IT

The Tenderer is required to utilise equipment and tools to enhance the work efficiency and standards to optimise the utilization of labour for work performance and productivity.



The Tenderer shall provide the Company site with, but not limited to, the following equipments for security:

- a) Audio / video intercom
- b) Remote surveillance
- c) Walkie talkies
- d) Metal / explosive detectors
- e) Visitor management system

The Tenderer shall maintain the equipment and tools in good working condition i.e. functioning at 100% at all times with standby equipment and maximum turnaround time if anything happens to it.

The Tenderer shall immediately report any defects or malfunction of any equipment and tools to the Company.



### Evaluation criteria

This Tender shall be evaluated using the Price-Quality Method (PQM). The Price and Quality criteria are given weightages which are used to compute an overall quantitative score. The total tender price and Quality criteria are fixed at a ratio of 30% for Price and 70% for Quality.

The Tenderer must first meet the pre-requisite criteria listed below before being evaluated:

- Compliance with Workplace Safety and Health Act
- Compliance with employment laws
- Agree with recourse for non-compliance with employment laws
- Agreement to seek approval for sub-contracting
- Provided required insured amount for workman compensation
- Valid company registration
- Provision of written employment contracts
- Set requirements for grading and accreditation (e.g At Grade 'B' for security agencies)
- Provision of tools and equipment



Please refer to Table below for more details on the evaluation based on PQM:

Price-Quality Method ("PQM"): To evaluate performance standard		
<b>Price (30%)</b>	<b>Cost of services</b>	If tender meets buyer's estimated price → 2/3 points of full score given (20%) If tender above estimated price → fewer points given (e.g. 15% or 10%) If tender below estimated → more points given, capped at 30%
<b>Quality (70%)</b>	<b>Financial standing</b>	Financial standing
	<b>Company profile</b>	Public insurance coverage, structured rewards system
	<b>Proven credentials and track record</b>	Track record, testimonials, references
	<b>Training / qualifications</b>	Basic competency and skill requirements, provision of structured training plans
	<b>Proposed approach</b>	Contractor to propose approach to be undertaken and to recommend how workers should be deployed and the adoption of mechanisation in tools and equipment

### Termination of the Contract

The Company and the Tenderer shall have the right to terminate the whole or any part of the Contract by giving one (1) month written notice.



## Annex D – List of sample service-level requirements

Determine the desired outcomes for the cleaning services within the organisation by consulting relevant stakeholders which may include Senior Management, operations managers, tenants, and customers.

You may tweak the service-level requirements based on the needs of your organisation. Service-level requirements that are set should be reasonable and achievable by your service providers. You may take references from previous service contracts or existing service-level agreements that your organisation has when setting the service-level requirements.

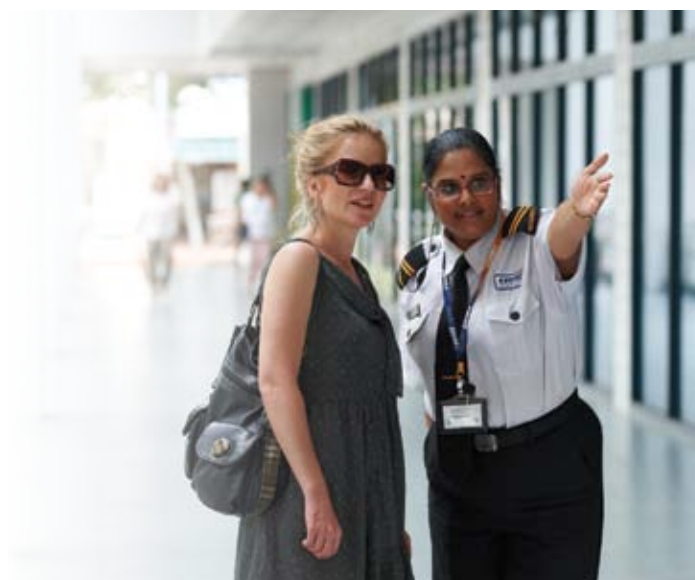
The table below illustrates typical **tasked-based criteria** for security that you may adapt for your organisation:



Performance criteria	
<b>Protection of people and property</b>	
1.	Take down personal details of all visitors
2.	Issue a visitor pass for each visitor
3.	Issue parking slip / label for each car that is visiting
4.	Direct visiting cars to the visitor's carpark
5.	Check for unauthorised materials that are not allowed in the premise
6.	Take down details for lost-and-found items according to procedures
7.	Check CCTV three times a day to ensure that they are in good working conditions
8.	Check fire alarms once a month to ensure that they are in good working conditions
9.	Check smoke detectors once a month to ensure that they are in good working conditions
10.	Check fire extinguisher for the expiry date once every 6 months
11.	Sign-in for any security equipment
12.	Sign-out for any security equipment
<b>Security with minimal impingement on access and convenience</b>	
13.	Greet all customers / visitors / staff in a polite manner
14.	Reply to all queries politely
15.	Direct queries to relevant personnel when he is unable to answer the query
16.	Uniform is worn at all times during period of duty
17.	Uniform is neat and tidy
<b>Sense of security and visible presence</b>	
18.	Patrols are done three times a day
19.	All entries and exits are checked three times a day
20.	Report for duty on time
21.	Report all security infringements to supervisor / management

The table below illustrates typical **outcome-based criteria** for security based on the desired outcome that you may adapt for your organisation:

Performance criteria	
<b>Protection of people and property</b>	
1.	Total number of incidents relating to theft each month is less than 5
2.	Total number of incidents relating to unauthorised entries each month is less than 5
3.	Total number of incidents relating to damage to properties each month is less than 5
4.	Total number of non-compliances relating to access control each month is less than 5
5.	Total number of non-compliances relating to management of equipment each month is less than 5
6.	Total number of non-compliances relating to patrol procedures each month is less than 5
7.	Total number of incidents where reporting procedures were not followed each month is less than 5
<b>Security with minimal impingement on access and convenience</b>	
8.	Total number of complaints received each month is less than 5
9.	Overall customer satisfaction from security services is at least 70%
10.	Total number of incidents for bad attitude / not presentable attire each month is less than 5
<b>Sense of security and visible presence</b>	
11.	Total number of unpunctual guards each month is less than 5
12.	Total number of scheduled patrols that were not conducted is less than 5
13.	Total number of incidents each month where guards did not respond within 15 minutes is less than 5



## Annex E – Draft sample employment contract



This sample contract is designed to help you draft an employment contract. It includes all the essential elements of a typical contract. You may modify it to suit your specific needs and situations. Keep in mind that this document is a starting point and not a finished product. You need to make sure that the actual agreement reflects the relationship between you and your employee.

### Sample Employment Contract

#### 1. Date of Employment

Your first day of work is .....

#### 2. Place of work

.....

#### 3. Job Title

.....

#### 4. Salary

.....

#### 5. Working Days / Hours of work / Overtime

.....

Payment Date: ..... day of every month; by Cash / Cheque / GIRO

4.1	(a) Basic Salary	\$.....
	(b) Other Allowances / Payments in Kind (to itemise)	\$.....
	Gross Salary [ (a) + (b) ]	\$.....
4.2	CPF	
	Employee contribution	....% of gross salary
	Employer contribution	....% of gross salary
4.3	Take Home Salary = Gross Salary – Employee CPF	\$ .....
4.4	If you work overtime, you will be paid:	\$...../per hour of overtime work

**5. Working Days / Hours of work / Overtime**

- 5.1 Working days will be 4/ 5 / 5.5 / 6\* / ..... days a week.
- 5.2 The normal working hours will be from ..... to .....hrs.
- 5.3 Rest day on .....
- 5.4.1 You will earn overtime pay if you work more than 8 hours a day, or 44 hours a week. Total overtime hours should not exceed 72 hours a month.  
OR:
- 5.4.2 MOM has approved the following overtime arrangements: ..... (to be described as per approved arrangement).

**6. Rest Day Work**

6.1 You may be requested to work on a rest day. If you agree to such a request, you will be paid as follows:

6.1.1	≤ ½ the normal daily working hours	1 day’s basic salary
6.1.2	Up to the normal daily working hours	2 day’s basic salary

6.2 You can also request to work on a rest day. If your employer agrees to such a request, you will be paid as follows:

6.2.1	≤ ½ the normal daily working hours	½ day’s basic salary
6.2.2	Up to the normal daily working hours	1 day’s basic salary

**7. Public Holidays**

- 7.1 You will be paid full pay for all official public holidays.
- 7.2 If you work on a public holiday, you will be paid an additional one day’s basic pay and travel allowance for that day (if any).

**8. Annual Leave**

- 8.1 If you have served for at least 3 months, you will be entitled to 7 days of paid leave for the first 12 months of continuous service. For every additional 12 months of continuous service, you will get 1 more day of paid leave, up to a maximum of 14 days.
- 8.2 If you have served more than 3 months of continuous service but have not completed each year of service, the leave entitlement will be pro-rated accordingly. Pro-rated paid leave is computed in proportion to the number of completed months of service in the year.

**9. Sick Leave**

- 9.1 No hospitalisation: Maximum 14 days each year.
- 9.2 If hospitalised: Maximum 60 days (including the 14 days in 9.1) each year.
- 9.3 You will get sick leave after three months of employment. Before that, any sick leave taken will be considered unpaid leave.
- 9.4 You must notify the employer as soon as possible if you are absent on sick leave. You will be required to produce a medical certificate.

**10. Deductions from Remuneration**

The employer may not deduct any monies from the employee’s wage other than those allowed under the Employment Act or ordered by the Court.

**11. Termination of Employment**

Either party can terminate this agreement with **(1 day/1 week/2 weeks/1 month)** written notice or by paying salary in lieu of notice for the relevant period.

**12. Other conditions of employment or benefits**

.....  
.....  
.....  
.....  
.....

**13. General**

- 13.1 Any changes to this agreement will only be valid if they are in writing and have been agreed and signed by both parties.

THIS AGREEMENT SIGNED AT ..... ON THIS ..... DAY OF ..... 20.....

