

IMMIGRATION & CHECKPOINTS AUTHORITY

2015 SINGAPORE QUALITY AWARD WITH SPECIAL COMMENDATION WINNER

Executive Summary



FOREWORD BY COMMISSIONER



ICA is a well-known leader in border security and identification internationally. ICA serves as a member of the International Civil Aviation Organisation (ICAO) Public Key Directory (PKD). We were also conferred the inaugural Excellence in Border Management Award in 2014 by BORDERPOL.

Business excellence is a journey and not a destination. The Business Excellence framework offers a holistic and integrated approach for ICA's organisation excellence effort and resonates with ICA's management philosophy of being future-ready, by focusing on capacity-building, capability development and human capital transformation.

Operating in a dynamic and fast-paced environment and faced with a heightened security climate, ICA continues to calibrate our systems and processes to provide our customers with seamless and efficient security service. We leverage technology and have achieved many first in class or best in class game-changing systems. Some examples include BIKES (automated clearance of motorcyclists using biometrics technology), iCollect (self-service kiosk for the collection of passports, NRIC, etc.) and Flexi-I (new generation of automated clearance lanes that are bi-directional and can be converted to manual clearance should the need arise) which have garnered various awards and accolades at both international and national levels.

ICA officers are the organisation's greatest asset. In ICA, officers are given the opportunity for continual learning and development to prepare them for the challenges in the complex security landscape. We have adopted a holistic training and learning framework. In addition to formal classroom-based training, we also have team learning, experiential learning, e-learning and e-Gaming (Gateway@Risk). In addition, developmental opportunities are also provided at every stage of the officers' career so that they can upgrade themselves both at a professional and personal level.

We are pleased to have lived up to ICA's vision of Inspiring Confidence in All, with our 'Can-Do mentality', a 'Be-Better attitude' and a 'Collaborative spirit'. ICA will continue to be driven by our mission, inspired by our vision and guided by our values. We will strive to do our best and work closely with our strategic partners and the community so as to keep Singapore safe and secure.

Mr Clarence Yeo
Commissioner
Immigration & Checkpoints Authority

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ORGANISATIONAL PROFILE

ORGANISATIONAL DESCRIPTION

1. ORGANISATIONAL ENVIRONMENT

The Immigration & Checkpoints Authority (ICA) was formed on 1 Apr 2003, with the merger of the Singapore Immigration & Registration (SIR) and the border control functions of the Customs & Excise Department (CED), to better deal with global security threats. ICA is a department within the Ministry of Home Affairs (MHA), and is recognised locally and internationally as a leading authority in border security and identification.



Mission, Shared Vision and Departmental Values

MISSION
ICA ensures that the movement of people, goods and conveyances through the checkpoints is legitimate and lawful. ICA administers and upholds the laws on immigration, citizenship and national registration fairly and effectively.
SHARED VISION
<p>Inspiring Confidence in All</p> <p>“All” includes ICA’s community, partners and officers. Community: We have gained the trust of our nation and community by providing quality security and customer services and by rising above all challenges</p> <p>Partners: We are valued as a strategic partner by government and community agencies in Singapore and by our regional and international counterparts</p> <p>Officers: We are a choice employer and a professional organisation</p>
DEPARTMENTAL VALUES
<p>Integrity: We are honest, just and courageous in our decisions and actions</p> <p>Commitment: We are committed to serve our nation, our community and our organisation</p> <p>Accountability: We are accountable for our actions and for adding value to our organisation, colleagues and ourselves</p>

Figure A.1.1 ICA Mission, Shared Vision and Departmental Values



Main Products and Services

ICA's main products and services are grouped under the two strategic focuses of Border Security and Identification (see Figure A.1.2). Through the astute application of technology, ICA has established a wide and effective network of channels, platforms and touchpoints to deliver a multitude of service initiatives while maintaining our security focus.

