

Project Sponsor Meeting Minutes #2

Date / Time 22th Jan 2018, 1pm to 4pm

Venue LS-2 Office

Attendees Jonathan Low, Soma Mok, Yea Ram Song
Ms Tan Wei Li, Mr Dennis Tan, Mrs Tan (Finance Director)

Agenda

1. To seek a better understanding of the invoice data we received
2. To understand the expense patterns of the projects
3. To understand how cost estimation has been done previously
4. To understand the tender process of the projects
5. To brief the clients on the direction of the project
6. To request for further documents

S/N	Notes / Task	Follow-up Action	Actor(s)
1.	Our project sponsor has clarified certain items in the file named "Project Invoice Report" so that we are able to understand and make use of the correct data in our analysis.	<ul style="list-style-type: none"> • Nil 	Nil
2.	Consulted Mr Dennis Tan regarding the tendering process, which involves steps like site briefing, estimation of costs, proposal submission and interview.	<ul style="list-style-type: none"> • Study the tender documents 	Soma, Yea Ram & Jonathan
3.	We interviewed Mr Dennis Tan on how cost-estimation has been done previously: <ul style="list-style-type: none"> • information needed for the cost estimation: Gross Floor Area (GFA), number of toilets, demographic of the workers and Equivalent Dwelling Units (EDUs) for conservancy projects • On average, a worker can clean 200 sqm per hour • The cost-estimation is done based on the above factors coupled with his experience and judgement 	<ul style="list-style-type: none"> • Derive cost drivers behind each expense item 	Soma, Yea Ram & Jonathan

4.	<p>We interviewed Mr Dennis Tan to deepen our understanding regarding project expenses patterns:</p> <ul style="list-style-type: none"> • Once granted the project, minimum amount of materials will be procured • After detailed site-analysis, unreasonable estimation will be adjusted, and headcount will be optimised. 	<ul style="list-style-type: none"> • Nil 	Nil
5.	<p>Industry details</p> <ul style="list-style-type: none"> • Environmental Management Association of Singapore (EMAS) • Ministry of Manpower (MOM): change from headcount based to performance-based agreement from 2010 • National Environment Agency (NEA): raise of minimum remuneration model for progressive wage model (for commercial project partners) from 2019 • SMU person in-charge: Ann 	<ul style="list-style-type: none"> • To interview Ann 	Soma, Yea Ram & Jonathan
6.	<p>We also requested for additional documents:</p> <ul style="list-style-type: none"> • Expenses split per item by project site (indicate whether its conservancy / housekeeping / ad-hoc) • Revenue terms (monthly/ one lump sum fixed) and amount per project • Headcount (employment) / project site • Master list of their past & current projects (incl. duration) 	<ul style="list-style-type: none"> • Get all requested data documents from WeiLi 	Yea Ram