(Signature)  
.....  
Name of Employer:

(Signature)  
.....  
Name of Employee:



## Annex F – Formalised scoring system for PQM

This scoring system is just an example that you may want to consider using. The scoring system is based on a 1 to 4 rating system and should be completed for each service provider and by all members of the evaluation committee.

The evaluation committee members should tick the rating that is most appropriate for each criteria listed for each service provider. Any special points to note or comments should be documented in the last column under 'comments'.

The criteria set out in this formalised scoring system are based on the Bestsourcing practices set out in this step-by-step guidebook. You may change the criteria and rating system based on the tender requirements that you set out. You may also assign different weightages to the criteria based on the needs and requirements of your organisation.

Based on the tender requirements, you should determine what are some of the criteria that are considered 'pre-requisites'. Service providers who fail the pre-requisites would mean that they have not met the basic tender requirements. There would be no need to evaluate these service providers using the formalised scoring system. The pre-requisite criteria may be changed based on the needs and requirements of your organisation

Criteria for pre-requisite are:

- Compliance with Workplace Safety and Health Act
- Compliance with employment laws
- Recourse for non-compliance with employment laws
- Approval for sub-contracting
- Insurance on workman compensation
- Registration of company
- Provision of written employment contracts
- Grading and accreditation
- Provision of tools and equipment



## Scoring system for PQM

Section	Criteria	Rating	Comments
<b>1. Financial standing (10%)</b>	Financial statements for the past 3 years	1 – Service provider is insolvent	
		2 – Service provider shows sign of being possibly financially distressed (making losses in 1 or 2 out of the past 3 years)	
3 – Satisfactory financial status and stability (no loss in the past 2 years)			
4 – Good financial status and stability of service provider (no loss in the past 3 years)			
<b>2. Company profile (10%)</b>	Public liability insurance	1 – No public liability insurance	
		2 – Incomplete documents provided	
3 – Minimal coverage for public liability insurance			
4 – Comprehensive coverage for public liability insurance			
	Structured rewards system (Advanced practice)	1 – Mentioned that they have a structured rewards system but did not provide any details	
		2 – Provided examples of their rewards system in the organisation	
		3 – Provided overview of rewards system (i.e. type, quantum and timing are formally documented)	
		4 – Provided overview of rewards system (i.e. type, quantum and timing are formally documented) and sees rewards as a key component to retain employees	



Section	Criteria	Rating	Comments
<b>3. Proven credentials and track record (15%)</b>	Track record	1 – Did not provide any track records 2 – Provided track records, but none of the track records were of similar nature and capacity of the required services 3 – Had less than 3 track records that were of similar nature and capacity of the required services 4 – Provided at least 3 track records that were of similar nature and capacity of the required services	
	Testimonial / references (based on reference checks and / or on-site visits)	1 – Did not provide references and testimonials 2 – References provided were not happy with the services provided by the service provider / quality of service delivered at on-site visit was not satisfactory 3 – References provided were generally pleased and satisfied with the services provided by the service provider but not willing to recommend the service provider/ generally pleased and satisfied with the observed quality of services on-site 4 – References provided were pleased and satisfied with the services provided by the service provider and the service provider was recommended / quality of services observed on-site were outstanding	



Section	Criteria	Rating	Comments
<b>4. Training / qualifications (25%)</b>	Basic competency and skill requirements	1 – No mention of whether training was provided 2 – Do not provide any form of training for workers 3 – Provided basic training which was either without certifications or did not fulfil what was stated in the requirements 4 – Provided basic training as per what was stated in the requirements	
	Structured training plans (Advanced practice)	1 – Mentioned that they have structured training but did not provide details on training plans 2 – Provision of compulsory training for all new hires 3 – Useful, relevant, and specialised training are provided 4 – Provided a training plan that includes the provision of continuous training, relevant, and specialised training for workers based on training needs analysis conducted / refresher course provided to ensure that workers are always competent to carry out assignments	
<b>5. Proposed approach (40%)</b>	Deployment plan for general approach	1 – Did not provide deployment plan / deployment plan is inadequate in meeting needs of required services 2 – Deployment plan is unable to meet all the needs of the required services 3 – Deployment plan is able to meet needs of required services 4 – Deployment plan is effective in meeting the needs of required services and has included innovative and productive use of manpower and mechanisation	
	Adoption of mechanisation (Advanced practice)	1 – Do not have / provide any mechanised tools and equipment that were listed 2 – Provided a portion of the mechanised tools and equipment listed 3 – Provided all the mechanised tools and equipment listed 4 – Provided all the mechanised tools and equipment and included other mechanised tools and equipment that have been assessed to enhance productivity and efficiency	

Section	Criteria	Rating	Comments
	Overall effectiveness of proposed solution	1 – Proposed approach did not meet basic requirements 2 – Proposed approach fulfilled the basic tender requirements 3 – Proposed approach included value-added services that will lead to improved quality and productivity 4 – Proposed approach included value-added services that are able to distinctively differentiate the service offering among the other service providers	
	Clarifications on tender proposal	1 – Unable to answer questions and/or queries posed 2 – Able to answer approximately 50-60% of the questions and/or queries posed 3 – Able to answer approximately 70-80% of the questions and/or queries posed 4 – Appeared confident and able to answer more than 80% of the questions and/or queries posed	

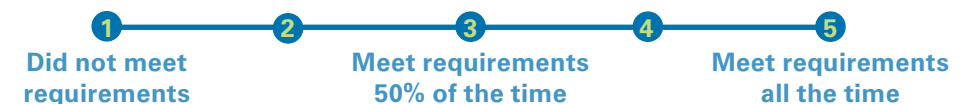
Criteria	Actual score	Computed weightage
1. Financial standing (10%)	/ 4	/10%
2. Company profile (10%)	/ 8	/10%
3. Proven credentials and track record (15%)	/ 8	/15%
4. Training / qualifications (25%)	/ 8	/25%
5. Proposed approach (40%)	/ 16	/40%
<b>Total score:</b>	<b>/ 44</b>	<b>/100%</b>

The total score for each section should be added up and multiplied against the weightage assigned. For example, if the total score obtained for Section 5 is 10/16, the computed weightage would be  $10/16 \times 30\% = 18.75\%$ .

After you have obtained the total computed score based on the scoring system, the score would need to be adjusted based on the weightage you have assigned to the Quality criterion. For example, if you have assigned the Quality criterion to be 70% and the total computed score is 85%, the score to be added to the Price criterion is  $85\% \times 70\% = 59.5\%$ .

## Annex G – Performance reporting checklist

The rating scale for the performance reporting checklist used in this example is as follows:



You may modify the rating system based on the needs of your organisation and service-level requirements.

The points from the performance reporting checklist would be used to determine the payment amount to your service provider. The section on performance-based payment covered in Page 33-34.

### Performance reporting checklist for security

The table below illustrates the performance reporting checklist for security using **task-based requirements**:

Performance criteria		Score
<b>Protection of people and property</b>		
1.	Take down personal details of all visitors	
2.	Issue a visitor pass for each visitor	
3.	Issue parking slip / label for each car that is visiting	
4.	Direct visiting cars to the visitor's carpark	
5.	Check for unauthorised materials that are not allowed in the premise	
6.	Take down details for lost-and-found items according to procedures	
7.	Check CCTV three times a day to ensure that they are in good working conditions	
8.	Check fire alarms once a month to ensure that they are in good working conditions	
9.	Check smoke detectors once a month to ensure that they are in good working conditions	
10.	Check fire extinguisher for the expiry date once every 6 months	
11.	Sign-in for any security equipment	
12.	Sign-out for any security equipment	
<b>Security with minimal impingement on access and convenience</b>		
13.	Greet all customers / visitors / staff in a polite manner	
14.	Reply to all queries politely	
15.	Direct queries to relevant personnel when he is unable to answer the query	
16.	Uniform is worn at all times during period of duty	
17.	Uniform is neat and tidy	
<b>Sense of security and visible presence</b>		
18.	Patrols are done three times a day	
19.	All entries and exits are checked three times a day	
20.	Report for duty on time	
21.	Report all security infringements to supervisor / management	
<b>Total score:</b>		<b>/105</b>

The table below illustrates the performance reporting checklist for security using **outcome-based requirements**:

Performance criteria		Score
<b>Protection of people and property</b>		
1.	Total number of incidents relating to theft each month is less than 5	
2.	Total number of incidents relating to unauthorised entries each month is less than 5	
3.	Total number of incidents relating to damage to properties each month is less than 5	
4.	Total number of non-compliances relating to access control each month is less than 5	
5.	Total number of non-compliances relating to management of equipment each month is less than 5	
6.	Total number of non-compliances relating to patrol procedures each month is less than 5	
7.	Total number of incidents where reporting procedures were not followed each month is less than 5	
<b>Security with minimal impingement on access and convenience</b>		
8.	Total number of complaints received each month is less than 5	
9.	Overall customer satisfaction from security services is at least 70%	
10.	Total number of incidents for bad attitude / not presentable attire each month is less than 5	
<b>Sense of security and visible presence</b>		
11.	Total number of unpunctual guards each month is less than 5	
12.	Total number of scheduled patrols that were not conducted is less than 5	
13.	Total number of incidents each month where guards did not respond within 15 minutes is less than 5	
<b>Total score:</b>		<b>/65</b>



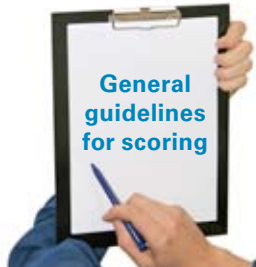
You may consider awarding bonus points for service providers who have exceeded in their performance for the following service-level requirements:

Performance criteria	Criteria for exceeding expectations (2 bonus points for each criteria)	
<b>Protection of people and property</b>		
Total number of incidents relating to theft each month is less than 5	No incidents reported	
Total number of incidents relating to unauthorised entries each month is less than 5	No incidents reported	
Total number of incidents relating to damage to properties each month is less than 5	No incidents reported	
Total number of non-compliances relating to access control each month is less than 5	No non-compliances reported	
Total number of non-compliances relating to management of equipment each month is less than 5	No non-compliances reported	
Total number of non-compliances relating to patrol procedures each month is less than 5	No non-compliances reported	
Total number of incidents where reporting procedures were not followed each month is less than 5	No incidents reported	
<b>Security with minimal impingement on access and convenience</b>		
Total number of complaints received each month is less than 5	No complaints received	
Overall customer satisfaction from security services is at least 70%	Overall customer satisfaction is above 80%	
Total number of incidents for bad attitude / not presentable attire each month is less than 5	No incidents reported	
<b>Sense of security and visible presence</b>		
Total number of unpunctual guards each month is less than 5	All guards were punctual	
Total number of scheduled patrols that were not conducted is less than 5	All scheduled patrols were conducted	
Total number of incidents each month where guards did not respond within 15 minutes is less than 5	No incidents reported	
<b>Total score:</b>		<b>/26</b>
<b>Grand total:</b>		<b>/91</b>

## Annex H – Appraisal Evaluation Checklist

This Appraisal Evaluation Checklist is just an example that you may want to consider using. This Performance Appraisal Checklist that is based on a scoring system ranging from 1 to 3. This checklist is completed by the service buyer and incorporates data from performance reviews as well as additional evaluations to be conducted by the service buyer.

