

PERFORMANCE IMPROVEMENT PROGRAM - CLASS A OFFICE

	<p>This client occupies a 30+ story Class A architecturally distinct office tower in a prominent location in one of New England's major metropolitan areas. Its tenants include both public and private organizations from around the world. The facility has achieved numerous awards, including LEED EB-Gold, BOMA's Office Building of the Year, ENERGY STAR designation, and an AIA award for Excellence in Architecture. In total this facility encompasses just under 1M rentable square feet and includes many other 'special use' features.</p>
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BACKGROUND

In early 2014 Elliott and this client undertook a benchmark audit exercise to objectively document the cleanliness of this high profile Class A office headquarters facility. The purpose of the benchmark audit was to evaluate and baseline the current *system of cleaning* in order to compare it to industry standards for cleanliness quality, complaints, costs, customer satisfaction, environmental health and operational effectiveness. Following this benchmark audit, Elliott as engaged to assist in the development and implementation of a new performance-based cleaning system, including the a)-creation of the new performance-based Scope of Work, b)-guidance in the issuance of the RFP, c)-review and finalization of the proposed performance-based design solutions, d)-assistance in the final selection of the best program and contractor, and e)-the ongoing Quality Assurance Inspections to document the efficacy of this performance-based janitorial services program.

CLIENT OBJECTIVES

- Establish the baseline for cleanliness and occupant satisfaction with their existing janitorial services program
- Guide the development of a program that incents this client's selected contractor to *continuously improve* their processes and procedures while also rewarding the on site service deliver staff to *continuously improve* their 'work product'
- Formalize objective, achievable and measurable standards for the janitorial services '*outcomes*' in a new Scope of Work
- Implement an ongoing Quality Assurance measurement component that supports all tender objectives
- Establish the Class A standard for cleanliness in the marketplace
- Ensure all required janitorial & facilities services workstreams meet this client's financial, service delivery, best practices goals and diversity guidelines

STRATEGY

The initial benchmark audit was conducted in May 2014 resulting in a cleanliness rating of 82.4% and an occupant satisfaction rating of 86.7% but noted inconsistent procedures, untrained staff and a complicated array of equipment, supplies, equipment, and materials. Many factors contributed to the overall findings, but the end result was the potential to improve cleaning staff productivity through better operational efficiency, and reduce costs under a program that was structured to incent the contractor to achieve clearly defined performance goals.

These findings resulted in a comprehensive Stakeholder review and reset of the targets to be established for a new performance-based agreement, and a timeline for executing a new janitorial services contract.

THE PROCESS

- Review, update & incorporate all existing physical environment plans
- Establish new objective and measurable *performance requirements* to be incorporated into a new janitorial services SOW
- Incorporate a requirement for sharing the majority of any incentive earned with the on-site janitorial services staff
- Create clear, measurable KPIs that are directly tied to the successful bidder's compensation
- Incorporate requirements for quantifiable "best practices" in bidder Design Proposals
- Incorporate requirements for "continuous improvement" processes and "deliverables" in bidder Design Proposals
- Update all contract SOW engagement documents in concert with client's Facilities, Legal & Procurement teams
- Standardize all RFP submission deliverables & protocols (ensuring objectivity in evaluating of each bidder's Design Proposal)
- Establish the evaluation process and metrics for contractor Design Proposal solutions and create an objective, empirical methodology for bidder design proposal evaluation
- Provide detailed evaluation of all Design Proposal submissions with a final *best proposal* recommendation

RESULTS

Elliott's initial benchmark survey led this client to initiate a performance-based SOW tender offer, incorporating a QA Inspections program with Elliott that commenced in 2015 and continued through the end of 2023. During that period, this client's HQ facility's *average cleanliness quality* improved from a baseline of 82.4% to ~90% versus an industry average of 79.9%, *average occupant satisfaction* improved from the baseline of 86.7% to ~90% versus an industry average of 86.9%, and *average adenosine triphosphate (ATP)* readings were consistently in the ~60 RLU range versus an industry average of ~200. In addition, the janitorial services contractor for this client achieved and maintained their level of delivered services at the highest level for this industry segment and shared any incentives earned as a result of consistently exceeding the performance targets *with the on-site services delivery team*.

SUMMARY

Because Elliott's performance-based approach a)-established clear, objective & measurable expectations for the ongoing and sustainable cleanliness of *specific items* within *specific room types*, b)-incorporated a formal, rigorous Quality Assurance inspection program tailored specifically to this client's required 'outcomes', and c)-included Elliott's third party reporting identifying where cleanliness defects occurred as well as whether the root cause was related to the cleaning system or an individual cleaner, all Stakeholders collaborated to create a realistic program that allowed the contractor to not only achieve the required levels of performance, but also regularly earn their performance incentive. Because the contractor's on site management team completely embraced the concept of performance improvements and delivered outcome targets, this client's account team consistently earned the highest cleanliness, occupant satisfaction and continuous improvement scores ever awarded by Elliott, and today continues to set the standard for Class A office performance contracting in the janitorial services space.

About Elliott Affiliates, Ltd.

Elliott Affiliates, Ltd. (EALTD) is an active provider of janitorial consulting, advisory, inspection, and performance management services. Founded in 1973, we were one of the earliest developers of the performance-based cleaning strategy and have reviewed, created, or modified over 530 of these contracts over the years. Elliott Affiliates, Ltd. is a chartered Maryland corporation and a 100% woman-owned business (WBE).

- [*Elliott's RFP/Bid Advisor*](#): Provides buyers with a range of services spanning the RFP process.
- [*Elliott's eSpecX*](#): Makes it easy to create a custom cleaning program, optimized for your best results in minutes.
- [*Elliott's EA-Inspect*](#): Provides custom inspection service app to monitor and improve the performance of your cleaning program.

To schedule a free consultation, please email us at project-admin@ealtd.com