

TENDER REFERENCE NO.: KK/44/2026/JPR(TC)

**MINISTRY OF HEALTH
NEGARA BRUNEI DARUSSALAM**

**THE PROVISION OF HOUSEKEEPING SERVICES AT
TUTONG DIALYSIS CENTRE, DEPARTMENT OF RENAL
SERVICES, MINISTRY OF HEALTH FOR A PERIOD OF
THREE (3) YEARS**

TENDER FEES : \$100.00

RECEIPT NO. :

CLOSING DATE : 28th April 2026

TIME : 2.00 PM

FOA :

**THE CHAIRMAN
MINI TENDER BOARD, TENDER BOX
GROUND FLOOR, MINISTRY OF HEALTH
COMMONWEALTH DRIVE
BANDAR SERI BEGAWAN BB3910
NEGARA BRUNEI DARUSSALAM**

(CLUSTERING)

**INVITATION TO TENDER FOR THE PROVISION OF
HOUSEKEEPING SERVICES FOR TUTONG DIALYSIS CENTRE,
DEPARTMENT OF RENAL SERVICES, MINISTRY OF HEALTH
FOR A PERIOD OF THREE (3) YEARS**

**SECTION 2
SPECIFICATION**

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SCHEDULE A

GOVERNMENT REQUIREMENT

SPECIFICATION

SECTION 2
SPECIFICATION

1. GENERAL

- 1.1. The Ministry of Health seeks a qualified Tenderer to provide safe, reliable, effective, and efficient management of housekeeping services (hereinafter referred to as “the Services”) for **Tutong Dialysis Centre** (hereinafter referred to as “the Centres”).
- 1.2. The duration of the Services shall be **three (3) years**.
- 1.3. The scope of Services for the Centres is listed in **Schedule A**.
- 1.4. The successful Tenderer shall submit **proposed Standard Operating Procedures (SOPs)** that are applicable to the Centres and comply with the requirements of the Ministry of Health, Brunei Darussalam, as set out in **Schedule B** and **Schedule C**.
- 1.5. The Tenderer must be capable of performing **terminal cleaning independently**, without the need for training or supervision from the Centres.
- 1.6. The Tenderer shall submit all **proposed work schedules/timetables** that align with the operational requirements of the Centres.
- 1.7. The Tenderer shall observe and comply with all **infection control guidelines, SOPs, precautions, and codes of practice** issued by the Ministry of Health (MOH).
- 1.8. The Tenderer shall submit its **training programme plan** and **employee training certificates** (for each individual) to the designated Operational Officer within **one (1) month** (30 days) from the commencement date of the Services.
- 1.9. The Tenderer is expected to meet or exceed the **quality standards** required for each functional area as described in **Schedule E**.

2. NON-CONFORMANCE REPORT (NCR)

- 2.1. If the Tenderers fails to comply with any requirement, specification, or standard stated in this **Section 2**, the Centre’s reserves the right to issue a **Non-Conformance Report**

(NCR). The NCR shall clearly state the nature of the non-compliance, the corrective action required, and the timeframe for rectification.

2.2. Upon receipt of an **NCR**, the Tenderers shall:

2.2.1. **Acknowledge** the **NCR** in writing within **two (2) working days**;

2.2.2. **Submit a corrective action plan** within **five (5) working days**, detailing the measures to be taken to resolve the non-conformance; and

2.2.3. **Implement and complete the corrective action** within the agreed timeframe.

2.3. Failure by the Tenderers to take satisfactory corrective action within the stipulated period shall entitle the Centre's to **impose penalties, withhold payment, recover any costs incurred, and/or terminate** the Contract without prejudice to any other rights or remedies available under the Contract or law.

3. SCOPE OF WORK

3.1. The Services shall include the **provision of all required manpower** and related services to **ensure** the **consistent** and **professional** delivery of housekeeping services for the daily operations of the designated dialysis Centre for a period of **three (3) years**, including all premises under their purview.

3.2. The Tenderer shall employ only **qualified personnel** who are proficient in performing assigned tasks and are fluent in both **Malay and English**.

3.3. The Tenderer shall provide **bonded and uniformed personnel** for each shift as required to perform the Services specified in **Schedule F**.

3.4. The placement of housekeeping cleaners and attendants shall be as follows:

NO	LOCATION	NO. OF HOUSEKEEPING CLEANER REQUIRED	NO. OF HOUSEKEEPING ATTENDANT REQUIRED	NO. SUPERVISOR REQUIRED
1	Tutong Dialysis Centre	14	3	1

3.5. The Tenderer shall be **responsible** for **deploying the required number of qualified housekeeping cleaners and attendants** at each specified location throughout the duration of the Contract.

3.6. The Tenderer shall ensure that all personnel engaged under this Contract are **citizens of Brunei Darussalam**, as verified by a **valid yellow-coloured National Identity Card**, with particular emphasis that **all attendants must be local citizens**.

3.7. The Tenderer shall ensure that all personnel assigned to deliver cleaning and attendant Services are **trained** and **competent** to support healthcare workers in a high-dependency or critical care setting.

3.8. **All training costs shall be borne by the Tenderer.**

3.9. The Tenderer shall take **immediate action** to provide **temporary replacements** or **relief staff** to **maintain the full personnel strength** required to deliver the Services satisfactorily.

3.10. The scope of services is detailed in **Schedule D**, comprising the following components:

3.10.1. **Cleaning Services:**

3.10.1.1. General / Typical Services

3.10.1.2. Scheduled / Timetabled Services

3.10.1.3. Specialised Area Cleaning

3.10.1.4. Waste Management

3.10.2. **Attendant Services**

3.10.3. **Facility Management**

3.11. General guidelines and requirements for the Services are outlined in **Schedule D**.

3.12. The Tenderer shall be **liable for any damage** caused by their personnel or equipment and shall bear all costs to make good such damage. The Tenderer shall also be held responsible for any **claims or compensation** arising from their actions or omissions.

3.13. The Tenderer shall meet or exceed the **quality standards** for each functional area as set by the Centres in **Schedule E**, and shall submit **cleaning frequency specifications** for approval by the Centres.

3.14. **Joint inspections** by the Centres' representatives and the Tenderer's representatives shall be conducted on a scheduled and random basis to ensure that the expected quality standards are consistently achieved.

3.15. The Tenderer shall periodically **review and improve its processes and procedures**, incorporating new technologies or innovations as proposed by the Government or as deemed necessary to enhance service delivery.

3.16. When required, the Tenderer shall also provide cleaning services for **common areas within rented spaces** occupied by private vendors (e.g., vending machines, booths, or stalls).

3.17. The Tenderer shall provide housekeeping services for **furniture, equipment, and fixtures** as required by the Centres.

4. WARRANTY

4.1. The Tenderer warrants that it possesses the necessary **manpower, equipment, machinery, materials, skills, and expertise** to deliver the Services to the full satisfaction of the Centres.

5. CONDITION OF PREMISES

- 5.1. The Tenderer is required to **inspect** the Centres' premises and fully acquaint itself with the site **conditions, accessibility, working areas, storage facilities, and any other limitations** that may affect access or performance.
- 5.2. All costs arising from or related to such conditions or limitations shall be deemed to be included in the Tenderer's contract price.

6. JOINT INSPECTIONS

- 6.1. The Centres' and the Tenderer's representatives shall conduct **joint inspections** on a mutually agreed schedule, in addition to the **monthly performance evaluation meetings**. Records of such inspections and meetings shall be documented and submitted to the Centres.
- 6.2. The areas to be inspected during the joint inspections shall include, but are not limited to, the following categories:
- Cleaning;
 - Standard Operating Procedures (SOPs);
 - Supply of materials and consumables;
 - Management;
 - Surveys; and
 - Number of employees.
- 6.3. Inspections shall be conducted **randomly across different categories** according to the approved inspection schedule, which shall be **prepared by the Centres**.
- 6.4. The Tenderer shall be **notified at least two (2) weeks in advance** regarding the inspection areas, date, and time.

6.5. The **results of joint inspections** shall be used to determine **payment eligibility** and performance evaluation. In cases of **non-compliance**, the Government reserves the right to **impose penalties, withhold payments, or take corrective measures** as deemed necessary.

7. QUALITY IMPROVEMENT (QI) PROGRAM

7.1. The Tenderer is required to develop and implement an effective **Quality Assurance (QA) Program** to ensure consistent delivery of services that meet the **expectations of the Centres, regulatory requirements**, and to enhance **process management, service quality, supervision, and operational standards**.

7.2. The Tenderer shall **document and monitor** the implementation and effectiveness of this Quality Improvement (QI) Program.

7.3. To ensure the effectiveness of the QA Program, the Tenderer shall **establish and document monitoring criteria** with a **periodic review system**. The Tenderer shall comply with the **Quality Assurance Criteria** as stated in **Schedule D** and ensure that cleanliness standards are visibly and consistently maintained at all times.

7.4. For each area of operation, the Tenderer shall implement a review system comprising:

- Supervisors reviewing daily work performed by cleaners/attendants and submitting exception reports;
- Supervisors reviewing work on a scheduled periodic basis;
- Management conducting random inspections, reviewing complaints, and taking corrective actions;
- Customer satisfaction surveys conducted periodically with feedback from staff, patients/clients, and visitors; and
- Supervisors performing periodic evaluations of assigned activities in accordance with the Contract.

7.5. The Tenderer shall maintain a **formal reporting and record-keeping system** that includes:

- Frequency of reviews, results, and actions taken (including responsible personnel and timelines);
- A **register of complaints**; and
- A **register of special cleaning requests**.

7.6. The Tenderer shall ensure that its personnel **attend training courses** related to **quality assurance, service improvement, and hygiene standards compliance** as may be organized or required by the Centres.

8. WORK PROGRAM

8.1. The Tenderer shall implement a **Work Program** to ensure that:

- An **efficient and effective roster system** is maintained to ensure compliance with housekeeping standards and adequate staff availability;
- A **comprehensive and up-to-date plan** of all locations and their specific attributes is maintained to ensure that all areas within the Centres are serviced according to their special requirements. The plan shall address **what** is to be done, **where** it is located, **when** it is to be done, and **how** it is to be performed; and
- An **effective quality assurance program** is in place to ensure compliance with housekeeping standards.

8.2. The Tenderer's Manager shall submit **monthly reports** as required by the Centres. These reports shall include, but not be limited to, **staff strength, service analysis and recovery actions (if necessary), training utilization, Quality Improvement (QI) project updates, safety, and waste management statistics**.

- 8.3. The Tenderer's Manager and Supervisor shall conduct **daily random inspections** in addition to joint inspections. Records of these inspections shall be documented and submitted to the Centres as required.
- 8.4. **Joint inspections and meetings** shall be attended by the Tenderer's Manager and representatives of the Centres. Records of such meetings shall be submitted to the Centres.
- 8.5. **Rectification of defective works** rated unsatisfactory shall be completed and ready for **re-inspection within seven (7) days**, or as mutually agreed by both parties.
- 8.6. **Daily and periodic cleaning reports** prepared by the Tenderer's Supervisor shall be collated and submitted to the Centres in a format acceptable to the Centres. These checklist forms shall serve as the basis for **performance evaluation**.
- 8.7. The Tenderer shall establish and maintain **written housekeeping standard practices** that are dated, readily available, regularly reviewed, and approved by authorized representatives of both the Tenderer and the Centres. These practices shall be codified in a **Housekeeping Manual or Code of Practice**.
- 8.8. A copy of the **Housekeeping Manual** shall be submitted to the **Nurse Manager** of each service unit at each Centre. The manual shall include, but not be limited to, the following:
- Procedures and time intervals for routine work;
 - Maintenance of special equipment and materials;
 - Policies and procedures for managing high-risk or infectious areas, including disinfection, and the handling/disposal of toxic and hazardous waste;
 - Specifications highlighting special cleaning requirements for each Centre; and
 - Required qualifications of employees assigned to sterile or restricted areas.

9. CHECKLIST SOPs

- 9.1. The Tenderer shall submit **proposed Standard Operating Procedures (SOPs)** that meet the requirements of the Centres and comply with the frequency guidelines outlined in **Schedule D**. These SOPs shall serve as the basis for **performance evaluation** and for the Tenderer to undertake necessary **corrective actions**. The same SOPs shall also be used during **joint inspections**.
- 9.2. The Tenderer's Supervisor shall ensure that the SOPs are **completed, graded, and signed** by both parties (the Supervisor and the Centres' Officer-in-Charge of the relevant section/unit) within the period specified in **Schedule B**. These completed SOPs shall form part of the **performance evaluation documentation**.
- 9.3. The SOPs shall also be used to determine the **payment due** for services rendered.
- Policies, measures, and procedures for confinement of risky/infective areas and equipment; disinfection processes and handling/ disposal of toxic and hazardous waste;
 - Specifications that highlight special cleaning requirements for each area/ Centres; and
 - Required qualifications of its Employees to identify where sterile conditions apply.

10. REPORTS AND INFORMATION

- 10.1. The Tenderer shall prepare and **submit** the following **documents**, in the format provided by the Centres, following the commencement of the Services:
- Monthly Assessment Reports on the standard of Services provided; and
 - Any other reports or feedback as required from time to time.

10.2. The Tenderer shall **submit** proposals for **service improvement**, incorporating new technologies, processes, and/or procedures, to the Operational Officer of the Centres for consideration.

11.ACCESS TO PREMISES

11.1. The Centres shall provide reasonable access to the Tenderer's personnel for the purpose of delivering the Services.

11.2. **Access to the site** shall be **granted** to the Tenderer's employees with prior approval from the Operational Officer.