The broad guidelines for scoring used the Appraisal Evaluation Checklist are:



- 1 – Poor performance; performance of service providers did not meet requirements
- 2 – Good performance; performance of service providers have met basic requirements
- 3 – Excellent performance; performance of service providers have exceeded requirements

Criteria	Rating	Comments
Service response time	1 – Requests, enquiries and feedback are not addressed or addressed after a stipulated timeframe 2 – Requests, enquiries and feedback are addressed on time 3 – Requests, enquiries and feedback are addressed well within the stipulated timeframe	
Customer satisfaction	1 – Poor or none. Staff are impolite 2 – Acceptable. Staff are polite and helpful 3 – Staff often go over and beyond the call of duty	
Business integrity	1 – Non-compliances occur frequently 2 – Few non-compliances which are addressed immediately 3 – No non-compliances	
Commitment to training	1 – Staff are never sent for training. 2 – Staff are sent for training on an ad-hoc basis (i.e. due to operational requirements or during off-peak periods) 3 – Guidelines and processes are in place to ensure staff are scheduled on a regular basis for training	
Administrative processes	1 – Little or no processes and resources to manage relevant administration 2 – Some processes and resources to manage relevant administration matters 3 – Extensive processes and resources to track and manage all relevant administration matters	

Criteria	Rating	Comments
Quality control methods and practices	1 – Little or no quality control methods and practices. Methods and practices are not implemented 2 – Some quality control methods and practices or methods and practices are implemented on a limited basis 3 – Extensive set of quality control methods and practices; methods and practices are actively implemented and followed	
Stability of supervisors and staff	1 – Site supervisors change frequently. Many changes to site staff 2 – Low turnover for Supervisors; some turnover in site staff 3 – Low turnover for supervisors and staff	
Communication systems	1 – Poor communication systems. Instructions are often not communicated and staff are generally not aware of instructions from supervisors and management 2 – Instructions are communicated well with few lapses; some guidance may be required 3 – Excellent communication systems. Staff are aware of instructions from supervisors and management; no further guidance from service buyer required	
Flexibility to respond to unexpected demand changes	1 – Service provider is rigid and makes no effort to exhibit flexibility in response to unexpected demand changes 2 – Service provider exhibits flexibility to respond to unexpected demand changes 3 – Service provider goes over and beyond the scope of work to respond to unexpected demand changes	
Safety management systems	1 – Inadequate safety management systems. Definite signs of non-implementation. Unsafe work practices are observed 2 – Acceptable safety management systems. Documentation is complete and safe work practices are observed 3 – Excellent safety management systems. Up to date records and clear signs of implementation	
<b>Total score</b>	<b>/ 30</b>	



Results from the performance appraisal may be used to retain service providers in approved vendor lists, or for extension of contract considerations:

Points	Next Steps
≥ 25 points	Highly recommended as an approved vendor and for re-contracting
20 points – 24 points	Recommended as an approved vendor and for re-contracting
16 points – 19 points	Recommend that service buyer speak to the service provider before proceeding to re-contract or source for another service provider.
10 points – 15 points	Should be removed from approved vendor list and highly recommended that another service provider be engaged




Annexes for  
 .....  
**LANDSCAPING**  
 .....



# Annex.

## Annexes for Landscaping

### Annex A – List of Landscape Workforce Skills Qualifications (WSQ) programmes (as of September 2011)

Please refer to WDA's website for more up-to-date information on the WSQ programmes and training providers.

Qualification	Module	No. of hours
<b>WSQ Certificate in Landscape Operations (7 Core and 3 Elective units)</b>	<b>Core units</b>	
	• Identify Landscape Materials, Horticultural Products, Irrigation Components and Tools Used In the Industry	16 hrs
	• Prepare to Work within the Landscape Industries	16 hrs
	• Safe Use and Handling of Non-Hazardous Chemicals Under Supervision	24 hrs
	• Recognise Plants and their Growth Requirements	24 hrs
	• Recognise Pests, Diseases, Invasive and Noxious Plant Species	24 hrs
	• Improve Soil and Media	16 hrs
	• Workplace Safety and Health – Operations	8 hrs
	<b>Elective units</b>	
	• Plant, Mulch and Maintain Planted Areas	24 hrs
• Prune Plants (not exceeding 3 metres)	24 hrs	
• Maintain Amenity Turf and Open Grassed Spaces	24 hrs	
• Prepare Media for Propagation, Potting or Growing on	16 hrs	
• Produce Plants from Simple Cuttings and Division	24 hrs	
<b>WSQ Higher Certificate in Landscape Operations (Arboriculture) (6 Core, 7 Sector Core and 3 Elective units)</b>	<b>Core units</b>	
	• Identify Plants and their Cultural Needs	24 hrs
	• Identify the Characteristics of Soil and Media	16 hrs
	• Treat Plant Health Disorders	24 hrs
	• Identify and Control Common Pests and Diseases	24 hrs
	• Apply Sustainable Environmental Management Practices at Workplace	8 hrs
	• Workplace Safety and Health - Operations	8 hrs

Qualification	Module	No. of hours
	<b>Sector Core units</b> <ul style="list-style-type: none"> <li>Fell Trees Exceeding 15 metres in Height and Girth 1500mm 32 hrs</li> <li>Perform Above Ground Pruning 24 hrs</li> <li>Perform Tree Access and Aerial Rescue 24 hrs</li> <li>Chainsaw Safety and Maintenance 16 hrs</li> <li>Operate Chainsaws Safety for Ground Work 16 hrs</li> <li>Operate Chainsaw and Mechanical Pruning Equipment at Height 24 hrs</li> <li>Demonstrate First-Aid/CPR Skills 24 hrs</li> </ul> <b>Elective units</b> <ul style="list-style-type: none"> <li>Respond to an Emergency 16 hrs</li> <li>Plant Trees and Palms Exceeding 3 metres in height 24 hrs</li> <li>Lift, Transport and Transplant Large Trees not Exceeding 15 metres in Height 24 hrs</li> </ul>	
<b>WSQ Advanced Certificate in Landscape Supervision (Parks, Reserves and Gardens) (5 Core, 5 Sector Core and 2 Elective units)</b>	<b>Core units</b> <ul style="list-style-type: none"> <li>Classify Plants 24 hrs</li> <li>Implement Soil/Water/Plant Health Management Programme 32 hrs</li> <li>Identify Symptoms and Infestations of Plants and Diseases in Horticultural Situations 24 hrs</li> <li>Implement Environmental Management Practices in the Workplace 24 hrs</li> <li>Workplace Safety and Health - Supervisory 32 hrs</li> </ul> <b>Sector Core units</b> <ul style="list-style-type: none"> <li>Control Risk and Safety Hazards of Sector Specific Practices 24 hrs</li> <li>Implement Inspection and Maintenance Program for Park Assets, playgrounds and Facilities 24 hrs</li> <li>Install and Maintain Specialised Gardens 32 hrs</li> <li>Implement an Amenity Turf Maintenance Program 16 hrs</li> <li>Prepare a Soil Management Plan 24 hrs</li> </ul> <b>Elective units</b> <ul style="list-style-type: none"> <li>Source and Select Softscape and Hardscape Materials 24 hrs</li> <li>Implement a Streetscape Management Plan 24 hrs</li> </ul>	



Qualification	Module	No. of hours
<b>WSQ Advanced Certificate in Landscape Supervision (Landscape Design &amp; Construction) (5 Core, 5 Sector Core and 2 Elective units)</b>	<b>Core units</b> <ul style="list-style-type: none"> <li>Classify Plants 24 hrs</li> <li>Implement Soil/Water/Plant Health Management Programme 32 hrs</li> <li>Identify Symptoms and Infestations of Plants and Diseases in Horticultural Situations 24 hrs</li> <li>Implement Environmental Management Practices in the Workplace 24 hrs</li> <li>Workplace Safety and Health - Supervisory 24 hrs</li> </ul> <b>Sector Core units</b> <ul style="list-style-type: none"> <li>Control Risk and Safety Hazards of Sector Specific Practices 24 hrs</li> <li>Apply Techniques and Craftsmanship to Landscape Design Skills 24 hrs</li> <li>Assess Site Preparation for Design Development 24 hrs</li> <li>Supervise Landscape Project Works 24 hrs</li> <li>Source and Select Softscape and Hardscape Materials 24 hrs</li> </ul> <b>Elective units</b> <ul style="list-style-type: none"> <li>Perform Basic CAD and 2D Drawings 24 hrs</li> <li>Design Horticultural Landscape 24 hrs</li> </ul>	
<b>WSQ Advanced Certificate in Landscape Supervision (Turf, Sports, Gardens and Greens) (5 Core, 5 Sector Core and 4 Elective Units)</b>	<b>Core units</b> <ul style="list-style-type: none"> <li>Classify Plants 24 hrs</li> <li>Implement Soil/Water/Plant Health Management Programme 32 hrs</li> <li>Identify Symptoms and Infestations of Plants and Diseases in Horticultural Situations 24 hrs</li> <li>Implement Environmental Management Practices in the Workplace 24 hrs</li> <li>Workplace Safety and Health - Supervisory 32 hrs</li> </ul> <b>Sector Core units</b> <ul style="list-style-type: none"> <li>Control Risk and Safety Hazards of Sector Specific Practices 24 hrs</li> <li>Install Drainage Systems 32 hrs</li> <li>Install Irrigation Systems 32 hrs</li> <li>Implement Sport Turf Management Plan to Prepare Surface for Play 24 hrs</li> <li>Establish and Renovate Sports Turf 32 hrs</li> </ul> <b>Elective units</b> <ul style="list-style-type: none"> <li>Use Survey Information or Systems 24 hrs</li> <li>Select Chemicals and Biological Agents to Manage Plant 32 hrs</li> <li>Construct Sports Turf Surfaces 24 hrs</li> <li>Supervise Use of Specialised Turf Machinery 24 hrs</li> </ul>	