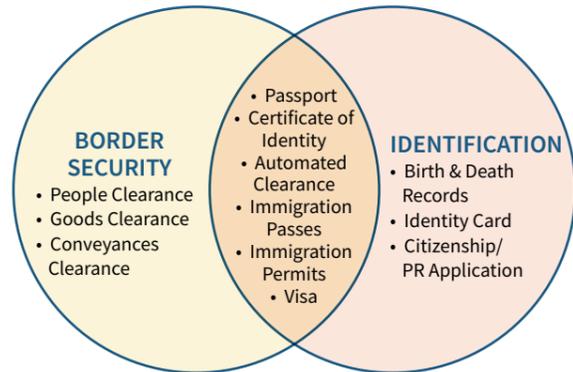


Figure A.1.2 Main Products and Services

Core Competencies

ICA developed the following core competencies to support its strategic focuses of border security and identification, as depicted in Table A.1.3.

BORDER SECURITY	IDENTIFICATION
Checkpoint Competencies	Services Centres Competencies
Specialised Competencies Staff Work Competencies	

Table A.1.3 Core Competencies

Major Equipment, Facilities and Technologies

ICA maintains a prominent presence at major gazetted entry/exit points and customs stations around Singapore, also known as the air, land and sea checkpoints (see Figure A.1.4).

ICA deploys equipment and technology for its daily operations at the various checkpoints and services centres. Some of the key facilities, equipment and technology are tabulated in Table A.1.5.



Figure A.1.4 Major Air, Land and Sea Checkpoints

FACILITIES	EQUIPMENT	TECHNOLOGIES/SYSTEMS
<ul style="list-style-type: none"> 30 entry and exit points around Singapore Air Cargo Express Hub (ACE Hub) Woodlands Analytical Laboratories Forensic Document Gallery Enhanced Checkpoint Security Training Suite (CSTS) Protective, Analytical and Assessment Facility (PAAF) 	<ul style="list-style-type: none"> iCollect (A self-service document collection machine) Enhanced Immigration Automated Clearance System (eIACS) Flexible Immigration Clearance System (Flexi-I - A dual-purpose immigration clearance system) Mobile Authentication Verification & Identification System (MAVIS) Biometrics Identification of Motorbikers 2 (BIKES 2) 	<ul style="list-style-type: none"> Integrated Border System (i-Borders) Gateway @ Risk (A game based e-learning platform for officers) Forgery Detection Web Portal 2 (FDWP 2) Application for Passport On-line Electronic System (APPLES) Central Identification & Registration Information System (CIRIS)

Table A.1.5 Examples of Major Facilities, Equipment and Technology/Systems

Regulatory Environment

ICA officers are empowered by law to carry out its regulatory functions. As a government agency, ICA is also governed by the Government Instruction Manuals (IMs). ICA officers also have to abide by its internal procedures (see Table A.1.6).

REGULATORY LEVELS	RELEVANT DOCUMENTS
Acts empowering ICA	<ul style="list-style-type: none"> Immigration Act Customs Act Constitution of Singapore (Articles on Citizenship) National Registration Act Registration of Births and Deaths Act Passports Act
Government-Level	<ul style="list-style-type: none"> Government Instruction Manuals (IMs)
ICA-Level	<ul style="list-style-type: none"> Standard Operating Procedures (SOPs) Working Instructions (WIs) Code of Conduct Corporate Service Handbook

Table A.1.6 Regulatory Environment and Relevant Documents

2. ORGANISATIONAL RELATIONSHIP

Relationship with Parent Organisation

As a department within the Ministry of Home Affairs (MHA), ICA is aligned with MHA's mission statement of "We work as a team, in partnership with the community, to make Singapore our safe and secure Best Home". As the first line of defence against undesirable persons, contrabands and security items at the border checkpoints, ICA lives out this mission. ICA's identification

and registration functions also support other MHA departments in carrying out their statutory functions. As the parent Ministry, MHA provides policy guidance to ICA and also allocates budget and resources for ICA's operations.