11.3. The Tenderer shall **obtain approval** from the relevant department(s) before **conducting services** under special projects or after office hours. The Tenderer shall be **responsible** for **collecting** and **returning keys** to the security office immediately after use.

11.4. The Tenderer shall **notify** the Operational Officer and relevant department(s) of **any addition or replacement** of employees engaged in the Services.

11.5. While performing the Services, the Tenderer and its employees, agents, or subcontractors shall **confine** themselves to the **designated work** areas and **minimize disturbances** to the Centres' operations.

11.6. The Tenderer shall ensure that its employees, agents, or subcontractors **comply** with **all security, safety**, and on-site **regulations** imposed by the Government while at the Centres.

11.7. Prior **approval** must be obtained from the relevant department before **performing housekeeping services after office hours**.

11.8. The Tenderer shall ensure that any keys used for after-hours access are promptly collected and returned to the security office.

12. SECURITY ARRANGEMENT

- 12.1. The Tenderer's personnel shall **leave the Centres immediately** upon request by the Centres or any authorized staff member.
- 12.2. The Tenderer shall establish a **Security Plan** detailing the method of staff registration and tracking using valid work permits. Such records shall be **maintained daily**.
- 12.3. The Tenderer shall ensure that its personnel **do not enter unauthorized areas** within the Centres except as directed by the Centres.
- 12.4. The Tenderer shall ensure that its employees enter the site only for purposes specified in their approved service list, as authorized by the Operational Officer. **Any unapproved entry** may result in **disciplinary action** by the Tenderer. Centres' security personnel reserve the right to remove any personnel found in unauthorized areas immediately.
- 12.5. **For site access**, the Tenderer, its employees, agents, and subcontractors shall be issued **security passes** by the Centres. The Tenderer shall **submit two (2) recent passport-sized photographs** for each person performing the Services.
- 12.6. **Security passes** shall be issued at the Tenderer's **own cost**, if applicable. **Passes must be worn visibly at all times** while on duty. Personnel without visible passes may be challenged by security staff, and a **Non-Conformance Report (NCR)** shall be submitted to the Operational Officer. **Lost or damaged passes** must be **reported immediately** and replaced at the Tenderer's expense, subject to the Centres' approval.
- 12.7. A **replacement fee** may apply for each lost or **damaged pass**, with a **minimum penalty of BND \$10.00 per pass**.
- 12.8. The Tenderer shall issue its own "**Break Time**" passes to employees, to be worn only during approved break periods and with prior approval from the Operational Officer.

12.9. For security purposes, the Tenderer shall provide the Operational Officer with the following details of all personnel at least **one (1) hour** before the commencement of the Services:

- Full name
- Residential address
- Identity Card Number / Passport Number
- Gender
- Citizenship
- Expiry date of work permit (for foreign workers)

12.10. The Tenderer shall immediately report any lost or stolen security passes to the Centres. Failure to comply with these requirements may result in issuance of a **Non-Conformance Report (NCR)** and corrective action.

13.COMMUNICATIONS

13.1. The Tenderer shall ensure that its Supervisor are **equipped with appropriate telecommunication devices**, such as walkie-talkies or wireless phones, to enable immediate and effective communication when required. These devices shall be **maintained in good working condition** at all times to ensure uninterrupted contact during the provision of Services.

14.WORKING HOURS

14.1. The Tenderer shall provide the Services as specified in **Schedule F**, in accordance with the designated shifts stated therein.

14.2. The Tenderer shall ensure adequate staffing for all areas as detailed in **Schedule F** and that all employees comply with the working hours and days established by the Centres.

- 14.3. The Tenderer shall comply with **Section 65 of the Employment Order, 2009**, issued by the Department of Labour, Ministry of Home Affairs, Brunei Darussalam.
- 14.4. The Centres **reserve the right to amend working hours without prior notice** to the Tenderer.
- 14.5. The Tenderer shall ensure that **all employees are present at their designated workstations during working hours.**
- 14.6. The Tenderer shall provide immediate temporary replacements in the event of staff absence to maintain full personnel strength. **Failure to provide replacements within two (2) hours before the start of a shift shall result in non-compliance penalties and payment deductions as stipulated in Clause 6 and the Tender Form.**
- 14.7. The Tenderer shall **submit weekly** duty rosters for employee deployment to the Centres' Operational Officer. **Any changes to the roster** must be **immediately reported** to the Operational Officer.
- 14.8. The Tenderer shall make necessary **allowances for additional costs** if employees are required to **work outside normal hours during emergencies, disasters**, or as otherwise requested by the Centres.
- 14.9. The Tenderer may be **required to perform** floor polishing or similar work **after office hours** to **minimize disruption** to the public.
- 14.10. All adjustments, including **extra working hours** and **after-hours tasks**, shall be **coordinated and approved** by the Centres' Operational Officer, with corresponding allowances or expenses accommodated by the Tenderer.

15. PERSONNEL

- 15.1. The Tenderer shall provide and employ an **adequate number of qualified employees** to perform the Services as detailed in **Schedule F**, including all required staff categories.
- 15.2. All employees shall possess the **necessary skills and experience** to perform their assigned duties and shall be employed solely for the purpose of delivering the Services.
- 15.3. The Tenderer shall ensure that all staff **receive training immediately upon recruitment**, and such training must be **completed prior to the commencement** of the Services.
- 15.4. The Tenderer shall ensure that staff training **meets international housekeeping standards** and that all employees **possess valid training certificates**.
- 15.5. The Tenderer shall take reasonable measures to ensure that all employees maintain **high moral and ethical standards**. The Government reserves the right, at its sole discretion, to **require the replacement** of any employee whose performance or conduct is deemed unsatisfactory or incompatible with the objectives of the contract.
- 15.6. The Tenderer shall provide a **complete list of all workers** to the Centres' Operational Officer for monitoring and security purposes.

16. SUPERVISOR

- 16.1. The Tenderer shall provide experienced and competent supervisors who are fluent in **Malay and English**, to be **deployed exclusively** for the provision of the Services and stationed full-time at the site.
- 16.2. The Supervisor shall be capable of making decisions **on behalf of the Tenderer** and shall act in a purely supervisory and administrative capacity.

- 16.3. The appointed Supervisor shall be engaged exclusively by the Tenderer and shall be stationed on-site. The Supervisor shall not, under any circumstances, undertake any cleaning duties.
- 16.4. Approval for the replacement of the Supervisor must be obtained from the **Operational Officer** in the event of medical leave, annual leave, or other absences. Replacement personnel shall **not be selected from the existing staff strength**.
- 16.5. The Tenderer's Supervisor shall be present at the Centres **at all times during working hours** and be in charge of all work carried out on behalf of the Tenderer. The Tenderer shall enforce strict discipline and good conduct among its employees and ensure adherence to all approved SOPs.
- 16.6. The Tenderer shall submit the **CVs, basic duties and responsibilities** of the Supervisor, Assistant Supervisor, Cleaners, and Attendants, ensuring alignment with the Centres' job descriptions for each role.
- 16.7. The Supervisor may be contacted by the Centres' Operational Officer **outside normal working hours**, when necessary, at no additional cost to the Government.
- 16.8. The Supervisor must respond to any call from the Centres' Operational Officer **within ten (10) minutes** upon receipt of the call, **24 hours a day, seven (7) days a week**, when required.
- 16.9. The **minimum and basic criteria** for the Supervisor assigned to the Site shall be as follows:
- 16.9.1. Able to speak and write fluently in **Malay and English**;
- 16.9.2. Of sound and alert mind, and physically fit for supervisory duties;
- 16.9.3. Holds a **certificate in housekeeping or related training**;
- 16.9.4. Good eyesight, hearing, and overall health;

- 16.9.5. **Non-smoker;**
- 16.9.6. **Polite** and **tactful** in dealing with the general public, diplomats, delegates, and Ministry of Health personnel;
- 16.9.7. Able to **understand, communicate, and apply written and verbal instructions, rules, and regulations** in both **Malay and English;**
- 16.9.8. Able to write clear and concise reports;
- 16.9.9. Possesses **rational judgment, courage, alertness, and emotional stability;**
- 16.9.10. Able to **maintain composure and self-control** during stressful or emergency situations, such as fires, evacuations, or disturbances;
- 16.9.11. **Punctual, dependable, tactful, and able to work effectively** with others. The Supervisor will be in daily contact with the Site representative.

17. MEDICAL SCREENING

- 17.1. The Tenderer shall ensure that **all employees** have **undergone comprehensive medical screening** and are **certified as medically fit** to perform their assigned duties. **Medical fitness certification** must be obtained from a **recognized medical practitioner or institution** prior to the commencement of services.

18. REMOVAL OF PERSONNEL

- 18.1. The Centres reserve the right to **remove or request the replacement** of any of the Tenderer's personnel who, in the opinion of the Centres, **are misbehaving, negligent, or incompetent** in the performance of their duties.

19. SALARY STRUCTURE AND ALLOWANCES

- 19.1. The Tenderer shall ensure that all employees under this Contract are paid a **minimum basic salary** of not less than **BND500 per month**, subject to appropriate salary differentiation based on job level and responsibilities. The **minimum salary** structure **shall be applied according to the respective categories of staff**, namely

Supervisor, Attendant, and Cleaner, with higher responsibilities warranting correspondingly higher basic salary rates.

- 19.2. The Tenderer shall ensure that wages are paid not later than the **7th day of the following month**, and each employee shall receive a written or electronic payslip detailing salary, deductions, and contributions.
- 19.3. All employees shall be entitled to benefits in accordance with **the Employment Order, 2009**, and other relevant labour regulations enforced by the **Labour Department of Brunei Darussalam**.
- 19.4. The Tenderer shall **provide overtime, public holiday, and rest day payments** in compliance with prevailing labour laws.
- 19.5. The Tenderer shall ensure all payments to employees are made directly into their respective **bank accounts** and maintain proper records for verification by the Centres' Operational Officer or authorised representatives.
- 19.6. No deductions shall be made from employees' wages other than those **authorised by law** or with the **written consent** of the employee.
- 19.7. The Tenderer shall ensure that all foreign employees receive wages and entitlements **equal to or greater than** those of local employees performing similar duties.
- 19.8. Any failure to comply with the salary and welfare requirements stated herein shall constitute a **material breach of contract** and may result in financial penalties or termination of the Contract.

20. EMPLOYMENT OF ILLEGAL WORKERS

- 20.1. The Tenderer shall **not employ illegal foreign workers** and shall ensure that all subcontractors comply with this requirement.

20.2. All **foreign workers employed** by the Tenderer **must possess valid employment passes** in accordance with the laws of Brunei Darussalam.

21. TRAINING AND DEVELOPMENT

21.1. The Tenderer shall provide **training** for all employees in accordance **with international standards before deployment to the Centres**, with prior approval from the Operational Officer.

21.2. The Tenderer shall engage a **qualified trainer, at its own cost, to conduct training in cleaning practices and attendant services.**

21.3. All necessary **training equipment** and manuals shall be provided and **maintained by the Tenderer at its own expense.**

21.4. The Centres **reserve the right to require** any of the Tenderer's personnel **to undergo retraining if deemed incompetent.**

21.5. All **costs incurred** for retraining or replacement during the retraining period shall be **borne by the Tenderer.**

22. CUSTOMER RELATION TRAINING

22.1. The Tenderer shall ensure that **all personnel undergo Customer Relations Training to maintain professionalism** when **interacting with patients, caregivers, visitors, and Centre staff.** This training shall include, **but not be limited to:**

22.1.1. **Effective communication skills**, including polite greetings, clear responses, and respectful tone.

22.1.2. **Handling difficult situations**, such as patient anxieties, complaints, or service delays, in a calm and professional manner.

22.1.3. **Maintaining patient confidentiality** at all times in accordance with Ministry policies.

22.1.4. **Professional behaviour and appearance**, reflecting the standards of the Renal Centres.

22.1.5. **Cultural sensitivity**, ensuring respectful interactions in a multi-cultural environment.

22.1.6. **Understanding patient vulnerability**, especially for dialysis patients who may have mobility limitations or require additional emotional care.

22.2. **Refresher courses** in Customer Relations **may be required periodically**, and the Tenderer shall bear all associated costs.

23. SAFETY AND HYGIENE

23.1. The Tenderer shall **ensure** that its employees, agents, or subcontractors **take all reasonable steps** to safeguard their **own safety** and that of others who may be affected by their actions or omissions.

23.2. The Tenderer shall **comply with all current laws and regulations** relating to safety and hygiene while performing the Services, **taking all necessary precautions** to ensure the safety of its staff, the Centres' staff and property, and the general public.

23.3. The Tenderer shall **protect its employees** at the workplace from **health hazards** by:

- i. **Establishing safe work** practices and a **safe environment**;
- ii. Ensuring employees injured at work have access to medical attention and rehabilitation;
- iii. Placing employees in roles suitable to their physiological capabilities;

- iv. Providing personal protective equipment (PPE); and
- v. Ensuring employees are medically insured.

23.4. Employees are **responsible for actively minimizing workplace hazards and risks**.

23.5. The **Centres shall not be liable** for any actions, omissions, negligence, or misconduct of the Tenderer's employees, agents, or subcontractors, nor for any insurance coverage required for the execution of the Services.

23.6. Signboards and barriers must be erected and maintained during work that may endanger staff, patients, or the public. Signage must be clear, visible, and include terms such as "**DANGER**" or "**BAHAYA**", "**CAUTION WET FLOOR**" or "**AWAS LANTAI BASAH**", as appropriate.

23.7. The Tenderer shall **comply with all instructions, policies, and regulations** issued by the Centres relating to safety and hygiene.