Qualification	Module	No. of hours
<b>WSQ Diploma in Landscape Management (Arboriculture) (7 Core, 5 Sector Core and 4 Elective units)</b>	<b>Core units</b>	
	• Interpret the Principles of Botany and Plant Physiology as Applied to Horticultural Practices	24 hrs
	• Interpret Soil/Media Amelioration Needs	24 hrs
	• Develop an Integrated Plant and Landscape Health Management Plan	24 hrs
	• Develop an Environmental Management Plan for a Worksite	24 hrs
	• Monitor and Evaluate Developed Budgets	16 hrs
	• Cost and Estimate Product and Services	24 hrs
	• Workplace Safety and Health – Managerial	32 hrs
	<b>Sector Core units</b>	
	• Develop and Manage a Tree Pruning and Maintenance Plan	32 hrs
	• Develop and Manage a Tree Protection and Conservation Plan	24 hrs
	• Develop a Tree Protection and Conservation Program	32 hrs
	• Evaluate and Monitor the Health of Trees, Large Shrubs and Palms	24 hrs
	• Prepare a Risk, Hazard or Emergency Assessment report	16 hrs
	<b>Elective units</b>	
	• Select Plants for Specific Situations or Uses	24 hrs
• Implement and Manage the Machinery and Equipment Operational Plan for an Enterprise	24 hrs	
• Manage Landscape or Horticultural Based Business Operations	32 hrs	
• Recognise and Manage the Implications of legislative Requirements on Industry Management and Work Practices	24 hrs	
<b>WSQ Diploma in Landscape Management (Parks, Reserves and Gardens) (7 Core, 5 Sector Core and 2 Elective units)</b>	<b>Core units</b>	
	• Interpret the Principles of Botany and Plant Physiology as Applied to Horticultural Practices	24 hrs
	• Interpret Soil/Media Amelioration Needs	24 hrs
	• Develop an Integrated Plant and Landscape Health Management Plan	24 hrs
	• Develop an Environmental Management Plan for a Worksite	24 hrs
	• Monitor and Evaluate Developed Budgets	24 hrs
	• Cost and Estimate Product and Services	16 hrs
	• Workplace Safety and Health – Managerial	24 hrs
	<b>Sector Core units</b>	
	• Manage Implementation of Project	40 hrs
	• Develop Water Resources Management Practices	32 hrs
	• Develop and Manage an Amenity Horticulture maintenance Plan	32 hrs
	• Select Plants for Specific Situations and Uses	24 hrs
	• Develop an Integrated Risk and Asset Management Plan	32 hrs

Qualification	Module	No. of hours
	<b>Elective units</b>	
	• Develop and Manage an Open Space Management Plan	32 hrs
	• Develop Streetscape Management Plan	24 hrs
<b>WSQ Diploma in Landscape Management (Landscape Design &amp; Construction) (7 Core, 5 Sector Core and 2 Elective units)</b>	<b>Core units</b>	
	• Interpret the Principles of Botany and Plant Physiology as Applied to Horticultural Practices	24 hrs
	• Interpret Soil/Media Amelioration Needs	24 hrs
	• Develop an Integrated Plant and Landscape Health Management Plan	32 hrs
	• Develop an Environmental Management Plan for a Worksite	24 hrs
	• Monitor and Evaluate Developed Budgets	16 hrs
	• Cost and Estimate Product and Services	24 hrs
	• Workplace Safety and Health – Managerial Sector	24 hrs
	<b>Sector Core units</b>	
	• Accomplish Improvised Design Skills and Presentation Techniques	40 hrs
	• Develop a Comprehensive Landscape Design Portfolio	48 hrs
	• Prepare Concept and Preliminary Plans for Landscape Design Work	24 hrs
	• Prepare Detailed Landscape Design Drawings and Specifications	48 hrs
	• Manage Implementation of Project	40 hrs
	<b>Elective units</b>	
	• Develop Interioscapes and Displays	24 hrs
• Manage Landscape or Horticultural Bases Business Operations	24 hrs	
<b>WSQ Diploma in Landscape Management (Turf, Sports, Garden and Green) (7 Core, 5 Sector Core and 2 Elective units)</b>	<b>Core units</b>	
	• Interpret the Principles of Botany and Plant Physiology as Applied to Horticultural Practices	24 hrs
	• Interpret Soil/Media Amelioration Needs	24 hrs
	• Develop an Integrated Plant and Landscape Health Management Plan	24 hrs
	• Develop an Environmental Management Plan for a Worksite	24 hrs
	• Monitor and Evaluate Developed Budgets	16 hrs
	• Cost and Estimate Product and Services	24 hrs
	• Workplace Safety and Health – Managerial	32 hrs



Qualification	Module	No. of hours
	<b>Sector Core units</b>	
	• Manage Sports Turf Facilities	32 hrs
	• Select Turf for Sports Grounds and Greens	24 hrs
	• Develop a Sports Turf Maintenance Program	
	• Develop, Monitor and Maintain Irrigation and Drainage Systems	24 hrs
	• Implement and Manage the Machinery and Equipment Operational Plan for an Enterprise	32 hrs
	<b>Elective units</b>	
	• Develop Water Resources Management Practices	24 hrs
	• Develop Sports Turf Playing Surfaces Including Drainage and Irrigation System Designs	32 hrs
	• Manage Landscape or Horticultural Based Business Operations	32 hrs
	• Recognise and Manage the Implications of Legislative Requirements on Industry Management and Work Practices	32 hrs
		24 hrs

**Training Provider:**

Centre for Urban Greenery and Ecology (CUGE),  
Tel: 6465 0288



## Annex B – List of tender requirements relating to best sourcing

The table below outlines the complete listing of the tender specification examples that you may wish to incorporate into your tender requirements based on the best sourcing practices adopted.

Note: Tender specifications that are *orange and italicised* refer to advanced practices.

Specifications to support best sourcing	Examples of tender specifications										
<b>1. Scope of work</b>											
Job requirements	The Company wishes to engage a service provider to provide landscaping services for the Company's premises. The Company has garden with a water feature that requires regular maintenance. The total area of the garden together with the water feature is approximately 50m <sup>2</sup> . The garden consists of trees and shrubs of varied species. In addition, there are potted plants along the corridor of every floor (a total of 5 floors) which also requires regular maintenance. A site visit will be conducted on DD/MM/YY to allow service providers to have a better understanding of the tasks involved. The estimated headcount is 10, but the tenderer should propose the optimal headcount based on the proposed approach and deployment plan in the tender proposed.										
Performance-based payments	The monthly Contract Price shall be determined by the Tenderer's performance based on the service-level requirements agreed upon. Weekly performance reviews would be conducted and the average score for the month would determine the score and payment for the month. The payment will be on a performance based grading system and on a tiered basis according to the table below: <table border="1" data-bbox="1768 1113 2221 1309"> <thead> <tr> <th>Score _____</th> <th>Payment</th> </tr> </thead> <tbody> <tr> <td>&gt;80%</td> <td>= full payment</td> </tr> <tr> <td>&gt;75% to &lt;80%</td> <td>= 90% payment</td> </tr> <tr> <td>&gt;70% to &lt;75%</td> <td>= 80% payment</td> </tr> <tr> <td>&lt;70%</td> <td>= 70% payment</td> </tr> </tbody> </table>	Score _____	Payment	>80%	= full payment	>75% to <80%	= 90% payment	>70% to <75%	= 80% payment	<70%	= 70% payment
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>80%	= full payment										
>75% to <80%	= 90% payment										
>70% to <75%	= 80% payment										
<70%	= 70% payment										
Incentives for good performance	<b>Incentive payment:</b> <i>If the Tenderer is able to achieve a score of &gt;90% for 3 consecutive months, an incentive payment amounting to 5% of the monthly contract price will be given to the Tenderer at the end of the 3 consecutive months. The Tenderer is required to propose ways of sharing this incentive with its workers.</i>										