Relationship with Customers

In ICA, customers take centre stage for what we do. This drives the ICA vision and mission which shapes the values and mental models by systems and structures put in place. Customer segments are carefully identified, and then service delivery options are customised for the different segments. Through reframing, ICA reshapes its relationship with customers/community who become enabled, engaged and enriched. Through this process, ICA's enhanced public service delivery inspires confidence in all, thus creating goodwill and trust which ICA leverages upon to improve the whole service process in order to deliver the best service outcome, as depicted in Figure A.2.1.

ICA's customers are segmented based on its two strategic focuses of border security and identification (see Figure 2.1.2). ICA provides customer-centric services while remaining security-focused. Hence, the key customer requirements (see Table 2.1.5) are categorised into three principle areas:

- Effective Border Control
- Innovative, Convenient and Assured Products

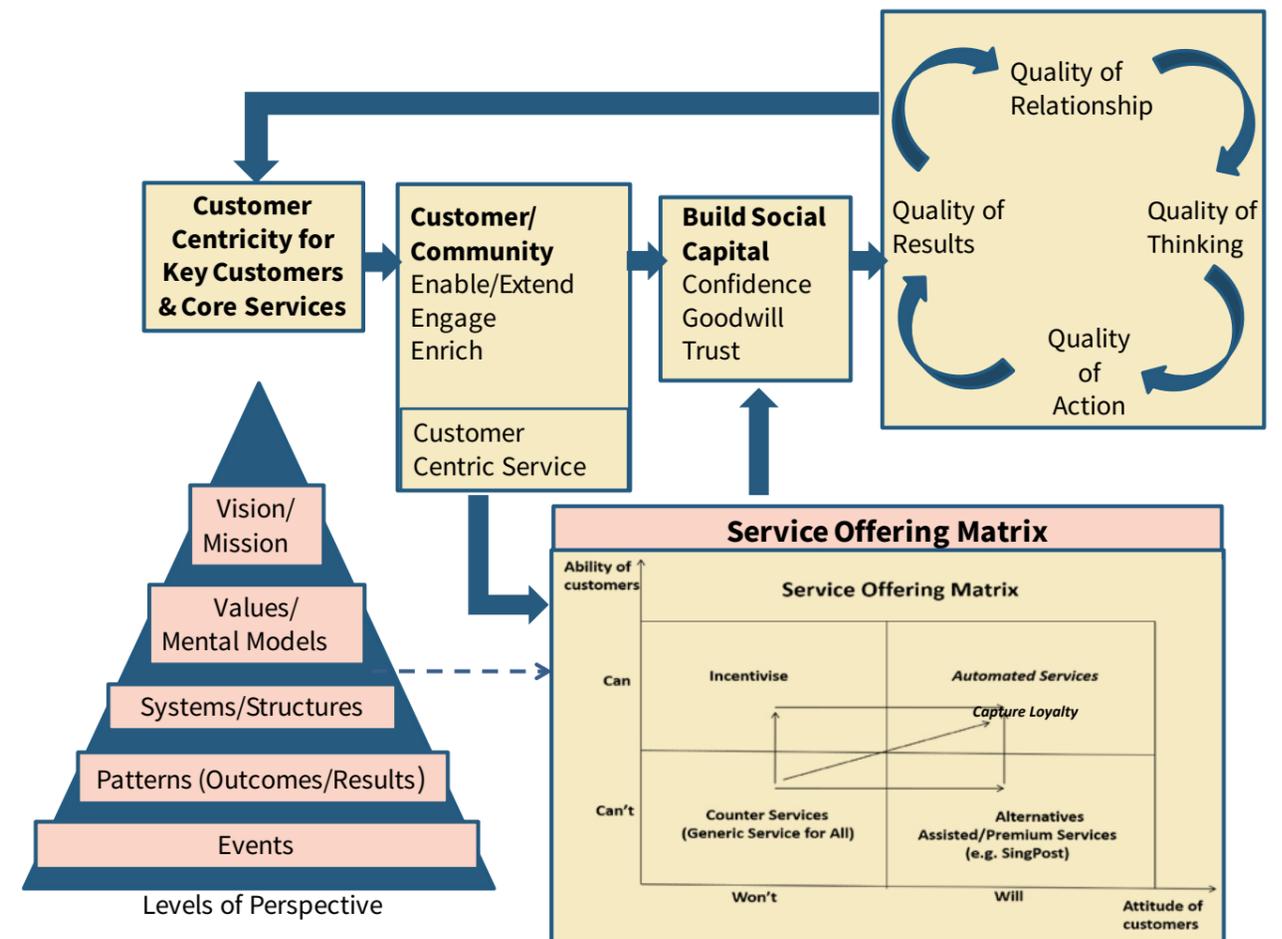


Figure A.2.1 Customer Engagement Framework

Relationship with Partners

ICA has built up partnerships with Government Agencies, International Counterparts and the Community (see Table A.2.2) to achieve greater synergy and agility in daily operations and to better respond to incidents, crises or security threats.

Strategic Partners

ICA's Strategic Partners can be categorised in the following three categories: Whole of Government, Whole of Society and International Community.

CATEGORY	NATURE OF DEALINGS
Whole of Government	Nature of dealings differ for each partner. Some examples are: <ul style="list-style-type: none"> Working closely together to make Singapore a safe and secure best home Enhancing Singapore's position as transportation, education hub Improve Singapore's trade and tourism Enforcement-related issues Provide information to agencies to facilitate their functions Act on behalf of multiple agencies to detect restricted, controlled and prohibited goods at the border
Whole of Society	Nature of dealings differs for each partner. Some examples are: <ul style="list-style-type: none"> Partnership for effective, efficient border control that delights travellers Partnership to facilitate trade Partnership in immigration and registration areas Community engagement and involvement Memorandum of Understanding (MOU) to collaborate on relevant research areas
International community	Nature of dealings differs for each partner. Some examples are: <ul style="list-style-type: none"> Repatriation and investigation of foreign offenders Community engagement and involvement Information exchange, policy/operations issues, training forums and study visits

Figure A.2.2 Types of Partners

Custodian of National Database