23.8. The Tenderer shall **submit a proposed List of Safety Measures** for Work for approval.

23.9. The Tenderer shall **bear all costs** for treatment in case of workplace injuries.

23.10. The Tenderer shall implement a **regular inspection program** by supervisory staff, covering:

- i. Correct labelling and signage;
- ii. Correct handling and application of chemicals;
- iii. Proper use of PPE;
- iv. Up-to-date Material Safety Data Sheets (MSDS); and
- v. Security of the work site.

23.11. Inspection program reports shall be documented and available for review.

23.12. Any **damage** or **pilferage** of Centres property due to the Tenderer's employees' carelessness will **be recoverable** from the Tenderer's bill. Materials issued to the Tenderer shall remain the Tenderer's responsibility throughout the contract period.

23.13. All **accidents** and **incidents** must be **reported to the Centres'** Operational Officer. The Tenderer shall investigate reported incidents to ensure safe work practices are maintained. A proactive approach must be taken to prevent future accidents.

23.14. A **basic first aid kit** must be **provided at each worksite** at the Tenderer's cost.

24. UNIFORM

24.1. All employees shall be neatly attired in **clean, well-pressed, and proper uniforms** at all times while on duty.

24.2. Uniforms shall be provided **at the Tenderer's own cost** and must be of **durable, comfortable, and professional quality** suitable for the working environment.

24.3. The **design, colour, material, and logo placement** of all uniforms shall be **subject to approval by the Centres** prior to use.

24.4. **Different uniform types or colours** shall clearly distinguish **Supervisors, Assistant Supervisors, Cleaners,** and Attendants for easy identification.

24.5. Employees shall maintain a **professional appearance** at all times. The following requirements apply:

- Uniforms must be **clean and free from stains, tears, or damage.**
- **Jeans, T-shirts, or casual attire** are strictly prohibited.

- Only **closed-toe, non-slip black shoes** or other footwear approved by the Centres shall be worn.
- **Head coverings (if any)** must be neat and of a plain, matching colour.
- **Jewellery and accessories** shall be minimal and non-obtrusive for safety and professionalism.
- **Personal hygiene** shall be maintained at all times, including clean hands, trimmed nails, and tidy grooming.

24.6. The Tenderer shall ensure that uniforms are replaced as necessary due to wear and tear to maintain a consistent and professional image.

24.7. The Government reserves the right to instruct the Tenderer to replace or discipline any employee who fails to comply with the prescribed dress code or appears in an untidy or unprofessional manner.

25. LOCKERS FOR PERSONNEL

25.1. The Tenderer shall provide lockers for employees at its own cost. The Centres will provide the space for locker installation.

26. EQUIPMENT, TOOLS AND CHEMICALS TO BE USED

26.1. The Tenderer is responsible for **procuring and providing, at its own expense**, all **necessary equipment, tools, chemicals**, and **materials** according to the required standards and specifications for the efficient provision of the Services.

26.2. A list of all proposed equipment to be used in the provision of the Services, together with the manufacturer's brochure(s), **shall be submitted in accordance with the requirements** of the Centres and the Ministry of Health, Brunei Darussalam.

26.3. The Tenderer shall ensure that an **adequate supply of consumables**, as set out in **Schedule G**, is provided in the dialysis areas, toilets, and other areas specified in the Centres throughout the Contract period.

26.4. The Tenderer is required to submit a list indicating the brand, quality, and quantity of products/materials intended for use in the format set out in **Section 3** of this Invitation to Tender.

26.5. The Tenderer shall ensure that all **chemicals used** are **safe** and **comply** with national standards, and shall be applied according to technical specifications. For chemicals requiring dilution, the correct dilution ratio and method of application must be clearly indicated.

26.6. Chemicals to be used must meet the following standards:

- i. **Disinfectants for isolation and high-risk areas** – must meet international standards against bacteria, viruses, fungi, and spores, and be suitable for environmental surfaces and medical equipment.
- ii. **Neutral detergents** – for general cleaning of the Centers.
- iii. **Toilet cleaners** – must meet international standards, with a pH level compatible with the drainage system.
- iv. **Multi-purpose cleaners** – suitable for all hard floors and vinyl surfaces, complying with international standards. Damages caused by improper use may void flooring warranties.
- v. **Floor strippers** – specific to hard and vinyl floors to prevent staining or discoloration.
- vi. **Floor polishes** – emulsion type suitable for hard and vinyl floors.

vii. **Stainless steel cleansers** – suitable for metal/chrome fittings; pH must prevent corrosion.

viii. **Carpet cleaning solutions** – suitable for all carpeted areas.

26.7. The standards for toilet requisites and handwashing areas:

26.7.1. Removal, supply, and installation (if required) of:

26.7.1.1. Liquid soap dispensers

26.7.1.2. Toilet roll holders

26.7.1.3. Hand paper dispensers

26.7.2. Adequate supply of:

26.7.2.1. Paper towels – pulp, 3-ply or hand towels

26.7.2.2. Toilet rolls – pulp, 3-ply or Jumbo roll (eco-friendly)

26.7.2.3. Liquid soap – neutral pH (7)

26.8. Toilet cubicles shall **always be equipped with toilet rolls**.

26.9. **Deodorizers shall be provided** in all toilets; scents must be approved by the Centre's.

26.10. In specialized areas, non-contact dispensers shall be used for hand soap.

26.11. All **equipment, tools, and materials** for the Services must be **approved** by the Centres before commencement. Equipment must minimize physical effort for operators.

26.12. Machinery shall include procedure and maintenance manuals.

26.13. The Tenderer warrants that **all equipment, tools, and materials** used are **free from defects**, suitable for the Services, and compliant with industry standards.

26.14. The Tenderer shall safely store all equipment, tools, and materials at its own expense. **Chemicals** and **poisons** must be **labelled, segregated, and stored securely.**

26.15. All **chemicals** shall be **labelled** to identify properties, hazards, and safety precautions.

26.16. Adequate storage areas shall comply with the Department of Occupational Safety and Health requirements, eliminating risk of contamination, inhalation, skin contact, or personal injury.

26.17. **Any replacement** of chemicals during the contract period **requires submission of a new list** indicating brand, quality, and quantity to the Operational Officer.

26.18. Only certified electrical appliances and circuit breakers shall be used.

26.19. The Tenderer shall implement cleaning infection control policies in line with universal standard precautions.

26.20. Tools and equipment must be identified by **colour coding** for different areas of the Centres to prevent cross-contamination:

- Infection/Isolation areas – **Yellow**
- Toilets/Bathrooms/Dirty Utility Room – **Red**
- General cleaning – **Blue**

26.21. Colour-coded tools include dry/wet mops, mop handlers, buckets, gloves, and cleaning cloths. Any equipment that could **spread infection** shall also be **colour coded.**

26.22. **Mopping cloths** and **wiping cloths** must be **changed between each area/bay.** They shall be cleaned, disinfected, and dried daily or after each shift.

- 26.23. Dedicated cleaning tools shall be provided for isolation rooms and cleaned before and after use.
- 26.24. The Tenderer shall **replace, at its own expense, any broken or damaged equipment** to ensure acceptable service throughout the contract period.
- 26.25. Materials and equipment such as cloths, mops, and mechanical washers must be kept clean, in working order, and stored dry between uses. Mop heads and cloths should be laundered daily where possible.
- 26.26. The Tenderer shall maintain an **updated logbook** of all equipment, tools, chemicals, and materials for reference by the Operational Officer.
- 26.27. The Tenderer shall **minimize the release of harmful chemicals** by using procedures, tools, and equipment that require minimal or no chemicals, such as steam, microfiber, or green chemicals.
- 26.28. Clean and soiled tools with different **colour codes** must be **kept separately**. Isolation, toilet, and sluice tools shall not be mixed with general cleaning tools.
- 26.29. Any reusable materials, tools, and equipment must be **cleaned, disinfected, and dried daily** or at the end of each shift.
- 26.30. The space used for drying materials, tools, and equipment must be approved by the Operational Officer.
- 26.31. Only chemicals from the **Approved Chemical List may be used**. Any new chemical must receive government approval before use.
- 26.32. A safe area shall be provided for dilution of chemicals. Concentrated chemicals must be dispensed into properly labelled containers for cleaner use.

26.33. **Non-compliance and NCR:** If the Tenderer fails to maintain adequate consumables, tools, or equipment, or if refills are not available as required, a Non-Conformance Report (NCR) will be issued, and the Tenderer shall take immediate corrective action.

27. FACILITY MANAGEMENT

27.1. The Tenderer shall ensure that its employees immediately **report any damage** to fittings, fixtures, or utensils (e.g., water pipes, sinks, toilet bowls, furniture, equipment) that require urgent repairs to the Centres' Customer Service Unit. The Operational Officer shall include such reports, along with their follow-up actions, in the monthly report.

27.2. The Tenderer shall **repair and/or replace** any fittings, fixtures, or utensils belonging to the Centres if the **damage was caused by its employees**.

27.3. **Any structures**, whether related to the physical building or other property, that are **damaged as a result of the Tenderer's operations must be repaired or replaced** promptly by the Tenderer at no cost to the Government.

28. WATER AND ELECTRICITY

28.1. The Government shall pay for all charges related to water and electricity consumed by the Tenderer's employees in the performance of their obligations under this Contract.

28.2. The Tenderer **shall take all reasonable measures to economise the use of water and electricity** and shall ensure that its employees **do not misuse any water or electricity** privileges provided by the Government.

28.3. The Tenderer shall **ensure that water taps are turned off and electrical equipment is switched off when not in use** or after completion of tasks.

28.4. The Tenderer shall ensure that **any electrical connections** made to equipment and/or supplies are **properly installed** and comply with current standard procedures and safety regulations. The Tenderer shall be **fully responsible for any damage** to electrical circuits or installations caused by its employees.

29. FAULT REPORTING AND DAMAGE TO PROPERTY

29.1. The Tenderer shall **immediately notify** the respective Centre's In-charge of **any faults detected** during the housekeeping process, and shall also promptly report to the Operational Officer any damage to cleaning equipment or other Centre property resulting from the negligence of its employees.

29.2. The Tenderer shall **bear all costs for the repair or replacement** of any equipment or property belonging to the Centres that is damaged by the Tenderer's employees.

30. OFFICE AND STORE

30.1. The Centres are under no obligation to provide the Tenderer with space for storage of equipment, machinery, tools, or consumable items used in the provision of the Services.

30.2. Should the Tenderer wish to set up a temporary store, prior written approval from the Centres must be obtained, and all associated expenses shall be borne by the Tenderer.

30.3. The Centres shall provide space on the premises for an office to be used by the Tenderer for administrative purposes.

30.4. The Tenderer shall, at its own expense, maintain the office, including a minimum of one functional telephone line.

30.5. The Centres shall provide space on the premises as a common room for the Tenderer's personnel.

30.6. Any proposed construction, building modifications, or infrastructure changes for the Tenderer's purposes must be submitted to the Head of the Department of Renal Services for approval. The Tenderer shall finance all costs associated with construction, modifications, supply, installation, commissioning, maintenance of related equipment or furniture, and directional signage.

31. CHECKLIST AND INSPECTIONS

31.1. The Tenderer's is **required to record daily and periodic cleaning works** in a format acceptable to the Centres. These checklist forms will be use as a basis for performance evaluation.

31.2. The **Supervisor must ensure that these checklist forms are duly completed and signed by the officers-in-charge** of the relevant Centres /Unit after completion of the housekeeping services at the end of every week. These **forms shall be submitted on the first day of the following week** in which they are completed and signed.

31.3. The Officer In-Charge of the relevant Centres shall grade the checklist forms.

31.4. The Tenderer's will also carry out joint inspection with the Centres on an agreed schedule in addition to the monthly housekeeping and performance evaluation meetings. Records of such meeting are to be provided to the Centres.

32. REGULATIONS, LICENCES AND PERMITS

32.1. The Tenderer's **is responsible to procure and maintain** all necessary licences, permits and approvals, and shall at all times comply with all legal and regulatory requirements applicable to the provision of the Services.

32.2. In the event of any change in legal or regulatory requirements during the contract period, the Tenderer's shall promptly and at its own expense take any necessary action for complying with the same.

32.3. The Tenderer's is to **comply with best practices** as may be proposed or recommended by any relevant bodies in the relevant industry, and also ensure that

the standard of Services provided shall, at the minimum, be of such **quality and standard** as is generally regarded as good in the relevant industry.

33. DAMAGE TO PERSONS AND PROPERTY

33.1. Responsibility for Damage

- The Tenderer shall be **fully responsible for any loss or damage to property or injury to persons** caused by any negligent act or omission by the Tenderer, its employees, agents, or subcontractors.

33.2. Reimbursement and Repair Costs

- The Tenderer shall **reimburse** the Centre for **any costs incurred to repair, replace, or rectify** such damage. All costs shall be borne entirely from the Tenderer's own budget, and no costs shall be charged to the Centre.

33.3. Verification of Damage and Costs

- The Centre shall conduct a **joint inspection** with the Tenderer to **assess the extent of the damage**.
- A Damage Assessment Report shall be prepared, including repair estimates or quotations from approved contractors or service providers.
- The Tenderer shall acknowledge the report and confirm acceptance of responsibility within **7 working days**.

33.4. Payment / Reimbursement Process

- The Tenderer shall arrange and pay for the repair or replacement directly from its own budget, or reimburse the Centre within 14 working days from receipt of the verified Damage Assessment Report.

- **If the Tenderer fails to pay** or arrange repairs within the stipulated period, the Centre reserves the **right to procure repair services independently** and recover all associated costs from the Tenderer.