Specifications to support best sourcing	Examples of tender specifications																				
	<p><b>Contract extension:</b>  <i>Subject to the Tenderer's performance and fulfilment of all its duties, undertakings and obligations under the Contract, the Company shall have the option (but shall not be obliged) to renew the Contract for a further twelve (12) at the same Contract Price and on the same terms and conditions as those contained in the Contract. The option to renew will be exercised by the Company in agreement with the Tenderer, giving the Tenderer at least two (2) months' notice of renewal. The renewal term shall start from the expiry of the initial term.</i></p> <p><i>The Tenderer shall provide a breakdown of contract price by each year of the contract period, including the twelve (12) months of contract extension. In the event of a contract extension, the Contract would be renewed based on the contract fees quoted by the Tenderers during Tender submission.</i></p>																				
<b>2. Company profile and experience</b>																					
Good track record	<p><b>Financial statements, Registration of business:</b>            The Tenderer shall include the following documents in the tender submission:            a. A copy of its audited financial statements for the past 3 years            b. Original copy of the information on the latest business profile by the Registry of Companies and Business (Singapore)</p> <p><b>Proven Track Record:</b>            The Tenderer shall include the following documents in the tender submission            a. Track record            b. Project references and/or testimonials from previous clients</p> <p>(Reference checks might be conducted on the references provided by the Tenderer)</p> <p><u>Track record</u>            The company requests for the service provider to provide at least three examples of engagements of a similar nature and scale in the following format</p> <table border="1"> <thead> <tr> <th>S/N</th> <th>Name of client</th> <th>Description of work done</th> <th>Contract Price</th> <th>Period of engagement</th> </tr> </thead> <tbody> <tr> <td>1</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>2</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>3</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	S/N	Name of client	Description of work done	Contract Price	Period of engagement	1					2					3				
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1																					
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Specifications to support best sourcing	Examples of tender specifications																																
	<p><u>References and testimonials</u>            The Company requests for the service provider to provide at least two references or testimonials from companies that have previously engaged your services:</p> <table border="1"> <thead> <tr> <th colspan="4">References</th> </tr> <tr> <th>S/N</th> <th>Name and designation of contact person</th> <th>Contact Number</th> <th>Organisation</th> </tr> </thead> <tbody> <tr> <td>1</td> <td></td> <td></td> <td></td> </tr> <tr> <td>2</td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th colspan="4">Testimonials</th> </tr> <tr> <th>S/N</th> <th>Testimonial</th> <th>Name and designation</th> <th>Organisation</th> </tr> </thead> <tbody> <tr> <td>1</td> <td></td> <td></td> <td></td> </tr> <tr> <td>2</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	References				S/N	Name and designation of contact person	Contact Number	Organisation	1				2				Testimonials				S/N	Testimonial	Name and designation	Organisation	1				2			
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Training and development plans	<p>The Tenderer shall ensure that all staff are equipped with the basic necessary knowledge and skills to dutifully perform their jobs. <i>The Tenderer is required to provide an overview of the training plans in place within the organisation.</i></p> <p>The Tenderer shall ensure that all workers have undergone the following basic training courses prior to deployment (or within 3 months from commencement of Contract) at its own costs:</p> <ol style="list-style-type: none"> <li>i) Landscape workers: WSQ Certificate in Landscape Operations (full qualification)</li> <li>ii) Landscape supervisors: WSQ Advanced Certificate in Landscape Supervision or WSQ Diploma in Landscape Management in the following 5 sub-sectors:             <ul style="list-style-type: none"> <li>• Arboriculture</li> <li>• Landscape Design &amp; Construction</li> <li>• Nursery</li> <li>• Parks Reserves &amp; Gardens</li> <li>• Turf, Sports Grounds &amp; Greens</li> </ul> </li> </ol> <p>The Tenderer shall provide documentation (e.g. relevant and required certifications) to demonstrate the competencies and capabilities of the workers.</p> <p>The Tenderer which has additional training plans beyond the above basic skills training listed above will be assessed favourably.</p>																																



Specifications to support best sourcing	Examples of tender specifications
Provision of tools and equipment	<p>The Tenderer shall provide the necessary and appropriate tools and equipment to their workers to perform the required services.</p> <p><i>The Tenderer is required to utilize equipment and tools to enhance the work efficiency and standards to optimise the utilization of labour for work performance and productivity.</i></p> <p><i>The Tenderer shall provide the Company site with, but not limited to, the following equipments for cleaning:</i></p> <ul style="list-style-type: none"> <li><i>a) Operator mounted motor mower</i></li> <li><i>b) Mechanical lawn edge cutter</i></li> <li><i>c) Motorised shrub / hedge trimmers</i></li> <li><i>d) Motorised spraying machines (for spraying of pesticides)</i></li> </ul>
Reward programmes	<p><i>The Tenderer shall list the reward programmes that are in place within the organisation. The Tenderer is required to provide an overview of each of these reward programmes.</i></p>
<b>3. Terms and conditions</b>	
Compliance with employment laws	<p><b>Employment Act:</b> Tenderers are required to comply with Singapore employment laws, such as the Central Provident Fund Act and Employment Act. The Tenderer shall declare whether they comply with the Singapore employment laws, and declare any fines or convictions by the Ministry of Manpower over the last 2 years. Where a breach in employment laws relating to this service contract is found to occur, monetary penalty shall be imposed on the Tenderer. The Company reserves the right to terminate the service contract in the Tenderer if the Tenderer had repeated breaches in employment laws.</p> <p><i>The Company reserves the right to conduct checks to ensure compliance with Singapore's employment laws.</i></p> <p><b>Sub-contracting:</b> The Tenderer shall not sub-contract or assign the Contract without the written approval of the Company. The sub-contractors shall comply with all the terms and conditions that apply to the Tenderer.</p> <p><i>The Company reserves the rights to conduct checks on approved subcontractors to ensure compliance with Singapore's employment laws.</i></p>

Specifications to support best sourcing	Examples of tender specifications
Provision of written contracts	<p>The Tenderer is encouraged to provide written contracts for all their workers.</p> <p><i>The Tenderer shall issue a written employment contract to all workers specifying their basic employment terms and ensure that these terms comply with employment laws. The Tenderer shall provide a sample of employment contract to the Company. The Company reserves the right to conduct periodic checks to ensure compliance with this requirement.</i></p>
Workplace safety and health	<p><b>Workplace Safety and Health:</b></p> <p>The Tenderer shall at all times observe and comply with the Workplace Safety &amp; Health Act, all other applicable laws, regulations and requirements of any government or regulatory authority relating to safety, and shall bear all costs and expenses connected with the observance and compliance of the same.</p> <p>The Tenderer shall be responsible to take all safety precautions to eliminate risk to its Staff, the occupants and visitors in the Company and the general public. The Tenderer shall declare if they have achieved BizSAFE Level 3.</p> <p><i>The Company shall conduct regular monitoring of the Tenderer's Workplace Safety &amp; Health performance. Documentation on compliance with the Workplace Safety &amp; Health Act may be requested by the Company during the course of contract.</i></p> <p><b>Workmen compensation insurance and public liability insurance:</b></p> <p>The Tenderer shall, within fourteen (14) days of receipt of the Letter of Acceptance by the company:</p> <p>Effect and keep in effect at all times during the continuance of the Contract (and any renewal thereof) the following insurance policies (hereinafter collectively referred to as "Insurance Policies"):</p> <ul style="list-style-type: none"> <li>i) a workmen compensation policy;</li> <li>ii) an insurance policy indemnifying the Company against the Tenderer workmen's compensation liability;</li> <li>iii) a public liability policy effected in the joint names of the Tenderer and the Company for an amount not less than S\$1,000,000 in respect of a single incident and for an unlimited number of claims</li> </ul>

4. Evaluation criteria

Price and quality scoring system

This Tender shall be evaluated using the Price-Quality Method (PQM). The Price and Quality criteria are given weightages which are used to compute an overall quantitative score. The total tender price and Quality criteria are fixed at a ratio of 30% for Price and 70% for Quality.

The Tenderer must first meet the pre-requisite criteria listed below before being evaluated:

- Compliance with Workplace Safety and Health Act
- Compliance with employment laws
- Agree with recourse for non-compliance with employment laws
- Agreement to seek approval for sub-contracting
- Provided required insured amount for workman compensation
- Valid company registration
- Provision of written employment contracts
- Set requirements for grading and accreditation (e.g At least Clean Mark Silver for cleaning companies or Grade 'B' for security agencies)
- Provision of tools and equipment

**Price-Quality Method (iPQM): To evaluate performance standard**

<b>Price (30%)</b>	<b>Cost of services</b>	If tender meets buyer's estimated price -> 2/3 points of full score given (20%) If tender above estimated price -> fewer points given (e.g. 15% or 10%) If tender below estimated -> more points given, capped at 30%
	<b>Quality (70%)</b>	
	<b>Financial standing</b>	Financial standing
	<b>Company profile</b>	Public insurance coverage, structured rewards system
	<b>Proven credentials and track record</b>	Track record, testimonials, references
	<b>Training / qualifications</b>	Basic competency and skill requirements, provision of structured training plans
	<b>Proposed approach</b>	Contractor to propose approach to be undertaken and to recommend how workers should be deployed and the adoption of mechanisation in tools and equipment

Annex C – Sample tender requirements

This Annex shows a sample of a basic tender specification that you can use as a reference when drafting your tender requirements.

Sample tender specifications for Landscaping

Purpose of engagement

XYZ Pte Ltd (hereafter known as "The Company") wishes to engage a service provider (hereafter known as "The Tenderer") to provide cleaning services for the Company's premises. The Company has garden with a water feature that requires regular maintenance. The total area of the garden together with the water feature is approximately 50m<sup>2</sup>. The garden consists of trees and shrubs of varied species. In addition, there are potted plants along the corridor of every floor (a total of 5 floors) which also requires regular maintenance. The estimated headcount is 10, but the tenderer should propose the optimal headcount based on the proposed approach and deployment plan in the tender proposed.

A site visit will be conducted on 26 November 2011 to allow service providers to have a better understanding of the tasks involved.

Service-level requirements

The outcomes that the Tenderer shall achieve are listed in the table below:

Performance criteria	
<b>Safe and pleasant environment</b>	
1.	Length of grass is not longer than 5cm at all times
2.	Tree branches / shrubs are not blocking any important signage or passageways at all times
3.	Soil of plants / shrubs are damp at all times
4.	No signs of weeds around greenery at all times
5.	No signs of infection of wilting for greenery at all times
6.	No visible stains on hardscape at all times
7.	No signs of erosion on hardscape at all times
8.	Overall customer satisfaction is at least 70%
9.	Total number of complaints for each month is less than 5
10.	Total number of incidents for bad attitude / not presentable attire each month is less than 5
<b>No damage to property</b>	
11.	Total number of non-compliance relating to operation procedures each month is less than 5
12.	Total number of non-compliance relating to damage of property each month is less than 5
13.	Total number of incidents where reporting procedures were not followed each month is less than 5

## Deployment Plan

The Tenderer is required to study the site and propose a deployment plan, suggesting the optimum number of workers to carry out and complete the landscaping works.