In addition to the various dealings listed in Figure A.2.2, ICA assumes a critical WOG role as the custodian of Singapore's national database, supporting other government agencies by providing essential information which enables them to serve the public better.

Community Engagement

To achieve its mission and shared vision, ICA engages the community in close partnership via education and community engagement programmes.

Relationship with Suppliers

ICA develops close working relationships with its key suppliers for both ICT and non-ICT areas.

Working hand-in-hand with the suppliers, ICA ensures high standards of performance in its products and services, and delivers world-class immigration and customs clearance services to its customers round-the-clock.

ORGANISATIONAL CHALLENGES

1. COMPETITIVE ENVIRONMENT

ICA operates in a dynamic and fast-paced environment driven by external factors. ICA has been faced with an increasingly challenging security environment and ever increasing in terms of travellers volume and limited resources. To remain relevant and continue to excel, ICA has to transform and continue to innovate to protect Singapore's interest while delighting its customers.

Although ICA does not have any domestic competitor for its services and there is no international ranking on immigration authorities worldwide, ICA benchmarks itself against other world-class organisations in both public and private sectors. ICA has garnered numerous top international rankings, awards and accolades. International counterparts also requested for learning visits and training programmes to be conducted by ICA. These validate that ICA is a global leader in border security and identification.

2. STRATEGIC CHALLENGES

ICA identifies its strategic challenges through environmental scanning and taking references from national and international surveys and reports.

ICA's key challenges are prioritised under the following three broad dimensions:

(i) Security: Diverse Range of Threats at the Borders

The interconnectivity of an open, global economy enhances the mobility of people and goods, but renders Singapore vulnerable to the spill-over effects of external events and threats such as terrorism, trans-national movement of undesirable travellers, cargoes and conveyances, as well as the trans-national movement of communicable diseases and hazards (e.g. SARS, H1N1, etc). As a frontline agency, ICA is faced with these threats at its borders on a daily basis.

(ii) Customer: Meeting Expectations in a Heightened Security Climate

With more well-heeled travellers and a better educated public, ICA continues to face increasing public expectations and scrutiny where it is expected to provide quality customer service in the face of heightened security standards and security checks. The enforcement nature of ICA's work makes it all the more important for ICA to relentlessly explore innovative ways to remain security-focused and yet maintain service-consciousness.