33.5. Indemnity

- The Tenderer shall **indemnify** the Centre against all claims, losses, or damages arising from such acts, including legal costs and third-party claims, without limitation.

34. CONSEQUENTIAL LOSSES

34.1. Without prejudice to **Clause 37** and other rights that the Government has, the Tenderer shall be liable for all direct, indirect, and consequential losses arising from any breach of the provisions of this contract.

35. PAYMENT AND PERFORMANCE DEDUCTIONS

35.1. Submission of Invoice and Supporting Documents

35.1.1. The Tenderer shall submit an invoice for the services rendered in the previous month within the first week of each month. The invoice shall be accompanied by the following supporting documents:

- Employee attendance sheets;
- Evaluation Form (Schedule F) duly signed by the Centre's representative; and
- Any other relevant documentation as required by the Centre.

35.1.2. All documents must be verified and endorsed by the Operational Officer of the Centre prior to processing of payment.

35.1.3. All invoices and related correspondence shall be addressed to:

**Operational Officer
Rimba Dialysis Centre
Simpang 253-56, Jalan Tungku Link
Bandar Seri Begawan 3119
Negara Brunei Darussalam**

36. NON-CONFORMANCE (NCR), NON-COMPLIANCE, AND PERFORMANCE-BASED DEDUCTIONS.

36.1. If the quality of work or services is deemed **unsatisfactory**, a **Non-Conformance Report (NCR) shall be issued** to the Tenderer.

36.2. **The issuance of any NCR** — regardless of the overall performance rating — may result in a deduction from the monthly payment as determined by the Centre, depending on the severity, recurrence, and impact of the non-conformance.

36.3. Where the **NCR** is considered minor and the Tenderer has promptly rectified the issue to the satisfaction of the Centre, the Centre may exercise discretion to waive or reduce the deduction.

36.4. Where the **NCR** is major or repeated, the corresponding deduction shall be imposed as per the following frameworks:

(a) Non-Compliance Penalty Framework

NON-COMPLIANCE (Number of times in a month by location/ area)	PAYMENT DUE (Monthly charges)	REMARKS
One	100%	<ul style="list-style-type: none">Operational Officer shall issue a written warning.Tenderer must rectify the issue and comply within the agreed timeframe.Failure to comply will escalate to the second stage with a 20% deduction based on locations/areas specified in Schedule H
Two	80%	<ul style="list-style-type: none">Even if rectified, a 20% deduction will still apply.

NON-COMPLIANCE (Number of times in a month by location/ area)	PAYMENT DUE (Monthly charges)	REMARKS
		<ul style="list-style-type: none"> Failure to comply will escalate to third stage, with a 50% deduction based on areas specified in Schedule H.
Three or more	50%	<ul style="list-style-type: none"> Automatic 50% deduction or half of the previous month's payment, according to Schedule H. Repeated non-compliance may trigger further NCR action or termination review.

(b) Performance Deduction Scale (Based on NCR Severity and Recurrence)

Average monthly performance rating	After 1st NCR	After 2nd NCR	After 3rd NCR
80% - 100 %	100 %	80 %	50 %
70% - 79 %	100 %	80 %	50 %
60% - 69%	90 %	70 %	50 %
50% - 59%	50 %	30 %	15 %
Below 50%	30 %	10 %	5 %

36.5. The Centre's **determination of the severity, recurrence, and impact of the NCR**, and the corresponding deduction, **shall be final and binding, based on documented evidence and inspection results.**

36.6. Repeated NCRs or recurring deficiencies will directly affect future performance evaluations and may lead to progressive deductions or contract review as deemed appropriate by the Centre.

36.7. The amount payable shall correspond to the quality of work acceptable to the Centre and the cost allocation as stated in the Tender Form (Payment Schedule) under **Section 3** of this Contract.

37. RIGHT TO APPOINT OTHER VENDORS

37.1. The Centres reserve the right to **engage other vendors** to provide the Services should the Tenderer **fail to perform in full compliance** with the Contract.

37.2. The Government shall be entitled to:

37.2.1. **Terminate** the Tenderer's contract; and/or

37.2.2. Obtain similar services from another vendor at the **Tenderer's expense**.

37.3. If the Centres are required to manage the alternative arrangement directly, an **administrative charge of three percent (3%)** of the replacement service cost shall apply, in addition to all related expenses borne by the Tenderer.

37.4. These remedies are **without prejudice** to **Clause 37** and any other rights available to the Government under the Contract.

38. AUTHORISED REPRESENTATIVE

38.1. The **Operational Officer** shall serve as the **authorised representative of the Centres** for the purpose of overseeing the provision of the Services.

38.2. All communications and notices shall be directed to the **Operational Officer** of the Centres.

39. DOCUMENTS TO SUBMIT

39.1. The following documents shall be submitted, properly labelled, together with those listed in **Section 3 of the Invitation to Tender**:

- i. Proposed Standard Operating Procedures (SOPs)
- ii. Curriculum Vitae (CV) of the Operational Manager
- iii. Job Descriptions (JDs) of all Tenderer's Staff
- iv. Proposed Training Programme for Tenderer's Staff
- v. List of Safety Measures
- vi. Security Plan
- vii. Any other relevant supporting documents

SCHEDULE B

**CHECKLIST OF STANDARD OPERATING
PROCEDURES (SOPS)**

Checklist of Standard of Operating Procedures (SOPs)

To be submitted from commencement date	SOP	Description	√
Management			
3 months	Management joint review meeting	Review progress and discuss outstanding issues at management level	
3 months	Contract manager monthly report	Report format: staff feedback, patient feedback, periodic housekeeping, KPIs (measurement system), infection control, respond time, facility fault reporting update, manpower status	
1 month	Security pass requisition and return	Establish security reporting and management system	
3 months	Inspection of works	Ensure all works are carried out according to the standard set out by the Centres	
3 months	Joint inspection	From both parties- the Tenderer's and MOH	
1 month	Safety measures for work	<ul style="list-style-type: none"> ○ slips & trips ○ high rise façade/window housekeeping ○ facilities management - - infection control	
1 month	Maintenance of equipment	To ensure that all housekeeping equipment are cleaned, maintained and serviced at all time	
1 month	Loss and found procedure	To liaise with the Centres' management	
1 month	Workplace safety and incident reporting	To provide reporting system	
1 month	VIP protocol	Protocol applies only to VIP visit	
Development			
1 month	Staff training	Examples of training programmed: <ul style="list-style-type: none"> - Safety at work <ul style="list-style-type: none"> • Very high-risk area • High risk • Moderate risk • Low risk - lengths, schedules etc - hand washing procedure - bed making and cleaning procedure - mop cleaning procedure - spillage 	
3 months	Customer feedback	How Department of Renal Services' customer feedback being handled	
3 months	Staff feedback	Scoring system and how staff feedback being handled	

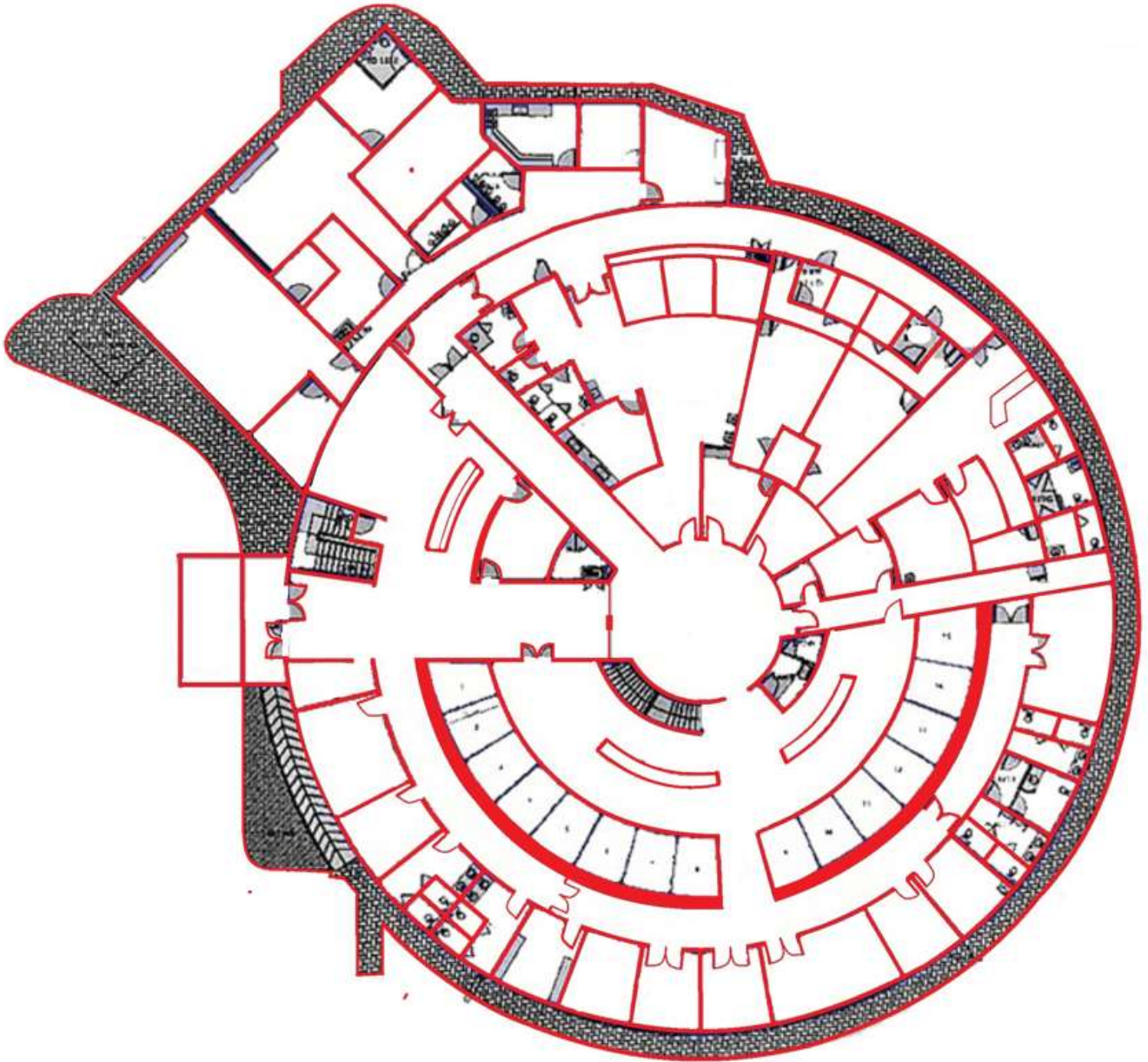
Services - Housekeeping			
1 month	Work plan	Preparation and commencement of contract, includes manpower deployment	
3 months	Supplied product management	Management of supplies provided by the centres	
1 month	General Waste disposal/collection	<ul style="list-style-type: none"> ○ According to the centres' waste management schedule ○ Cleaning included ○ Handling of waste 	
1 month	Clinical Waste disposal/collection	<ul style="list-style-type: none"> ○ According to the centres' waste management schedule ○ Cleaning included ○ Handling of waste 	
1 month	Handling of private and confidential documents	E.g. Patients' files on the counters	
1 month	Cleaning procedures	General area Specialized area Isolation area Ancillary room Pantry Washroom and bathroom Curtains Bed, trolley and dialysis chair Floor Wheelchair Mop and other housekeeping tools General waste bin Clinical waste bin Furniture Hand soap dispenser	
1 month	Specialised cleaning tasks	Stubborn stain procedures Infection control guidelines Segregation of housekeeping tools Terminal cleaning	
1 month	Cleaning schedules and frequencies	All cleaning activities Master list (yearly) Monthly Weekly Daily Hourly	
1 month	Attendant services	Bed making Wheelchair Handling medical equipment Lifting and transferring patients Reporting	
1 month	Communication and respond time	Identified focal person / supervisor and number to contact	
3 months	Workflow	Workflow for workers	
1 month	Uniform & PPE requirements	To be approved by MOH	