The Tenderer shall arrange working hours and shift patterns etc of the workers for the Company. The Contractor shall also arrange optimum deployment plan in the event of crisis or pandemic outbreak.

The Tenderer shall advise the Company of any changes or improvement necessary to maintain the landscape pleasantness of the Company, including but not limited to the occupants to the Company. The Tenderer shall ensure that all Staff deployed to perform the Works:

- i. Are employees of the Contractor;
- ii. Are at least twenty-one(21) years of age;
- iii. Are WSO Certified for both workers and supervisors
- iv. Possess the level of skill, care, judgement and physical and mental fitness which are necessary to properly perform the Works.

## Performance reviews

The performance of the Tenderer shall be assessed based on the fulfilment of the service-level requirements listed above.

Checks will be conducted weekly by the Company to assess the performance of the Tenderer. Weekly meetings will also be conducted to review the results of the performance reviews



## Contract price

The monthly Contract Price shall be determined by the Tenderer's performance based on the service-level requirements agreed upon. Weekly performance reviews would be conducted and the average score for the month would determine the score and payment for the month. The payment will be on a performance based grading system and on a tiered basis according to the table below:

Score	Payment
>80%	= full payment
>75% to <80%	= 90% payment
>70% to <75%	= 80% payment
<70%	= 70% payment

An example of the calculation of monthly payment will be:

- Week 1 : 85%
- Week 2: 80%
- Week 3: 90%
- Week 4: 85%

Average: 85%

Based on the table above, the Tenderer will be entitled to the full payment of the monthly contract sum payment.

## Incentive payments

If the Tenderer is able to achieve a score of >90% for 3 consecutive months, an incentive payment amounting to 5% of the monthly contract price will be given to the Contractor at the end of the 3 consecutive months. The Tenderer is required to propose ways of sharing this incentive with its workers.

## Period of contract

The service contract (thereafter known as "The Contract") shall remain in force for a period of thirty-six (36) months starting on the commencement date specified in the Contract.

Subject to the Tenderer's performance and fulfilment of all its duties, undertakings and obligations under the Contract, the Company shall have the option (but shall not be obliged) to renew the Contract for a further twelve (12) months in respect of the Company on the same terms and conditions as those contained in the Contract on renewal. The option to renew will be exercised by the Company in agreement with the Tenderer, giving the Tenderer at least to (2) month's notice of renewal. The renewal term shall start from the expiry of the initial term.

The Tenderer shall provide a breakdown of contract prices for each year of the contract period, including the twelve (12) months of contract extension. In the event of a contract extension, the Contract would be renewed based on the contract fees quoted by the Tenderers during Tender submission.



## Compliance with Singapore's Employment laws

Tenderers are required to comply with Singapore employment laws, such as the Central Provident Fund Act and Employment Act. The Tenderer shall declare whether they comply with the Singapore employment laws, and declare any fines or convictions by the Ministry of Manpower over the last 2 years. Where a breach in employment laws relating to this service contract is found to occur, monetary penalty shall be imposed on the Tenderer. The Company reserves the right to terminate the service contract in the Tenderer had repeated breaches in employment laws.

The Company reserves the right to conduct checks to ensure compliance with Singapore's employment laws.

## Workplace Safety and Health

The Tenderer shall at all times observe and comply with the Workplace Safety & Health Act, all other applicable laws, regulations and requirements of any government or regulatory authority relating to safety, and shall bear all costs and expenses connected with the observance and compliance of the same.

The Tenderer shall be responsible to take all safety precautions to eliminate risk to its Staff, the occupants and visitors in the Company and the general public. The Tenderer shall declare if they have achieved BizSAFE Level 3.

The Company shall conduct regular monitoring of the Tenderer's Workplace Safety & Health performance. Documentation on compliance with the Workplace Safety & Health Act may be requested by the Company during the course of contract.

## Training

The Tenderer shall ensure that all staff are equipped with the basic necessary knowledge and skills to dutifully perform their jobs. The Tenderer is required to provide an overview of the training plans in place within the organisation.

The Tenderer shall ensure that all workers have undergone the following basic training courses prior to deployment (or within 3 months from commencement of Contract) at its own cost:

- i. Landscape workers: WSQ Landscape – Certificate in landscape operations
- ii. Landscape supervisors: WSQ Landscape – Advanced certificate for landscape supervision

The Tenderer shall provide documentation (e.g. relevant and required certifications) to demonstrate the competencies and capabilities of the workers. The Tenderer which has additional training plans beyond the above basic skills training listed above will be assessed favourably.



## Code of conduct

All staff deployed at the Company are to conduct themselves in a courteous and exemplary manner that reflects the professionalism and good sense of a responsible security officer and such behaviours are warranted at all times while in the Company whether on duty or otherwise.

The Tenderer is required to exercise firm control over the conduct of its staff at the Company and shall immediately dismiss from the Company any staff whose continued deployment at the Company would be undesirable.

The Tenderer shall ensure that all the staff complies with the following rules and regulations:

### a) Don'ts

- i. Be in possession of alcohol or prohibited drugs, use or be under the influence of alcohol or narcotics whilst on duty or prior to reporting for duty.
- ii. Sleep or gamble whilst on duty.
- iii. Solicit funds or make personal sales while in the premises.
- iv. Be involved in disorderly conduct, possess, distribute, post or reproduce obscene or lewd materials or literature of any kind.
- v. Be involved in unauthorized use of the Company's property, including personal use of company's telephones, computers and vehicles for personal usage.
- vi. Act in an immoral or indecent manner.
- vii. Use abusive or profane language to employees or others, including fellow colleagues, or otherwise act in a manner unbecoming of a cleaner.
- viii. Bring or allow unauthorised visitors to the Company.
- ix. Tamper with the systems / equipment installed in the Company site.
- x. Smoke inside the building premises.
- xi. Leave the duty posts unattended until properly relieved of their duties.
- xii. Be absent from duty without prior notification.

### b) Dos'

- i. Report for duty punctually
- ii. Be neatly attired in accordance with the Company's standard decorum.
- iii. Keep the guard room clean and tidy at all times.
- iv. Carry out the required duties in a professional manner with pride and honour and without favouritism
- v. Comply with all instructions, standard operating procedures, rules and regulations.
- vi. Maintain vigilance at all times and observe good safety practices

## Financial stability

The Tenderer shall include the following documents in the tender submission:

- a. A copy of its audited financial statements for the past 3 years
- b. Original copy of the information on the latest business profile by the Registry of Companies and Business (Singapore)

## Track record / Testimonials

The Tenderer shall include the following documents in the tender submission:

- a. Track record
- b. Project references and/or testimonials from previous clients (Reference checks might be conducted on the references provided by the Tenderer).

### Track record

The Company requests for the service provider to provide at least three examples of engagements of a similar nature and scale in the following format:

S/N	Name of client	Description of work done	Contract Price	Period of engagement
1				
2				
3				

### References and testimonials

The Company requests for the service provider to provide at least two references or testimonials from companies that have previously engaged your services:

References			
S/N	Name and designation of contact person	Contact Number	Organisation
1			
2			

Testimonials			
S/N	Testimonial	Name and designation	Organisation
1			
2			

## Workmen compensation insurance and public liability insurance

The Tenderer shall, within fourteen (14) days of receipt of the Letter of Acceptance by the company: Effect and keep in effect at all times during the continuance of the Contract the following insurance policies:

- i. a workmen compensation policy;
- ii. an insurance policy indemnifying the Company against the Tenderer workmen's compensation liability;
- iii. a public liability policy effected in the joint names of the Tenderer and the Company for an amount not less than S\$1,000,000 in respect of an single incident and for an unlimited number of claims

## Approval for sub-contracting

The Tenderer shall not sub-contract or assign the Contract without the written approval of the Company. The sub-contractors shall comply with all the terms and conditions that apply to the Tenderer.

The Company reserves the rights to conduct checks on approved sub-contractors to ensure compliance with Singapore's employment laws.

## Provision of written contracts

The Tenderer is encouraged to provide written contracts for all their workers.

The Tenderer shall issue a written employment contract to all workers specifying their basic employment terms and ensure that these terms comply with employment laws. The Tenderer shall provide a sample of employment contract to the Company. The Company reserves the right to conduct periodic checks to ensure compliance with this requirement.

## Provision of tools and equipment

The Tenderer shall provide the necessary and appropriate tools and equipment to their workers to perform the required services.





## Mechanisation and IT

The Tenderer is required to utilise equipment and tools to enhance the work efficiency and standards to optimise the utilization of labour for work performance and productivity.

The Tenderer shall provide the Company site with, but not limited to, the following equipments for landscaping:

- Operator mounted motor mower
- Mechanical lawn edge cutter
- Motorised shrub / hedge trimmers
- Motorised spraying machines (for spraying of pesticides)

The Tenderer shall maintain the equipment and tools in good working condition i.e. functioning at 100% at all times with standby equipment and maximum turnaround time if anything happens to it.

The Tenderer shall immediately report any defects or malfunction of any equipment and tools to the Company.

### Evaluation criteria

This Tender shall be evaluated using the Price-Quality Method (PQM). The Price and Quality criteria are given weightages which are used to compute an overall quantitative score. The total tender price and Quality criteria are fixed at a ratio of 30% for Price and 70% for Quality.

The Tenderer must first meet the pre-requisite criteria listed below before being evaluated:

- Compliance with Workplace Safety and Health Act
- Compliance with employment laws
- Agree with recourse for non-compliance with employment laws
- Agreement to seek approval for sub-contracting
- Provided required insured amount for workman compensation
- Valid company registration
- Provision of written employment contracts
- Provision of tools and equipment



Please refer to Table below for more details on the evaluation based on PQM:

Price-Quality Method ("PQM"): To evaluate performance standard		
Price (30%)	Cost of services	If tender meets buyer's estimated price → 2/3 points of full score given (20%) If tender above estimated price → fewer points given (e.g. 15% or 10%) If tender below estimated → more points given, capped at 30%
	Quality (70%)	
	Financial standing	Financial standing
	Company profile	Public insurance coverage, structured rewards system
	Proven credentials and track record	Track record, testimonials, references
	Training / qualifications	Basic competency and skill requirements, provision of structured training plans
	Proposed approach	Contractor to propose approach to be undertaken and to recommend how workers should be deployed and the adoption of mechanisation in tools and equipment

### Termination of the Contract

The Company and the Tenderer shall have the right to terminate the whole or any part of the Contract by giving one (1) month written notice.