(iii) Manpower: Competition for Human Resources and Talent

A vibrant economy and the consequent strong demand for manpower have resulted in stiff competition for human resources and talent. Hence, ICA seeks to be a choice employer to attract,

develop and retain human talent, by enhancing its employee value proposition, and instilling pride and inspiring professionalism in its officers. By engaging all officers to enhance processes, ICA also strives to achieve sustainable productivity gains due to the tight labour market exacerbated by factors such as Singapore's aging population and shrinking workforce size.

3. ORGANISATIONAL DIRECTIONS

FOCAL AREAS	LEVER	ORGANISATIONAL DIRECTIONS
Process Excellence	INNOVATION EXCELLENCE A trailblazer in innovation An award-winning public sector innovator that applies creativity and constantly leverages on state-of-the-art technology for business excellence and security	A leader in border security and identification An internationally-respected immigration and checkpoints authority and a role model to government agencies in Singapore and its foreign counterparts
Service Excellence		A champion for service excellence A world-class service-oriented organisation that gains the trust of the nation and community; and works with its partners to provide quality security and customer service
People Excellence		A pace-setter in people development A choice employer dedicated to people excellence

Figure B.2.1 Organisational Directions

To propel itself forward, ICA takes guidance from the Business Excellence Framework and focuses on the three key areas of process, service and people excellence (which corresponds to the strategic challenges of security, customer and human talent), with innovation excellence as the underlying lever. ICA's directions are shown in Figure B.2.1.



Figure B.2.2 Six Strategic Thrusts

Building on the Business Excellence Framework, ICA's work plans are formulated based on six strategic thrusts (see Figure B.2.2), aligned to the Organisational Directions. Senior management serve as advisors to drive the processes and innovation in each strategic thrust.

4. PERFORMANCE IMPROVEMENT SYSTEM

Embedded within ICA's operations are systems and structures that help to provide continuous and sustained improvements to the organisation. At the corporate level, there are platforms, committees and project teams led by senior management to oversee performance improvement. In addition, ICA adopts the Balanced Scorecard (BSC) monitoring system, conducts benchmarking exercises and comparative studies, performs After-Action Reviews (AARs) as well as organisational health surveys to gather ground feedback. At the individual level, ICA has a well-established staff appraisal process and performance management cycle to groom and nurture officers, as well as address their developmental and learning needs. ICA also actively seeks feedback from its customers to deliver better service.

This performance improvement system (shown in Table B.2.3) has facilitated ICA's excellence journey.

MEANS	KEY FEATURES
Monitoring	<ul style="list-style-type: none"> Track performance goals during planning process Analyses trends and/or variations to take preventive actions
Feedback	<ul style="list-style-type: none"> Engage with stakeholders Share findings to learn and seek improvements
Projects	<ul style="list-style-type: none"> Improve processes and service delivery through innovation
Process reviews, audits and assessments	<ul style="list-style-type: none"> Business continuity management Corporate governance Audits to ensure compliance and/or conformity Assessments to ensure systematic application of management frameworks
Learning and development	<ul style="list-style-type: none"> Learn from other organisations (study trips, learning journeys, benchmarking, etc.) Knowledge Management Staff development

Table B.2.3 Performance Improvement Systems

1.1 SENIOR LEADERSHIP

Our Senior Leaders: The Leadership Group (LG)

The ICA senior management is collectively known as the Leadership Group (LG). The LG is led by Commissioner, ICA (CICA), who is supported by two Deputy Commissioners (DCs), as well as the Directors (Dir), Domain Commanders, Senior Deputy Directors (SDDs) and Commanders (Cmdrs).

1.1a Describe how the organisation's senior management develops the organisation's mission, vision and values, and communicates them to key stakeholders

ICA LG plays a key role in setting organisational directions, aligning all officers and stakeholders to internalise it. The roles and responsibilities of LG are shown in Figure 1.1.1.