SCHEDULE C

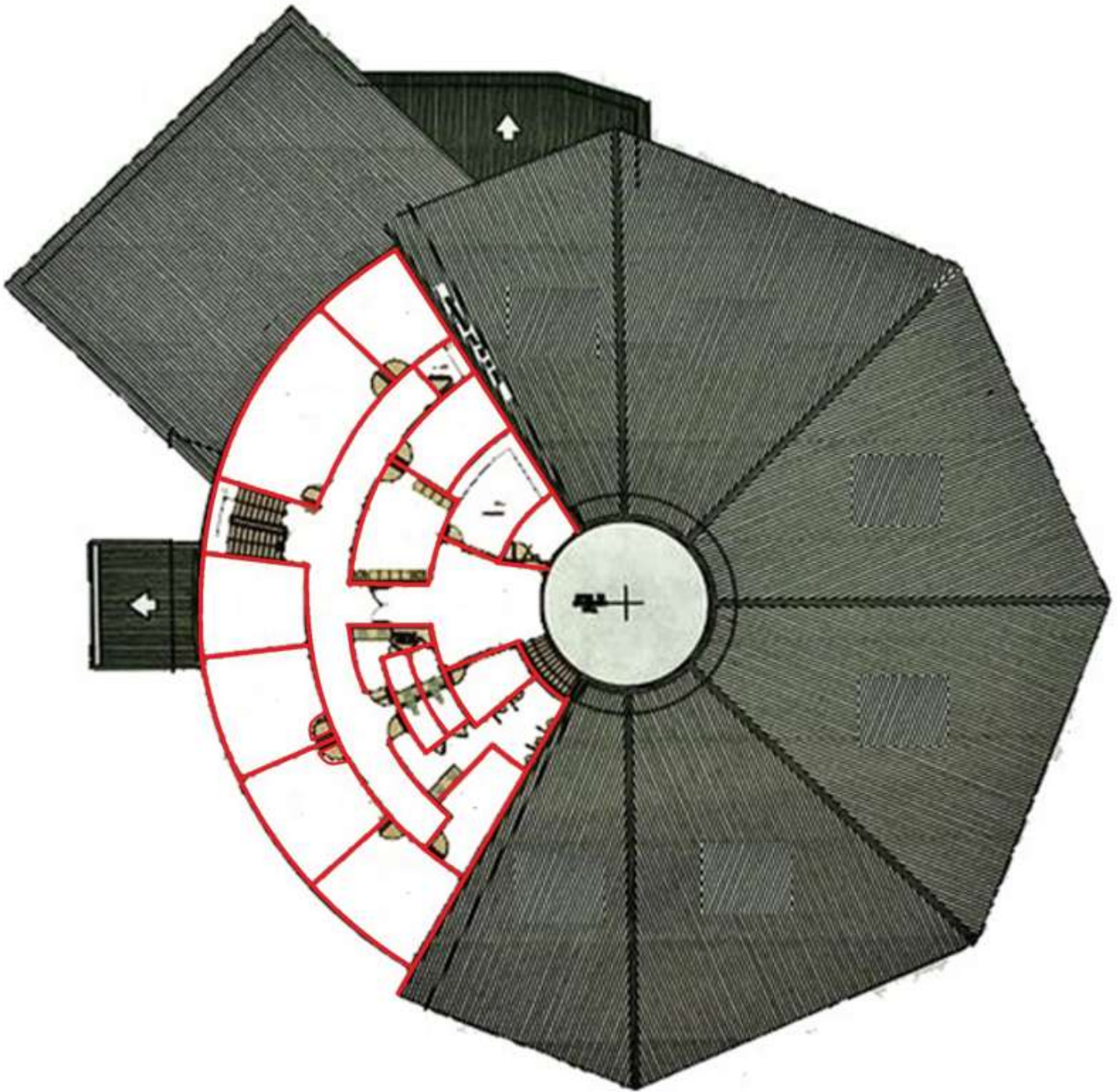
**FLOOR PLAN AND AREAS FOR HOUSEKEEPING
SERVICES**

SCHEDULE C
FLOOR PLAN TUTONG DIALYSIS
(Areas are not limited to the given list.)

GROUND FLOOR



1st FLOOR PLAN



SCHEDULE D

SCOPE OF SERVICES & GENERAL GUIDELINES

STANDARD OPERATING PROCEDURE (SOP) FOR ATTENDANT, CLEANER AND SUPERVISOR, DEPARTMENT OF RENAL DEPARTMENT

1. PURPOSE & SCOPE

This **Standard Operating Procedure (SOP)** outlines the duties, responsibilities, and performance standards for **Attendants, Cleaners,** and **Supervisors** working in the Renal Department. It ensures that all areas are maintained in a **safe, clean,** and **hygienic** condition and that all patients receive adequate support during hemodialysis treatment.

2. DEFINITIONS & RESPONSIBILITIES

- A. **Attendant** – Staff responsible for assisting renal patients before, during, and after dialysis treatment, ensuring comfort, safety, and mobility.
- B. **Cleaner** – Personnel responsible for maintaining cleanliness, hygiene, and environmental safety throughout the dialysis unit, including toilets, surau, and external areas.
- C. **Supervisor** – Staff responsible for overseeing, coordinating, and inspecting the performance of Attendants and Cleaners to ensure compliance with SOP standards.

3. ATTENDANT SERVICES

Attendants must assist renal patients with activities that ensure their comfort, safety, and hygiene throughout their treatment.

Key responsibilities include but not be limited to:

General Procedures:

- **Patient Interaction:**
 - Greet the patient warmly and introduce yourself at the beginning of each shift.
 - Always use the patient's name and maintain eye contact to establish trust.

- Assist in a calm and gentle manner, taking care not to cause distress.
- Ensure that patients are always aware of what to expect during each stage of their treatment.
- **Patient Monitoring:**
 - Monitor the patient's general condition, looking for signs of fatigue, dizziness, or discomfort.
 - Assist in providing information to the healthcare team by documenting any patient-specific concerns (e.g., any reported discomfort, signs of infection, changes in appearance).
- **Hygiene and Cleanliness:**
 - Ensure that the environment, including dialysis stations, patient areas, and common areas, is clean and free from any biological or environmental hazards.
 - Immediately dispose of used items (e.g., tissues, gloves, contaminated materials) in the appropriate waste containers, following infection control protocols.
 - Inform the cleaning staff immediately if any rubbish, waste spillage, or untidy area is noticed to ensure prompt cleaning and hygiene maintenance.
- **Patient Transportation:**
 - **Assist in transporting patients:**
 - ❖ **Pre-dialysis:**
 - Attend promptly to patients upon arrival at the centre and provide an appropriate approach based on their condition (e.g., greeting them, assessing mobility needs, offering physical support, and ensuring safe transfer to the triage or waiting area).

- From the entrance or waiting area to the triage area for vital signs assessment
- From triage to the dialysis treatment area
- From the treatment area to the rest area or their transport (e.g., car) after dialysis
- ❖ **Post-dialysis:**
 - Assist patients after dialysis to the waiting area and ensure they are safely settled while waiting for their transport.
- ❖ **Intra-dialysis:**
 - Assist patients in adjusting their chairs or beds for comfort as instructed by the nurse.
 - Support nurses during patient repositioning when required.
 - Help maintain a calm and safe environment within the treatment area, especially for anxious or restless patients.
 - Respond promptly to patient calls for non-clinical assistance (e.g., moving items, adjusting tables, helping with blankets).
 - Observe and report any unusual patient behaviour or safety concerns to nursing staff.
- Handle wheelchair-bound or stretcher-bound patients with care and dignity
- Provide support for patients who are weak, elderly, or unsteady during movement within the center.
- **Labour works:**
 - Assist with moving, lifting, and arranging non-clinical equipment (e.g., dialysis chairs, trolleys, portable partitions) as instructed by the Nurse Manager or Operational Officer.

- Support in setting up treatment bays by placing chairs, tables, and other required items in their designated locations.
- Transport supplies such as dialysis kits, consumables, linen, and cleaning materials between storage areas and treatment areas.
- Assist in loading and unloading stock deliveries (e.g., cartons of gloves, dialyzers, normal saline, cleaning supplies).
- Dispose of non-clinical waste (paper, packaging, general waste) to the designated collection point.
- Replace trash bags, collect used linen, and deliver soiled linen to the designated pick-up area.
- Help maintain the cleanliness and orderliness of common areas (waiting room, corridors, pantry area) as required.
- Assist maintenance or cleaning teams during minor relocations, rearrangements, or preparation for centre activities.
- Move wheelchairs, stretchers, and other mobile equipment back to their proper storage locations after use.
- Report damaged furniture, broken items, or unsafe conditions to the operational staff immediately.
- Follow instructions from nurse managers or supervisors for priority tasks.
- **Ethical and Professional Conduct Responsibilities:**
 - Maintain patient confidentiality at all times.
 - Treat patients, staff, and visitors with respect, courtesy, and professionalism.
 - Follow infection control, hygiene, and safety protocols strictly.
 - Report unsafe or unethical behavior, hazards, or incidents immediately.

4. HOUSEKEEPING SERVICES (CLEANER)

Cleaners are responsible for maintaining a hygienic, safe, and pleasant environment for patients, staff, and visitors.

Key responsibilities include but not be limited to:

- **General Cleaning & Environmental Maintenance**

Scope: Patient areas, staff areas, offices, clinic consultation rooms, dialysis bays, corridors, waiting areas, and surau.

Responsibilities:

- Sweep, mop, and disinfect all floors daily, including polished, non-slip, and carpeted surfaces.
- Dust and wipe all surfaces: desks, chairs, tables, medical carts, shelves, cupboards, blinds, and equipment.
- Ensure entrance/exits, fire exits, stairwells, lifts, ramps, and external areas are clean and unobstructed.
- Maintain proper ventilation, odor control, and fresh environment.
- Report damages, leaks, or unsafe conditions immediately.
- Ensure only designated storage rooms are used and keep them clean and organized.

- **Toilet and Washroom Maintenance**

Scope: All patient and staff toilets, hand-wash basins, showers, and disabled facilities.

Responsibilities:

- Clean and disinfect all fixtures, floors, mirrors, urinals, and toilets regularly throughout the day.

- Restock consumables: soap, paper towels, toilet paper, hand sanitizer, air fresheners.
- Keep toilets dry, hygienic, and free of unpleasant odors.
- Report plumbing issues or damage immediately.
- Segregate and handle waste according to infection control protocols.

- **Patient Treatment & Dialysis Areas**

Scope: Dialysis bays, patient chairs, trolleys, beds, IV stands, monitors, and surrounding areas etc.

Responsibilities:

- Clean and disinfect dialysis stations before and after each patient.
- Wipe high-touch surfaces (bed rails, tables, doorknobs, light switches, monitor screens).
- Ensure availability of tissues, gloves, sanitizer, and other consumables.
- Organize patient supplies: blankets, linen, containers, and medical consumables.
- Assist in minor patient support tasks as permitted: transporting items, arranging chairs, tidying patient areas.
- Report any damaged equipment, unusual odors, or safety hazards immediately.

- **Surau (Prayer Room)**

Scope: Staff and patient prayer area.

Responsibilities:

- Vacuum or mop floors daily.

- Wipe down prayer mats, shelves, and shoe racks.
- Maintain a tidy, odor-free, and organized space for daily use.
- Ensure cleanliness is upheld at all times, particularly during high traffic periods.

- **Clinical Waste & Infection Control**

Scope: All clinical, domestic, sharps, and recyclable waste in the facility.

Responsibilities:

- Collect and dispose of waste according to Ministry of Health infection control guidelines.
- Use color-coded bins: yellow for clinical, black for domestic, and yellow sharps for needles/glass.
- Ensure secure storage of clinical waste, locked from public access.
- Replace waste containers before reaching full capacity ($\frac{3}{4}$ full).
- Respond immediately to spills or biohazard incidents using PPE and approved disinfectants.

- **Linen, Blanket, and Patient Equipment Management**

Scope: All direct patient contact items and linen.

Responsibilities:

- Collect, clean, and return blankets, pillowcases, patient containers, and linen.
- Record items received from and returned to laundry; account for missing items.
- Maintain color-coded cleaning tools (yellow/green/red) to prevent cross-contamination.
- Disinfect patient washbowls and reusable containers between uses.

- Ensure cleanliness of bicarb store, storage areas, and dialysis supply rooms.
- **Office and Clinic Consultation Areas Responsibilities:**
 - Sweep, mop, and disinfect floors in offices and consultation rooms.
 - Wipe desks, chairs, examination tables, computers, and fixtures.
 - Restock tissues, sanitizer, and other consumables.
 - Keep areas organized, tidy, and ready for patient and staff use.
- **Emergency Cleaning Responsibilities:**
 - Respond promptly to spills, vomit, blood, or biohazard incidents.
 - Use appropriate PPE and approved disinfectants.
 - Secure the affected area until cleaning is completed.
 - Notify nurse manager or supervisor of any incidents.
- **Scheduled and Specialized Cleaning Responsibilities:**
 - Monthly interior and exterior cleaning projects, including high surfaces, roofs, and external walls.
 - Annual exterior building cleaning: walls, windows, roofs, gutters, and minor repairs.
 - Terminal cleaning of discharged or contaminated patient areas per MOH guidelines.
 - Ensure floors, furniture, and fittings are disinfected after patient discharge or contamination events.
- **Ethical and Professional Conduct Responsibilities:**
 - Maintain patient confidentiality at all times.

- Treat patients, staff, and visitors with respect, courtesy, and professionalism.
- Follow infection control, hygiene, and safety protocols strictly.
- Report unsafe or unethical behavior, hazards, or incidents immediately.
- Ensure all cleaning duties are performed without bias or compromise to patient care.
- **Teamwork and Support Tasks Responsibilities:**
 - Assist dialysis and nursing staff in moving furniture, equipment, and supplies.
 - Support staff in stock replenishment and patient preparation areas.
 - Coordinate with other attendants and supervisors to maintain overall facility cleanliness and safety.
 - Follow instructions from nurse managers or supervisors for priority tasks.

5. SUPERVISOR DUTIES

Supervisors are **responsible** for the **overall management** and **quality assurance** of housekeeping and attendant services within the Renal Department.

- Supervise daily operations of attendants and cleaners to ensure compliance with SOP standards.
- Conduct routine inspections of dialysis units, toilets, surau, and common areas for cleanliness and safety.
- Conduct daily rounds throughout all operational areas to monitor cleanliness, staff performance, safety practices, and overall service delivery.
- Prepare daily and weekly duty rosters, ensuring adequate manpower coverage across all shifts and centers.

- Ensure all staff are properly trained and aware of infection control, safety, and hygiene protocols.
- Verify completion of daily cleaning checklists and maintain performance records.
- Investigate complaints or reports related to housekeeping or patient assistance and implement corrective actions.
- Ensure proper inventory control for cleaning materials, consumables, and linens.
- Coordinate with the Nurse Manager for operational support and address maintenance or safety issues.
- Ensure staff compliance with safety regulations and use of protective equipment.
- Prepare monthly reports on staff performance, issues, and recommendations for improvement.
- Ensure all new and existing staff receive mandatory training on infection control, safety protocols, waste management, patient-handling ethics, and equipment usage.
- Conduct periodic refresher training and immediate retraining when NCRs or repeated non-conformance issues occur.
- Maintain up-to-date training records and competency checklists for all attendants and cleaners.
- Lead by example and maintain professional communication and teamwork across the department.