## Annex D – List of sample service-level requirements

### Service-level requirements for landscaping

Determine the desired outcomes for the landscaping services within the organisation by consulting relevant stakeholders which may include Senior Management, operations managers, tenants, and customers.

You may tweak the service-level requirements based on the needs of your organisation. Service-level requirements that are set should be reasonable and achievable by your service providers. You may take references from previous service contracts or existing service-level agreements that your organisation has when setting the service-level requirements.

The table below illustrates typical task-based requirements for landscape that you may adapt for your organisation:

Performance criteria	
<b>Safe and pleasant environment</b>	
1.	Grass is cut once every two weeks
2.	Trees / shrubs are pruned once every two weeks
3.	Plants are watered once every two days
4.	Weeds are removed once every week
5.	Flowers are changed once every two weeks
6.	Fertilisers are used on plants once every week
7.	Hardscape features are washed once a week
8.	Hardscape features are polished once a month
9.	Water for hardscape features are changed once a month
10.	Landscape equipment are used according to safety procedures
11.	Landscape equipment are stored in a safe manner
12.	Greet visitors in a polite manner
13.	Uniform is worn at all times during period of duty
14.	Uniform is neat and tidy
15.	Report for duty on time
<b>No damage to property</b>	
16.	Report all incidents to supervisor / management
17.	Use appropriate landscape equipment
18.	Use appropriate cleaning equipment for hardscape features
19.	Use appropriate cleaning agents for hardscape features
20.	Follow approved landscape procedures

The table below illustrates typical **outcome-based requirements** for landscape based on the desired outcomes stated above that you may adapt for your organisation:

Performance criteria	
<b>Safe and pleasant environment</b>	
1.	Length of grass is not longer than 5cm at all times
2.	Tree branches / shrubs are not blocking any important signage or passageways at all times
3.	Soil of plants / shrubs are damp at all times
4.	No signs of weeds around greenery at all times
5.	No signs of infection or wilting for greenery at all times
6.	No visible stains on hardscape at all times
7.	No signs of erosion on hardscape at all times
8.	Overall customer satisfaction is at least 70%
9.	Total number of complaints for each month is less than 5
10.	Total number of incidents for bad attitude / not presentable attire each month is less than 5
<b>No damage to property</b>	
11.	Total number of non-compliance relating to operation procedures each month is less than 5
12.	Total number of non-compliance relating to damage of property each month is less than 5
13.	Total number of incidents where reporting procedures were not followed each month is less than 5



## Annex E – Draft sample employment contract



This sample contract is designed to help you draft an employment contract. It includes all the essential elements of a typical contract. You may modify it to suit your specific needs and situations. Keep in mind that this document is a starting point and not a finished product. You need to make sure that the actual agreement reflects the relationship between you and your employee.

### Sample Employment Contract

#### 1. Date of Employment

Your first day of work is .....

#### 2. Place of work

.....

#### 3. Job Title

.....

#### 4. Salary

.....

#### 5. Working Days / Hours of work / Overtime

.....

Payment Date: ..... day of every month; by Cash / Cheque / GIRO

4.1	(a) Basic Salary	\$.....
	(b) Other Allowances / Payments in Kind (to itemise)	\$.....
	Gross Salary [ (a) + (b) ]	\$.....
4.2	CPF	
	Employee contribution	....% of gross salary
	Employer contribution	....% of gross salary
4.3	Take Home Salary = Gross Salary – Employee CPF	\$ .....
4.4	If you work overtime, you will be paid:	\$...../per hour of overtime work

#### 5. Working Days / Hours of work / Overtime

5.1 Working days will be 4/ 5 / 5.5 / 6\* / ..... days a week.

5.2 The normal working hours will be from ..... to .....hrs.

5.3 Rest day on .....

5.4.1 You will earn overtime pay if you work more than 8 hours a day, or 44 hours a week. Total overtime hours should not exceed 72 hours a month.

OR:

5.4.2 MOM has approved the following overtime arrangements: ..... (to be described as per approved arrangement).

#### 6. Rest Day Work

6.1 You may be requested to work on a rest day. If you agree to such a request, you will be paid as follows:

6.1.1	≤ ½ the normal daily working hours	1 day's basic salary
6.1.2	Up to the normal daily working hours	2 day's basic salary

6.2 You can also request to work on a rest day. If your employer agrees to such a request, you will be paid as follows:

6.2.1	≤ ½ the normal daily working hours	½ day's basic salary
6.2.2	Up to the normal daily working hours	1 day's basic salary

#### 7. Public Holidays

7.1 You will be paid full pay for all official public holidays.

7.2 If you work on a public holiday, you will be paid an additional one day's basic pay and travel allowance for that day (if any).

#### 8. Annual Leave

8.1 If you have served for at least 3 months, you will be entitled to 7 days of paid leave for the first 12 months of continuous service. For every additional 12 months of continuous service, you will get 1 more day of paid leave, up to a maximum of 14 days.

8.2 If you have served more than 3 months of continuous service but have not completed each year of service, the leave entitlement will be pro-rated accordingly. Pro-rated paid leave is computed in proportion to the number of completed months of service in the year.

## 9. Sick Leave

- 9.1 No hospitalisation: Maximum 14 days each year.
- 9.2 If hospitalised: Maximum 60 days (including the 14 days in 9.1) each year.
- 9.3 You will get sick leave after three months of employment. Before that, any sick leave taken will be considered unpaid leave.
- 9.4 You must notify the employer as soon as possible if you are absent on sick leave. You will be required to produce a medical certificate.

## 10. Deductions from Remuneration

The employer may not deduct any monies from the employee's wage other than those allowed under the Employment Act or ordered by the Court.

## 11. Termination of Employment

Either party can terminate this agreement with **(1 day/1 week/2 weeks/1 month)** written notice or by paying salary in lieu of notice for the relevant period.

## 12. Other conditions of employment or benefits

.....  
.....  
.....  
.....  
.....  
.....  
.....

## 13. General

- 13.1 Any changes to this agreement will only be valid if they are in writing and have been agreed and signed by both parties.

THIS AGREEMENT SIGNED AT ..... ON THIS ..... DAY OF ..... 20.....

(Signature)

.....  
Name of Employer:

(Signature)

.....  
Name of Employee:

## Annex F – Formalised scoring system for PQM

This scoring system is just an example that you may want to consider using. The scoring system is based on a 1 to 4 rating system and should be completed for each service provider and by all members of the evaluation committee.

The evaluation committee members should tick the rating that is most appropriate for each criteria listed for each service provider. Any special points to note or comments should be documented in the last column under 'comments'.

The criteria set out in this formalised scoring system are based on the Bestsourcing practices set out in this step-by-step guidebook. You may change the criteria and rating system based on the tender requirements that you set out. You may also assign different weightages to the criteria based on the needs and requirements of your organisation.

Based on the tender requirements, you should determine what are some of the criteria that are considered 'pre-requisites'. Service providers who fail the pre-requisites would mean that they have not met the basic tender requirements. There would be no need to evaluate these service providers using the formalised scoring system. The pre-requisite criteria may be changed based on the needs and requirements of your organisation.

Criteria for pre-requisite are:

- Compliance with Workplace Safety and Health Act
- Compliance with employment laws
- Recourse for non-compliance with employment laws
- Approval for sub-contracting
- Insurance on workman compensation
- Registration of company
- Provision of written employment contracts
- Grading and accreditation
- Provision of tools and equipment



## Scoring system for PQM

Section	Criteria	Rating	Comments
<b>1. Financial standing (10%)</b>	Financial statements for the past 3 years	1 – Service provider is insolvent 2 – Service provider shows sign of being possibly financially distressed (making losses in 1 or 2 out of the past 3 years) 3 – Satisfactory financial status and stability (no loss in the past 2 years) 4 – Good financial status and stability of service provider (no loss in the past 3 years)	
<b>2. Company profile (10%)</b>	Public liability insurance	1 – No public liability insurance 2 – Incomplete documents provided 3 – Minimal coverage for public liability insurance 4 – Comprehensive coverage for public liability insurance	
	Structured rewards system (Advanced practice)	1 – Mentioned that they have a structured rewards system but did not provide any details 2 – Provided examples of their rewards system in the organisation 3 – Provided overview of rewards system (i.e. type, quantum and timing are formally documented) 4 – Provided overview of rewards system (i.e. type, quantum and timing are formally documented) and sees rewards as a key component to retain employees	



Section	Criteria	Rating	Comments
<b>3. Proven credentials and track record (15%)</b>	Track record	1 – Did not provide any track records 2 – Provided track records, but none of the track records were of similar nature and capacity of the required services 3 – Had less than 3 track records that were of similar nature and capacity of the required services 4 – Provided at least 3 track records that were of similar nature and capacity of the required services	
	Testimonial / references (based on reference checks and / or on-site visits)	1 – Did not provide references and testimonials 2 – References provided were not happy with the services provided by the service provider / quality of service delivered at on-site visit was not satisfactory 3 – References provided were generally pleased and satisfied with the services provided by the service provider but not willing to recommend the service provider/ generally pleased and satisfied with the observed quality of services on-site 4 – References provided were pleased and satisfied with the services provided by the service provider and the service provider was recommended / quality of services observed on-site were outstanding	