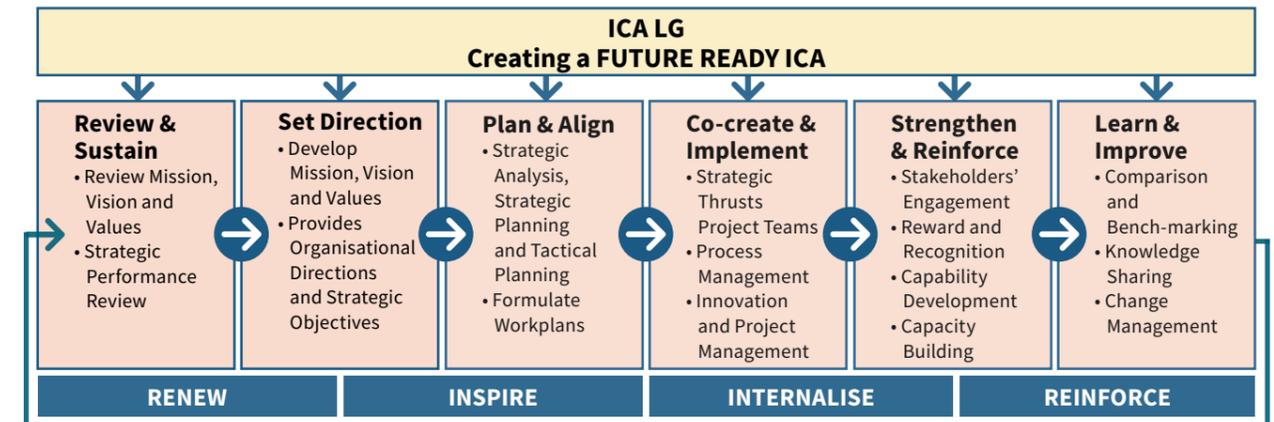


Figure 1.1.1 ICA Leadership Group's Roles and Responsibilities

Developing ICA's Directions

ICA LG has continued to fine-tune the direction of ICA and had also brought to fruition many milestone initiatives. Faced with the challenges of a dynamic operating terrain and developments in global security, ICA has responded by constantly evolving and refining its strategies to be future-ready, and this culminated in the development of its six strategic thrusts (see Figure B.2.2).

1.1b Describe how the organisation's senior management engages key stakeholders to drive the organisation's performance.

Communicating & Engaging Stakeholders for Improvements

The ICA 3-level Stakeholders' Engagement Framework (see Figure 1.1.2) is supported by multiple internal and external communication platforms, such as meetings and dialogue sessions, to deliver successful outcomes in the ICA's Leadership System (see Figure 1.1.1)



Figure 1.1.2 Stakeholders' Engagement Framework

Grooming Future Leaders

LG is deeply involved in identifying and grooming future leaders as well as providing training for leadership courses and mentoring future leaders through projects and committees (see Figure 4.1.7).

Leadership Effectiveness

Leadership effectiveness is evaluated via various mechanisms such as internal/external feedback, culture assessment as well as organisation results. Figure 1.1.3 shows how these mechanisms provide a holistic feedback on leadership effectiveness, leading to fine-tuning and improvements on the Leaders' individual leadership style as well as further develop ICA's leadership system.

1.1c Describe how the organisation's senior management acts as role models and groom future leaders.

01 LEADERSHIP

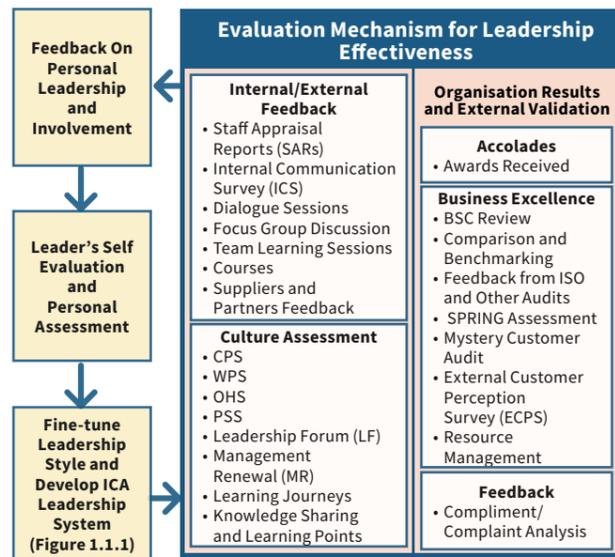


Figure 1.1.3 Evaluation and Improvement of Leadership Effectiveness and Involvement