6. MONTHLY GENERAL CLEANING

Purpose

To maintain a high standard of hygiene, infection control, and patient safety within the **Renal Dialysis Centre**, by performing a **comprehensive deep-cleaning activity once a month**. This procedure ensures all patient treatment areas, furniture, equipment, and facilities remain sanitized, orderly, and in good working condition.

Scope

This procedure applies to all **Cleaners, Attendants, and Supervisors** working within the Renal Dialysis Centre, covering the following areas:

- Dialysis treatment bays (including dialysis machines, beds, and chairs)
- Corridors, waiting areas, and nursing stations.
- Consultation and staff offices
- Washrooms and toilets
- Surau (Prayer Room)
- External corridors and entrance walkways
- Corridors, waiting areas, and public zones
- Utility, storage, and waste collection rooms

Responsibilities

A. Cleaners

Cleaners are responsible for executing all cleaning tasks related to environmental hygiene, ensuring no accumulation of dirt, dust, or contaminants. Their duties include but are not limited to:

- **Dialysis Treatment Bays**
 - Thoroughly clean and disinfect all dialysis machines, beds, chairs, and surrounding areas.
 - Wipe down stands, trolleys, and other clinical fixtures.
 - Clean under and behind equipment and furniture.

- Ensure no residue or odour remains after cleaning.
- **Floors and Surface Polishing**
 - Scrub, strip, and polish all tiled or vinyl floors using appropriate machines and chemicals.
 - Buff and polish high-traffic areas to restore shine and remove buildup.
 - Shampoo and vacuum carpets using hospital-approved carpet cleaners.
 - Ensure all edges, corners, and under-furniture areas are free of dust, stains, and watermarks.
 - Display “Wet Floor” signage during and after cleaning.
- **Walls, Ceilings, and Fixtures**
 - Wash and disinfect walls, windows, and ceilings.
 - Wipe and polish stainless-steel surfaces, mirrors, and glass panels.
 - Clean light fixtures, switches, and air vents.
- **Toilets and Washrooms**
 - Deep-clean and disinfect toilets, sinks, urinals, mirrors, and floors.
 - Remove stains, watermarks, and scaling from tiles and fixtures.
 - Restock soap, hand towels, toilet paper, and air fresheners.
 - Report any plumbing or leakage issues immediately.
- **Surau (Prayer Room)**
 - Vacuum and mop the floor daily; deep-clean monthly.
 - Wipe and disinfect prayer mats, shelves, walls, and shoe racks.

- Ensure the surau is clean, tidy, and free of odour at all times.
- **Office and Consultation Rooms**
 - Wipe desks, telephones, chairs, and electronic equipment.
 - Clean windows, glass panels, and doors.
 - Vacuum and polish floors; shampoo carpets if applicable.
 - Return all items to their proper positions.
- **Waste and Utility Areas**
 - Clean and disinfect bins, waste containers, and storage racks.
 - Replace liners and ensure segregation between general, clinical, and sharps waste.
 - **Clean** floor drains and wall corners to prevent odours.

B. Attendants

Attendants assist with heavy-duty and patient-related support during monthly cleaning. Their responsibilities include:

- **Equipment Handling**
 - Safely move dialysis machines, beds, and chairs to allow thorough floor and wall cleaning.
 - Protect electrical connections, water lines, and machine tubing during cleaning.
 - Reposition machines and furniture once cleaning is completed.
- **Cleaning Assistance**
 - Assist in lifting and rearranging large furniture and trolleys.

- Wipe down patient-side tables, footrests, and handrails.
- Ensure dialysis bays are organized and ready post-cleaning.
- **Logistics and Consumables**
 - Transport cleaning materials, disinfectants, and polishing tools to and from storage areas.
 - Replenish hand soap, sanitizer, gloves, and tissues after cleaning.
 - Report any damages or faults to the Supervisor or Nurse Manager.

C. Supervisors

Supervisors oversee the entire monthly cleaning operation to ensure compliance with Ministry standards. Responsibilities include:

- Prepare a Monthly Cleaning Schedule in coordination with the Nurse Manager and BME team.
- Brief Cleaners and Attendants on assigned zones, safety precautions, and cleaning methods.
- Inspect all areas before and after cleaning using a Monthly Cleaning Checklist.
- Verify that floor polishing, tile scrubbing, and carpet shampooing meet required standards.
- Endorse completion and submit inspection reports to the Head of Unit.
- Record and act upon any Non-Conformance Reports (NCR) issued.

Schedule and Coordination

- Conducted once per month, preferably after the final dialysis session on Saturday or during non-operational hours.

- Must be coordinated with Biomedical Engineering (BME) to ensure machines are safely powered down and protected.
- Affected areas must be clearly marked and restricted during cleaning.

Safety and Infection Control

- All personnel must wear PPE (gloves, mask, apron, face shield).
- Use only hospital-approved cleaning and polishing agents.
- Color-coded cleaning equipment must be strictly followed:
 - **Red** – Toilets and washrooms
 - **Yellow** – Clinical areas
 - **Green** – General and public areas
- Always display “**Cleaning in Progress**” signage during work.

Documentation and NCR

- A Monthly Cleaning Report and Checklist shall be submitted to the Supervisor within 24 hours of task completion.
- The Supervisor shall inspect and verify the work done.
- If areas are found unsatisfactory or incomplete, a Non-Conformance Report (NCR) shall be issued to the responsible Cleaner and/or Attendant.
- **Repeated NCRs** or **poor performance** shall result in:
 - Corrective or refresher training
 - Formal warning or disciplinary action, as per Ministry policy

7. HEALTH, SAFETY & INFECTION CONTROL

All staff must comply with the infection control policies of the Renal Department. Personal protective equipment (PPE) such as gloves, masks, and aprons must be worn as appropriate. Hand hygiene must be practiced before and after patient contact or cleaning tasks. Spillage management, biomedical waste disposal, and segregation procedures must be strictly followed.

8. EMERGENCY PROCEDURES

- **Patient Distress or Emergency:**
 - In the event of an emergency, such as a patient experiencing chest pain, shortness of breath, or loss of consciousness, immediately call for assistance from a nurse or physician.
 - Assist with patient evacuation if required, following established protocols for emergency situations.
- **Fire or Hazardous Incident:**
 - Follow the facility's fire safety or emergency evacuation plans.
 - Ensure that all patients are safely accounted for and assisted to a safe area, without delay.

9. ETHICS AND PROFESSIONAL CONDUCT

General Principles

- All staff under the Renal Department (Attendants, Cleaners, and Supervisors) shall uphold the highest standards of ethics and professionalism in carrying out their duties. Every staff member must:
 - Perform their tasks with integrity, honesty, and accountability.

- Treat all patients, visitors, and colleagues with respect, empathy, and compassion.
- Maintain strict confidentiality of patient information and data at all times.
- Avoid any act that may bring disrepute to the Ministry of Health or the Renal Department.
- Follow all hospital and departmental policies, procedures, and instructions diligently.

Professional Behaviour

- Always demonstrate proper grooming, hygiene, and uniform appearance.
- Use courteous language and maintain a calm and respectful tone when communicating with patients and staff.
- Show cultural and religious sensitivity at all times.
- Report any form of misconduct, negligence, or safety concern to the Nurse Manager or Supervisor immediately.

Patient Confidentiality

- Information regarding patients' medical conditions, personal details, or treatment shall not be discussed with anyone except authorized personnel.
- No photographs, videos, or sharing of patient information are allowed without formal approval.

Teamwork and Cooperation

- Work collaboratively and support colleagues to ensure smooth operations and patient care.
- Respect each team member's role, responsibility, and expertise.

- Offer assistance proactively where needed to ensure patient safety and comfort.

Conflict of Interest

- Staff shall not accept gifts, money, or favors from patients, families, or suppliers.
- Personal relationships must not interfere with work responsibilities or compromise impartiality.

Disciplinary Action

- Failure to comply with ethical standards may result in disciplinary action, in accordance with Ministry of Health and Civil Service regulations.

10. PEAK-HOUR CLEANING PRIORITY

- All cleaners assigned to the Centres prioritize the dialysis treatment areas during peak hours (see Schedule F), as determined by the Centres' Operational Officer or Nurse Manager.
- Peak hours refer to periods of high patient movement and operational activity, including (but not limited to):
 - Patient arrival for each shift;
 - Triage-to-treatment transfer periods;
 - Changeover between dialysis shifts;
 - Post-dialysis cleaning and preparation for the next group of patients.
 - Linens, domestic/clinical waste management
- **During peak hours, cleaners shall:**

- Maintain continuous cleanliness of the dialysis treatment bays, triage area, nurse stations, waiting area, and connecting corridors;
 - Immediately wipe and disinfect high-touch surfaces (e.g., overbed tables, chairs, armrests, door handles, railings, weighing scale handles, counters);
 - Perform rapid spill response to any liquid, body fluid, or chemical spill;
 - Ensure timely removal of general and clinical waste from the dialysis area to prevent overflow;
 - Ensure the availability of fresh liners, clean chairs, consumables, and cleaning materials before the next batch of patients arrives.
- Cleaners shall be stationed physically near the dialysis treatment areas during peak hours and must remain on standby for immediate deployment as instructed by the nurse or Nurse Manager.
 - The Supervisor shall adjust staffing schedules to ensure adequate manpower coverage during peak hours, including the provision of relief staff to avoid service interruption.
 - Cleaners shall coordinate closely with attendants and nursing staff to avoid disruption to clinical operations and maintain patient safety at all times.
 - Any failure to prioritise peak-hour cleaning, resulting in delays, uncleared waste, unprepared dialysis bays, or unsafe conditions, shall be recorded as a Non-Conformance and may lead to deductions as specified in Schedule H.
 - The Supervisor shall conduct regular internal audits during peak hours to ensure compliance with hygiene standards and report any issues to the Centres within the same working day.

11. PERFORMANCE MONITORING AND NON-CONFORMANCE REPORTING (NCR)

Purpose

To ensure all housekeeping and attendant services meet the required Ministry standards in hygiene, patient care, and safety. NCR provides a structured mechanism to identify, document, and rectify deviations from SOP.

Scope

This applies to all cleaning staff, attendants, and their supervisors in the Renal Dialysis Centre.

Monitoring Mechanism

- **Supervisors conduct daily, weekly, and monthly inspections of:**
 - Dialysis stations
 - Toilets, washrooms, and surau
 - Patient and staff areas
 - Waste management procedures
 - Linen and consumables management
 - Cleaning equipment and tools (e.g., mops, trolleys, vacuum cleaners, buckets, cloths)
 - Adequacy and condition of cleaning chemicals/solutions (e.g., disinfectants, detergents, sanitizers)
- **All observations shall be documented** using standardised checklists provided or approved by the Centres.

- **NCRs shall be issued immediately** if performance, cleanliness standards, equipment condition, or chemical/consumable levels fail to meet the required standards.

NCR for Housekeeping (Cleaners)

- **Non-conformance examples:**
 - Not responding promptly to nurses' or supervisors' requests.
 - Failure to perform peak-hour cleaning resulting in unprepared dialysis stations or untidy patient flow areas.
 - Cleaning schedules not followed (missed daily, weekly, or monthly tasks).
 - Incorrect use of chemicals (wrong dilution, expired products, unsafe mixing).
 - Cleaning tools (mops, cloths, trolleys) found dirty, damaged, or not replaced when required.
 - Clinical waste not tied, sealed, or labelled correctly before disposal.
 - Overfilled waste bins left unattended, posing safety or infection risks.
 - Failure to clean spillages (blood, bodily fluids, disinfectant drops) promptly.
 - Wet floors not signposted, causing a safety hazard.
 - Service areas (e.g., cleaner's room, storage) left messy, unhygienic, or unsecured.
 - Failure to restock daily consumables (soap, paper towels, toilet rolls) leading to service disruption.
 - Using non-approved chemicals or unregistered equipment.
 - Entering restricted clinical areas without authorization or proper PPE.

- Floors, surfaces, or patient areas not cleaned/disinfected properly.
- Toilets or washrooms dirty, odorous, or lacking consumables.
- Waste bins not emptied or segregated according to color-coded system.
- Cleaning equipment or chemicals improperly stored or used.
- Linen mismanagement (lost, uncounted, or improperly stored).
- Non-adherence to infection control or safety protocols.
- Leaving assigned work areas without informing the supervisor.
- **Action Steps:**
 - Immediate correction of the issue by cleaner or team.
 - Documentation of NCR in logbook.
 - Supervisor to provide guidance/training if repeated NCR occurs.
 - Escalate to Department Manager if unresolved.

NCR for Attendant Services

- **Non-conformance examples:**
 - Failure to assist patients with comfort, mobility, or hygiene appropriately.
 - Dialysis station preparation or post-discharge cleaning not performed.
 - Equipment or medical consumables handled improperly.
 - Patient belongings misplaced or mishandled.
 - Unsafe lifting or transfer practices.
 - Non-adherence to ethical standards, confidentiality, or Ministry policies.

- Not maintaining cleanliness of equipment used by attendants (e.g., wheelchairs, stretchers).
- Miscommunication or failure to report patient incidents or near-misses.
- Not following infection control procedures while assisting patients (e.g., not sanitizing hands before/after contact).
- Leaving assigned work areas without informing the supervisor.
- Not ensuring patients are safely settled in the waiting area after dialysis.
- **Action Steps:**
 - Immediate rectification of the non-conformance.
 - NCR documented and filed.
 - Counselling or retraining provided by supervisor.
 - Escalation to Nurse Manager or Department Head for repeated issues.