Section	Criteria	Rating	Comments
<b>4. Training / qualifications (25%)</b>	Basic competency and skill requirements	1 – No mention of whether training was provided 2 – Do not provide any form of training for workers 3 – Provided basic training which was either without certifications or did not fulfil what was stated in the requirements 4 – Provided basic training as per what was stated in the requirements	
	Structured training plans (Advanced practice)	1 – Mentioned that they have structured training but did not provide details on training plans 2 – Provision of compulsory training for all new hires 3 – Useful, relevant, and specialised training are provided 4 – Provided a training plan that includes the provision of continuous training, relevant, and specialised training for workers based on training needs analysis conducted / refresher course provided to ensure that workers are always competent to carry out assignments	
<b>5. Proposed approach (40%)</b>	Deployment plan for general approach	1 – Did not provide deployment plan / deployment plan is inadequate in meeting needs of required services 2 – Deployment plan is unable to meet all the needs of the required services 3 – Deployment plan is able to meet needs of required services 4 – Deployment plan is effective in meeting the needs of required services and has included innovative and productive use of manpower and mechanisation	
	Adoption of mechanisation (Advanced practice)	1 – Do not have / provide any mechanised tools and equipment that were listed 2 – Provided a portion of the mechanised tools and equipment listed 3 – Provided all the mechanised tools and equipment listed 4 – Provided all the mechanised tools and equipment and included other mechanised tools and equipment that have been assessed to enhance productivity and efficiency	

Section	Criteria	Rating	Comments
	Overall effectiveness of proposed solution	1 – Proposed approach did not meet basic requirements 2 – Proposed approach fulfilled the basic tender requirements 3 – Proposed approach included value-added services that will lead to improved quality and productivity 4 – Proposed approach included value-added services that are able to distinctively differentiate the service offering among the other service providers	
	Clarifications on tender proposal	1 – Unable to answer questions and/or queries posed 2 – Able to answer approximately 50-60% of the questions and/or queries posed 3 – Able to answer approximately 70-80% of the questions and/or queries posed 4 – Appeared confident and able to answer more than 80% of the questions and/or queries posed	

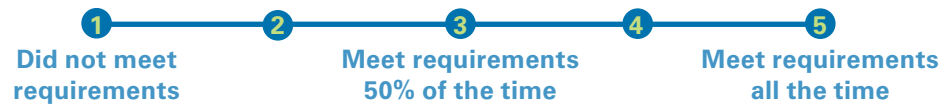
Criteria	Actual score	Computed weightage
1. Financial standing (10%)	/ 4	/10%
2. Company profile (10%)	/ 8	/10%
3. Proven credentials and track record (15%)	/ 8	/15%
4. Training / qualifications (25%)	/ 8	/25%
5. Proposed approach (40%)	/ 16	/40%
<b>Total score:</b>	<b>/ 44</b>	<b>/100%</b>

The total score for each section should be added up and multiplied against the weightage assigned. For example, if the total score obtained for Section 5 is 10/16, the computed weightage would be  $10/16 \times 30\% = 18.75\%$ .

After you have obtained the total computed score based on the scoring system, the score would need to be adjusted based on the weightage you have assigned to the Quality criterion. For example, if you have assigned the Quality criterion to be 70% and the total computed score is 85%, the score to be added to the Price criterion is  $85\% \times 70\% = 59.5\%$ .

## Annex G – Performance reporting checklist

The rating scale for the performance reporting checklist used in this example is as follows:



You may modify the rating system based on the needs of your organisation and service-level requirements.

The points from the performance reporting checklist would be used to determine the payment amount to your service provider. The section on performance-based payment covered in Page 33-34.

### Performance reporting checklist for landscaping

The table below illustrates the performance reporting checklist for landscaping using **task-based requirements**:

Performance criteria		Score
<b>Safe and pleasant environment</b>		
1.	Grass is cut once every two weeks	
2.	Trees / shrubs are pruned once every two weeks	
3.	Plants are watered once every two days	
4.	Weeds are removed once every week	
5.	Flowers are changed once every two weeks	
6.	Fertilisers are used on plants once every week	
7.	Hardscape features are washed once a week	
8.	Hardscape features are polished once a month	
9.	Water for hardscape features are changed once a month	
10.	Landscape equipment are used according to safety procedures	
11.	Landscape equipment are stored in a safe manner	
12.	Greet visitors in a polite manner	
13.	Uniform is worn at all times during period of duty	
14.	Uniform is neat and tidy	
15.	Report for duty on time	
<b>No damage to property</b>		
16.	Report all incidents to supervisor / management	
17.	Use appropriate landscape equipment	
18.	Use appropriate cleaning equipment for hardscape features	
19.	Use appropriate cleaning agents for hardscape features	
20.	Follow approved landscape procedures	
<b>Total score:</b>		<b>/100</b>

The table below illustrates the performance reporting checklist for landscaping using **outcome-based requirements**:

Performance criteria		Score
<b>Safe and pleasant environment</b>		
1.	Length of grass is not longer than 5cm at all times	
2.	Tree branches / shrubs are not blocking any important signage or passageways at all times	
3.	Soil of plants / shrubs are damp at all times	
4.	No signs of weeds around greenery at all times	
5.	No signs of infection or wilting for greenery at all times	
6.	No visible stains on hardscape at all times	
7.	No signs of erosion on hardscape at all times	
8.	Overall customer satisfaction is at least 70%	
9.	Total number of complaints for each month is less than 5	
10.	Total number of incidents for bad attitude / not presentable attire each month is less than 5	
11.	Total number of unpunctual workers each month is less than 5	
<b>No damage to property</b>		
12.	Total number of non-compliance relating to operation procedures each month is less than 5	
13.	Total number of non-compliance relating to damage of property each month is less than 5	
14.	Total number of incidents where reporting procedures were not followed each month is less than 5	
<b>Total score:</b>		<b>/65</b>



You may consider awarding bonus points for service providers who have exceeded in their performance for the following service-level requirements:

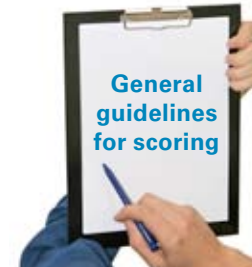
Performance criteria	Criteria for exceeding expectations (2 bonus points for each criteria)
<b>Safe and pleasant environment</b>	
Overall customer satisfaction is at least 70%	Overall customer satisfaction is above 80%
Total number of complaints for each month is less than 5	No complaints received
Total number of incidents for bad attitude / not presentable attire each month is less than 5	No incidents reported
Total number of unpunctual workers each month is less than 5	All workers were punctual
<b>No damage to property</b>	
Total number of non-compliance relating to operation procedures each month is less than 5	No non-compliances reported
Total number of non-compliance relating to damage of property each month is less than 5	No non-compliances reported
Total number of incidents where reporting procedures were not followed each month is less than 5	No incidents reported
<b>Total score:</b>	<b>/14</b>
<b>Grand total:</b>	<b>/79</b>



## Annex H – Appraisal Evaluation Checklist

This Appraisal Evaluation Checklist is just an example that you may want to consider using. This Performance Appraisal Checklist that is based on a scoring system ranging from 1 to 3. This checklist is completed by the service buyer and incorporates data from performance reviews as well as additional evaluations to be conducted by the service buyer.

The broad guidelines for scoring used the Appraisal Evaluation Checklist are:



- 1 – Poor performance; performance of service providers did not meet requirements
- 2 – Good performance; performance of service providers have met basic requirements
- 3 – Excellent performance; performance of service providers have exceeded requirements

Criteria	Rating	Comments
Service response time	1 – Requests, enquiries and feedback are not addressed or addressed after a stipulated timeframe 2 – Requests, enquiries and feedback are addressed on time 3 – Requests, enquiries and feedback are addressed well within the stipulated timeframe	
Customer satisfaction	1 – Poor or none. Staff are impolite 2 – Acceptable. Staff are polite and helpful 3 – Staff often go over and beyond the call of duty	
Business integrity	1 – Non-compliances occur frequently 2 – Few non-compliances which are addressed immediately 3 – No non-compliances	
Commitment to training	1 – Staff are never sent for training. 2 – Staff are sent for training on an ad-hoc basis (i.e. due to operational requirements or during off-peak periods) 3 – Guidelines and processes are in place to ensure staff are scheduled on a regular basis for training	
Administrative processes	1 – Little or no processes and resources to manage relevant administration 2 – Some processes and resources to manage relevant administration matters 3 – Extensive processes and resources to track and manage all relevant administration matters	



Criteria	Rating	Comments
Quality control methods and practices	1 – Little or no quality control methods and practices. Methods and practices are not implemented 2 – Some quality control methods and practices or methods and practices are implemented on a limited basis 3 – Extensive set of quality control methods and practices; methods and practices are actively implemented and followed	
Stability of supervisors and staff	1 – Site supervisors change frequently. Many changes to site staff 2 – Low turnover for Supervisors; some turnover in site staff 3 – Low turnover for supervisors and staff	
Communication systems	1 – Poor communication systems. Instructions are often not communicated and staff are generally not aware of instructions from supervisors and management 2 – Instructions are communicated well with few lapses; some guidance may be required 3 – Excellent communication systems. Staff are aware of instructions from supervisors and management; no further guidance from service buyer required	
Flexibility to respond to unexpected demand changes	1 – Service provider is rigid and makes no effort to exhibit flexibility in response to unexpected demand changes 2 – Service provider exhibits flexibility to respond to unexpected demand changes 3 – Service provider goes over and beyond the scope of work to respond to unexpected demand changes	
Safety management systems	1 – Inadequate safety management systems. Definite signs of non-implementation. Unsafe work practices are observed 2 – Acceptable safety management systems. Documentation is complete and safe work practices are observed 3 – Excellent safety management systems. Up to date records and clear signs of implementation	
<b>Total score</b>	<b>/ 30</b>	

Results from the performance appraisal may be used to retain service providers in approved vendor lists, or for extension of contract considerations:

Points	Next Steps
≥ 25points	Highly recommended as an approved vendor and for re-contracting
20 points – 24 points	Recommended as an approved vendor and for re-contracting
16 points – 19 points	Recommend that service buyer speak to the service provider before proceeding to re-contract or source for another service provider.
10 points – 15 points	Should be removed from approved vendor list and highly recommended that another service provider be engaged





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