NCR Documentation

- All NCRs must include:
 - Date, time, and location of non-conformance
 - Staff involved
 - Description of non-conformance
 - Immediate corrective action taken
 - Supervisor comments and follow-up actions
- NCR records are reviewed monthly to identify trends and implement preventive measures.

Reporting and Review

- Supervisors report NCRs to Department Manager during weekly review meetings.
- Recurrent NCRs trigger retraining, policy review, or disciplinary action if necessary.
- NCR monitoring ensures continuous improvement in service quality, patient safety, and infection control compliance.

SCHEDULE E

QUALITY STANDARDS (CLEANING)

QUALITY STANDARD

STATUS	FUNCTIONAL AREA	QUALITY STANDARD
Very high risk	<ul style="list-style-type: none"> • Isolation Room • Hemodialysis Treatment Area • Dialyzer Reprocessing Room • Clinical Waste Room 	<p>Critically Important Patients in these areas are at very high risk of infection, requiring a frequent and responsive cleaning service. Strict adherence to defined cleaning protocols and procedures is essential. The required outcomes must be achieved through the highest level of cleaning intensity and frequency.</p> <p>It is also essential that all adjoining areas to very high-risk zones receive the same intensive level of cleaning to prevent cross-contamination.</p>
High Risk	<ul style="list-style-type: none"> • Renalin / Puristeril Store • Treatment Room (Dressing Room) • Dirty Utility Room 	<p>Highly Important Cleaning outcomes must be maintained through frequent scheduled cleaning and the ability to perform immediate spot cleaning when required.</p> <p>Areas adjoining high-risk zones must also receive the same level of cleaning to ensure infection prevention and environmental safety.</p>
Moderate Risk	<ul style="list-style-type: none"> • Laying Set Room • Patient Common Room • Linen Services/Rooms • Consultation Rooms • Examination Rooms • Procedure Rooms • Dirty Utility Rooms • Lifts 	<p>Very Important These areas require high standards for both hygiene and appearance. Cleanliness should be maintained through regular scheduled cleaning, supplemented by spot cleaning as necessary.</p> <p>All adjoining moderate-risk areas should receive the same cleaning standards to ensure consistency and overall hygiene.</p>
Low Risk	<ul style="list-style-type: none"> • Conference Rooms • Multipurpose Rooms • Bilik Muzakarah • Pantry • Bilik Teratai • Administration Offices • Breastfeeding Room • Non-Sterile Areas • General Staff Common Room • Portable Medical Gas Cylinder • Store • Medical Record Office • Equipment Stores • Pharmacy • Pharmacy Store • Security Post • General Offices • Meeting Rooms • General Waste Rooms • Prayer Rooms (Surau) • Counters • Biomedical Engineering 	<p>Important These areas require cleaning primarily for aesthetic and general hygiene purposes. Outcomes should be maintained through routine program-based cleaning, with the capacity for spot cleaning as necessary.</p> <p>Consistency in cleaning standards should also extend to adjacent areas to maintain a safe and presentable environment</p>

Note: **Areas are not limited to the given list.**

- **Level of risk may change from time to time**

SCHEDULE F

MANPOWER AND ALLOCATION OF STAFF

MANPOWER AND ALLOCATION OF STAFF

The Tenderer's shall employ the minimum number of skilled workmen as enumerated below:

TUTONG DIALYSIS CENTRE		
Supervisor	Office Hours (7.30 am – 12 nn, 1.30 pm – 5 pm)	1
Total		1

TUTONG DIALYSIS CENTRE		
SHIFT A (06 00 am – 02 00 pm)		
Cleaner		5
Attendant		1
SHIFT B (11 00 am – 7 00 pm)		
Cleaner		5
Attendant		1
SHIFT C (05 00 pm to 1 00 am)		
Cleaner		4
Attendant		1
Total		17 (Include Supervisor)

TUTONG DIALYSIS CENTRE

TUTONG DIALYSIS CENTRE																					
	6AM-7PM	7AM-8AM	8AM-9AM	9AM-10AM	10AM-11AM	11AM-12PM	12PM-1PM	1PM-2PM	2PM-3PM	3PM-4PM	4PM-5PM	5PM-6PM	6PM-7PM	7PM-8PM	8PM-9PM	9PM-10PM	10PM-11PM	11PM-12AM	12AM-1AM		
Shift A	5 cleaners needed																				
	1 Attendant needed																				
Shift B						5 cleaners needed															
						1 Attendant needed															
Shift C												4 cleaners needed									
												1 Attendant needed									

	Supervisor (7.30am – 12nn, 1.30pm – 5pm)
	Dialysis Peak Time (7am-9am, 11am – 2pm, 4pm- 8pm, 9pm – 12.30)
	Shift A (06 00 Am – 02 00 Pm)
	Shift B (11 00 Am – 7 00 Pm)
	Shift C (05 00 Pm To 01 00 Am)

*Shift timings are subject to change based on the operational dialysis schedule.

SCHEDULE G

LIST OF EQUIPMENT AND SUPPLIES

LIST OF EQUIPMENT AND SUPPLIES TO BE PROVIDED AT THE CENTRES

A. Consumable & Materials (Mandatory)

NO.	DESCRIPTION	MEASURE	TUTONG DIALYSIS CENTRE
A1	Air Freshener Dispenser	Unit	all toilets and meeting rooms
A2	Air Freshener Refill	Unit	all toilets and meeting rooms
A3	Battery For Air Freshener Dispenser	Unit	all toilets and meeting rooms
A4	Toilet Bowl Sanitisers	Unit	all toilets
A5	M-Fold Towel Dispenser	Unit	all basins
A6	M-Fold Towel	Carton	all basins
A7	Jumbo Roll Toilet Paper Dispenser	Unit	all toilets
A8	Jumbo Roll toilet paper	Carton	all toilets
A9	Hand Soap Dispenser	Unit	all toilets, ablution areas, patient room, prep room & dirty utility
A10	Hand soap	Unit	all toilets, ablution areas, patient room, prep room & dirty utility
A11	Dish washing liquid	Unit	All pantries excluding catering services kitchen
A12	Dish washing sponge	Unit	All pantries excluding catering services kitchen
A13	Garbage Chute Bag (Black)	Piece	all consultation rooms
A14	Garbage Chute Bag (Black)	Piece	dirty utility, disposal room, disposal center/area
A15	Garbage Chute Bag (White)	Piece	offices, administration area
A16	Garbage Chute Bag (Black) - Sanitary Bin	Piece	all toilets
A17	Yellow Bio-Hazard Bag	Piece	dirty utility, disposal room, disposal center/area
A18	Yellow Bio-Hazard Bag	Piece	all clinical areas, quarantine/isolation
A19	Transparent Plastic Bag - for recycle item	Piece	offices, administration area, general public places
A20	All micro-fibre cloths (Green, Yellow, Blue, Green checkered, Pink formento)	Piece	Adequate supply

B. Equipment & Chemical (Mandatory)

NO.	DESCRIPTION	TUTONG DIALYSIS CENTRE
B1	General waste-bin - 35 ltr bin	Adequate supply
B2	Sanitary Disposal Bin	Always available
B3	Janitor Cart	Always available
B4	Mop Squeeze bucket with wet mop	Always available
B5	Dry Mop	Always available
B6	Floor Signage (“Caution Wet Floor”)	Available when needed
B7	Dryer Machine	Available when needed
B8	Toilet Bowl Brush	Always available
B9	Toilet Bowl Cleaner	Always available
B10	Toilet Disinfectant	Always available
B11	Disinfectant (Cubicle Area)	Available when needed
B12	General Disinfectant	Always available
B13	Toilet Bowl Brushes	Always available
B14	Deodorant Block / Deodorizer	Always available
B15	Glass / Mirror Cleaner	Always available
B16	Degreaser	Available when needed
B17	Aluminium Ladder	Available when needed
B18	Washing Machine (Clinical)	Always available
B19	Washing Machine (Non-Clinical)	Always available
B20	Segregation Bucket (Non-Clinical – Clean)	Always available
B21	Segregation Bucket (Non-Clinical – Dirty)	Always available
B22	Segregation Bucket (Clinical – Clean)	Always available
B23	Segregation Bucket (Clinical – Dirty)	Always available
B24	Burnishing machine	Available when needed
B25	Dry Vacuum Machine	Always available
B26	Portable Wet Vacuum Cleaner	Available when needed
B27	Pressure Washer	Available when needed
B28	Carpet Shampoo	Available when needed

C. Non-Mandatory / recommended Items

NO	ITEM DESCRIPTION
C1	Scrubbing/Buffering Machine
C2	Step Stool
C3	Mop Wringer Bucket
C4	Waste Collection Trolley
C5	Cleaning Cloth (Microfiber)
C6	Wet Vacuum Machine
C7	Polishing Machine
C8	Scrubbing Machine
C9	Carpet Shampooing Machine
C10	Carpet Dryer
C11	Wet Suction
C12	High Pressure Cleaner
C13	Glass Cleaning Tools
C14	Floor Polish
C15	Floor Sealer
C16	Floor Stripper
C17	Carpet Pre-Treatment
C18	Furniture Polish / Cleaner
C19	Buffing Liquid
C20	Mouse Trap
C21	Indoor Electric Fly Trap
C22	Bug Repellent

SCHEDULE H

PERFORMANCE EVALUATION FORM (Attendant / Cleaner / Supervisor)

Evaluation Period: _____ Centre: _____

Position: Attendant Cleaner Supervisor

Evaluator (Name & Position): _____ Date of Evaluation: _____

SECTION A — CORE COMPETENCIES

Instructions: Tick (✓) YES, NO, or N/A based on the staff's performance. Provide comments if needed.

1. WORK QUALITY & TASK PERFORMANCE

NO	CRITERIA	YES	NO	NA	COMMENT
1	Completes assigned tasks accurately and on time				
2	Follows SOP for daily activities				
3	Demonstrates good organizational skills				
4	Maintains cleanliness and safety consistently				
5	Follows infection control procedures				
6	Adapts to new tasks or changes efficiently				
7	Completes tasks without requiring repeated supervision				

2. GENERAL PROCEDURE & INTERACTION (Attendants only — Cleaners & Supervisors tick N/A)

NO	CRITERIA	YES	NO	NA	COMMENT
1	Greets patients warmly and respectfully				
2	Provides safe assistance during transport				
3	Responds promptly to patient needs				
4	Maintains patient dignity and confidentiality				
5	Accurately reports patient observations to nurses				
6	Ensures patient comfort during transportation				
7	Demonstrates empathy and effective communication				

3. CLEANING & ENVIRONMENTAL HYGIENE (Cleaners only — Attendants & Supervisors tick N/A)

NO	CRITERIA	YES	NO	NA	COMMENT
1	Performs daily cleaning according to schedule				
2	Maintains toilets, surau, and public areas				
3	Complies with waste segregation protocols				
4	Responds quickly to spills or contamination				
5	Conducts monthly deep-cleaning properly				
6	Handles cleaning equipment and chemicals safely				
7	Maintains storage areas organized and clean				

4. SUPERVISORY COMPETENCIES (Supervisors only — Attendants & Cleaners tick N/A)

NO	CRITERIA	YES	NO	NA	COMMENT
1	Prepares schedule, roster & manpower planning				
2	Conducts inspections & ensures compliance				
3	Monitors and documents performance				
4	Provides training, coaching & feedback				
5	Addresses NCRs and ensures corrective action				
6	Resolves staff conflicts effectively				
7	Promotes teamwork and morale				

5. PROFESSIONALISM & ETHICS

NO	CRITERIA	YES	NO	NA	COMMENT
1	Demonstrates respect, courtesy & good conduct				
2	Maintains confidentiality				
3	Practices proper grooming & hygiene				
4	Works effectively in a team				
5	Adheres to safety and infection control protocols				
6	Exhibits punctuality and reliability				
7	Demonstrates positive attitude under stress				

SECTION B — ATTENDANCE & PUNCTUALITY

NO	CRITERIA	YES	NO	NA	COMMENT
1	Reports to duty on time				
2	Rarely absent without valid reason				
3	Follows roster and shift assignments				
4	Provides advance notice for leave				

SECTION C — OVERALL PERFORMANCE RATING

GRADING OF THE MONTHLY AMOUNT PAYABLE TO THE TENDERER'S				
Name:	Average monthly performance	Payment Due	Payment Due After 2nd Warning	Payment Due After 3rd Warning
Position:	80% - 100 %	100 %	80%	50 %
	70% - 79 %	100 %	80%	50 %
	60% - 69%	90 %	60%	50 %
Signature:	50% - 59%	50%	40%	30%
Date:	Below 50%	30%	10%	0%
Note: 2 Issued NCR - 20% deduction of the overall monthly charges will apply. More than 2 issued NCR - Automatically deduct 50% according to locations/areas			NCR reference no:	Date issued:
			1.	1.
			2.	2.
			3	3.
TOTAL POINT:	Calculation: No. of YES / No. of Activities or area x 100%			
YES <input type="checkbox"/> <hr/> NO <input type="checkbox"/>	YES <input type="checkbox"/> <hr/> NO <input type="checkbox"/> X 100% = <input type="text"/> %			

SECTION D — CONTRACTOR REPRESENTATIVE ACKNOWLEDGEMENT

I acknowledge that this evaluation has been discussed.

Employee Signature: _____ Date: _____

Evaluator Signature: _____ Date: _____

Head of Unit (if required): _____ Date: _____

**SCHEDULE I
PERFORMANCE BOND**

To:

WHEREAS [insert name of Company] of has entered into an Agreement With the Government of His Majesty the Sultan and Yang Di-Pertuan of Brunei Darussalam, represented by Ministry of Health (“the Government”) datedfor..... (Agreement Ref. No. (“the Agreement”) and in this connection a performance bond is required in the sum of [\$.....] as security for the fulfillment by [insert name of Company] of its obligations under the Agreement.

NOW we [insert name of the banker] of [insert registered address of the bank], hereby guarantee payment to the Ministry of Health on demand of up to [\$.....] in the event of [insert name of Company] failing to fulfill the Agreement, provided that the Ministry of Health claim hereunder is received in writing at this office accompanied by a signed statement that [insert name Company] has failed to fulfill the Agreement, without the Ministry of Health needing to prove or show any grounds(s) or reason(s) for its demand.

Such statement shall be accepted by us conclusive evidence that the amount claimed is due to the Ministry of Health under this Guarantee.

This Guarantee shall become operative on the date of signing of the AGREEMENT by the GOVERNMENT and the COMPANY and shall expire six (6) months after the expiry of the Agreement.

This Guarantee shall be governed by and construed in accordance with the laws of Brunei Darussalam.

[name and signature of authorized signatory]

For and behalf of [insert name of the bank].

APPENDIX 1 - NON-CONFORMANCE REPORT (NCR) FORM

Project or contract name:			
1	Tender no.:	4	NCR no.:
2	Date issued:	5	Centre / location:
3	Reported by:		
6	Details of non-conformance:		
	Nature of non-conformance (tick applicable):		
	<input type="checkbox"/> Service not delivered as scheduled	<input type="checkbox"/> Poor quality of service	
	<input type="checkbox"/> Incomplete task	<input type="checkbox"/> Safety violation	
	<input type="checkbox"/> Repeated complaint	<input type="checkbox"/> Others: _____	
	Reference clause / requirement breached:		
	Date / time of observation:		
	Observed by (centre representative):		
7	Evidence and findings:		
	Inspection findings / evidence (attach photos, reports, etc.):		
	Severity of non-conformance: <input type="checkbox"/> Minor <input type="checkbox"/> Major <input type="checkbox"/> Repeated / Recurring		
8	<i>Corrective action (to be filled by respondent)</i>		
	Required Corrective Action(s):		
	Deadline for Completion:		
	Responsible Person / Tenderer's Representative:		
9	<i>Follow-up and verification (for office use)</i>		
	Date of Follow-Up Inspection:	Verified By (Centre):	
	Corrective Action Status: <input type="checkbox"/> Satisfactory <input type="checkbox"/> Not Satisfactory <input type="checkbox"/> Pending		
	Remarks:		
10	<i>Performance & payment impact (for office use)</i>		
	Performance Category: <input type="checkbox"/> 80–100% <input type="checkbox"/> 70–79% <input type="checkbox"/> 60–69% <input type="checkbox"/> 50–59% <input type="checkbox"/> Below 50%		
	NCR Count this Month: <input type="checkbox"/> 1st <input type="checkbox"/> 2nd <input type="checkbox"/> 3rd or more		
	Payment Deduction Applied: <input type="checkbox"/> None <input type="checkbox"/> 10% <input type="checkbox"/> 20% <input type="checkbox"/> 30% <input type="checkbox"/> 50% <input type="checkbox"/> Other: _____%		
	Remarks / Justification:		
11	<i>Signatures (for office use)</i>		
	Issued By (Centre Representative):	Date:	
	Received By (Tenderer's Representative):	Date:	
	Acknowledgement: <input type="checkbox"/> Accepted <input type="checkbox"/> Disputed (attach explanation)		
12	<i>Closure (for office use)</i>		
	Final Verification (Centre): <input type="checkbox"/> Closed <input type="checkbox"/> Open (pending rectification)		
	Comments:		
	Verified By:	Date:	

The NCR record will be accompanied by a performance evaluation form for any Ministries/Departments in need from the Department.

SECTION 3

FORMS TO BE USED

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SCHEDULE A - TENDER FORM

To:

TENDER REFERENCE NO.: KK/44/2026/JPR(TC)

**INVITATION TO TENDER FOR THE PROVISION OF
HOUSEKEEPING SERVICES AT TUTONG DIALYSIS CENTRE,
DEPARTMENT OF RENAL SERVICES, MINISTRY OF HEALTH FOR A PERIOD OF THREE (3) YEARS**

TENDER OF (*name of Supplier*) : _____

Company/Business Registration No : _____

Tender Closing Date : _____

NO	DESCRIPTION	UNIT COST (\$)	Monthly (\$ Price)	3 Years (\$ Price)
1	Supervisor (1 supervisor)			
2	Attendant (3 attendants)			
3	Cleaner (14 cleaners)			
4	Consumables & Materials (Mandatory)			
5	Equipment & Chemical (Mandatory)			
	OVERALL TOTAL			

USER REQUIREMENTS	DETAILS OF THE OFFER
Company Registration / Class / Date of Expired	
No. of Personnel & The Shift	
Personnel Job Description Provided	
Personnel Uniform	
Personal Protective Equipment (PPE)	
Tele-Communication Devices	
Consumables & Materials	
Equipment and Chemicals	
Training & Management of Personnel	
Housekeeping Service Experience	
Terminal Cleaning Experience	
Work Programs / Schedules	

1. We offer and undertake on your acceptance of our Tender to supply and deliver the above-mentioned services in accordance with your Invitation to Tender.
2. Our Tender is fully consistent with and does not contradict or derogate from anything in your Invitation to Tender. We have not qualified or changed any of the provisions of your Invitation to Tender.
3. We shall execute a formal agreement in the appropriate form set out in Section 4 - Contract of the Invitation to Tender together with such further terms and conditions, if any, agreed between Government and us.
4. OUR OFFER IS VALID FOR **TWELVE (12)** CALENDAR MONTHS FROM THE TENDER CLOSING DATE.
5. When requested by you, we shall extend the validity of this offer.
6. We further undertake to give you any further information which you may require.

Dated this day of 202__

Tenderer's official stamp:

Signature of authorised officer of Tenderer

Name :

Designation :

SCHEDULE B - INFORMATION SUMMARY

- 2.1 Tenderers shall provide in this Schedule the following information:
- (a) Management summary
 - (b) Company profile (including Contractor and sub-contractor(s), if any)
 - (c) Years of experience (as of the Tender Closing Date) of the Contractor and sub-contractor(s) in the:
 - ***Housekeeping Services At Tutong Dialysis Centre***
 - (d) Other information which is considered relevant

SCHEDULE C - SUB-CONTRACTOR

- 3.1 Tenderers shall complete Table 3.1 with information about all the companies involved in the provision of the services and items specified in this tender. This shall include details about the Contractor and each sub-contractor involved, as well as their respective responsibilities.
- 3.2 Tenderers shall also indicate in Table 3.1 any alliance relationship established with each sub-contractor. An alliance is defined as a formal and binding business relationship between the allied parties.

Table 3.1 Responsibility Table

Company Name	Responsibility Description	Alliance Relationship between Contractor and Sub-contractor(s)		
		Alliance Exists? (Y/N)	Date Established	Alliance Description
Contractor				
		Not Applicable	Not Applicable	Not Applicable
Sub-contractor(s)				

SCHEDULE D - COMPANY'S BACKGROUND

4.1 Each of the companies involved in this tender, including Contractor and sub-contractor(s) (if any), shall provide information on the company's background, scope of operations, financial standing and certified copy of its Certificate of Incorporation or Certificate of Registration (as the case may be).

SCHEDULE E - REFERENCES

5.1 Tenderers shall submit a list of customers in Table 5.1 to whom the Contractor has provided similar services and items as specified in this tender in the recent 5 years as of the Tender Closing Date.

Table 5.1 References of previous customers

Customer Name and Address	Customer Type (Govt or Quasi Govt)*	Contact Person	Title	Contact Number Fax Number and E-mail Address

***Note: Tenderers shall indicate whether the customer is a Government or Quasi Government organisation. A Quasi Government is defined as an organisation which (1) is managed and controlled by the Government; or (2) has at least 50% shares being held by the Government. Please leave the column blank if the customer is neither a Government or Quasi Government organisation.**

5.2 The Ministry of Health shall treat all the information submitted under this schedule in strict confidence.

5.3 The Ministry of Health reserves the right to contact the references for tender assessment purposes.

**SCHEDULE F - TENDERER'S DECLARATION
PENGAKUAN PENENDER**

SCHEDULE G - LIST OF CONSUMABLES & MATERIALS

7.1 Tenderers are required to list out the consumables & materials including the quantity required, which shall be used in providing the services described in **Schedule F Section 2** of this Invitation to Tender. Tenderers are allowed to add in any other equipment and tools which are deemed necessary for the execution of the services.

NO.	DESCRIPTION	MEASURE	QTY	BRAND	UNIT COST (\$)
CONSUMABLES & MATERIALS (MANDATORY)					
7.1	Air Freshener Dispenser	Unit			
7.2	Air Freshener Refill	Unit			
7.3	Battery For Air Freshener Dispenser	Unit			
7.4	Toilet Bowl Sanitisers	Unit			
7.5	M-Fold Towel Dispenser	Unit			
7.6	M-Fold Towel	Carton			
7.7	Jumbo Roll Toilet Paper Dispenser	Unit			
7.8	Jumbo Roll toilet paper	Carton			
7.9	Hand Soap Dispenser	Unit			
7.10	Hand soap	Unit			
7.11	Dish washing liquid	Unit			
7.12	Dish washing sponge	Unit			
7.13	Garbage Chute Bag (Black)	Piece			
7.14	Garbage Chute Bag (Black)	Piece			
7.15	Garbage Chute Bag (White)	Piece			
7.16	Garbage Chute Bag (Black) - Sanitary Bin	Piece			
7.17	Yellow Bio-Hazard Bag	Piece			
7.18	Yellow Bio-Hazard Bag	Piece			
7.19	Transparent Plastic Bag - for recycle item	Piece			
7.20	All micro-fibre cloths (Green, Yellow, Blue, Green checkered, Pink formento)	Piece			

SCHEDULE H- LIST OF EQUIPMENT AND CHEMICAL

8. Tenderers are required to list out the equipment and machinery which are intended to be used for the services.

NO.	DESCRIPTION	BRAND	COUNTRY OF ORIGIN	UNIT COST (\$)
EQUIPMENT & CHEMICAL (MANDATORY)				
8.1	General waste-bin - 35 ltr bin			
8.2	Sanitary Disposal Bin			
8.3	Janitor Cart			
8.4	Mop Squeeze bucket with wet mop			
8.5	Dry Mop			
8.6	Floor Signage ("Caution Wet Floor")			
8.7	Dryer Machine			
8.8	Toilet Bowl Brush			
8.9	Toilet Bowl Cleaner			
8.10	Toilet Disinfectant			
8.11	Disinfectant (Cubicle Area)			
8.12	General Disinfectant			
8.13	Toilet Bowl Brushes			
8.14	Deodorant Block / Deodorizer			
8.15	Glass / Mirror Cleaner			
8.16	Degreaser			
8.17	Aluminium Ladder			
8.18	Washing Machine (Clinical)			
8.19	Washing Machine (Non-Clinical)			
8.20	Segregation Bucket (Non-Clinical – Clean)			
8.21	Segregation Bucket (Non-Clinical – Dirty)			
8.22	Segregation Bucket (Clinical – Clean)			
8.23	Segregation Bucket (Clinical – Dirty)			
8.24	Burnishing machine			
8.25	Dry Vacuum Machine			
8.26	Portable Wet Vacuum Cleaner			
8.27	Pressure Washer			
8.28	Carpet Shampoo			
8.29	Scrubbing/Buffering Machine			

SCHEDULE I - NON-MANDATORY / RECOMMENDED ITEMS

9. Tenderers are required to list out the Non-Mandatory / Recommended items which are intended to be used for the services.

NO.	DESCRIPTION	BRAND	COUNTRY OF ORIGIN	UNIT COST (\$)
NON-MANDATORY / RECOMMENDED ITEMS				
9.1	Step Stool			
9.2	Mop Wringer Bucket			
9.3	Waste Collection Trolley			
9.4	Cleaning Cloth (Microfiber)			
9.5	Wet Vacuum Machine			
9.6	Polishing Machine			
9.7	Scrubbing Machine			
9.8	Carpet Shampooing Machine			
9.9	Carpet Dryer			
9.10	Wet Suction			
9.11	High Pressure Cleaner			
9.12	Glass Cleaning Tools			
9.13	Floor Polish			
9.14	Floor Sealer			
9.15	Floor Stripper			
9.16	Carpet Pre-Treatment			
9.17	Furniture Polish / Cleaner			
9.18	Buffing Liquid			
9.19	Mouse Trap			
9.20	Indoor Electric Fly Trap			
9.21	Bug Repellent			

SCHEDULE J - WORKING SCHEDULE FOR EMPLOYEES

10. Tenderers are required to provide the number of employees for each occupation working in the Tutong Dialysis Centre.

NO	OCCUPATION	TUTONG DIALYSIS CENTRE		
		Shift A	Shift B	Shift C
10.1	Supervisor			
10.2	Cleaner			
10.3	Attendant			

SCHEDULE K - TRAINING PLAN
(Tender to Submit with Tender Document)

**SCHEDULE L - STANDARD OPERATING PROCEDURE
(Tender to Submit with Tender Document)**