1.2 ORGANISATIONAL CULTURE

1.2a Describe how the organisation aligns the mission, vision and values.

1.2b Describe how the organisation enables learning, innovation and the achievement of strategic goals.

Strengthening the ICA Heartware

To better align the mission, vision and values, ICA introduced the 'Strengthening the Heartware' strategic thrust in 2011 to develop the desired culture of Embracing the ICA Team, Exhibiting the ICA Spirit, Internalising the ICA Way, where each and every officer exhibits a "Can-Do" mentality, a "Be-Better" attitude and a "Collaborative" spirit. The strategic thrust is the driver for building a strong sense of belonging and developing the desired culture in ICA.

Through its various levels of interaction and communication channels, the ICA Stakeholders' Engagement Framework (Figure

1.1.2) has brought about a better appreciation of ICA's values and desired culture. Separately, ICA also structured an Awards Framework (see Figure 4.4.1) to recognise officers who exhibit desired behaviours that contribute towards the achievement of ICA's objectives. The result is a continual reinforcement of the desired culture that supports ICA's vision of Inspiring Confidence in All, and in the process endeavour to become a global leader in border security and identification.

1.2c Describe how the organisation embraces organisational change for sustainability

Adapting to Changes

The innovation culture drives the quest for improvements and adoption of new systems. Productivity improvements are realised by leveraging technology and the introduction of state-of-the-art equipment and facilities. These demand a constant review and changes within the processes and working systems (see Table 1.2.1).

CHANGES TO PROCESSES/SYSTEMS	OBJECTIVES
Introduction of ICA Strategic Thrusts (See Figure B.2.2)	Preparation for future readiness in terms of innovation, nimbleness and resilience.
Addition of Strategic Thrust: Project INSPIRE	Enhanced ICA's capabilities in data analysis and crowd-sourcing.
Risk Philosophy and Risk Mitigation Challenge	Encouraging greater involvement of officers to take active ownership in identifying and lowering potential operational risks.

Table 1.2.1 Examples of Reviews of ICA Processes and Systems

ICA gathers feedback through the use of various assessment methods for analysis and evaluation before identifying gaps and formulating action plans to bridge these gaps.

Bridging Culture Gaps

ICA monitors, develops and sustains the desired culture through various mechanisms, including OHS, ECPS, pulse sensing surveys, service performance indicators as well as feedback, management walkabouts and observations during daily work efforts. These assessment methods also allow LG to have a sensing of the culture on the ground and the findings have helped formulate initiatives that build the desired culture (see Table 1.2.2).

VALUE/POLICY	TRANSLATION OF VALUE/POLICY	PERMEATION OF CULTURE
COMMITMENT We are committed to serve our nation, our community and our organisation	<p>We project a professional image to our customers and community</p> <ul style="list-style-type: none"> Proud of ICA and carry ourselves as its ambassadors Display a high level of discipline and professionalism <p>We work smarter for better results</p> <ul style="list-style-type: none"> Adopt innovative processes in our work Adopt suitable state-of-art technology to meet our organisational goals 	<ul style="list-style-type: none"> E-learning and e-gaming via ICA Portal Briefings and dialogue sessions Sponsorship for postgraduate programmes <p>Focal Area: Service Consciousness (Service Excellence: A Champion for Service Excellence)</p> <ul style="list-style-type: none"> Service Excellence Framework Customer Relations Framework Service Excellence Day ICA Service Handbook Service recovery mechanisms Best Staff Awards At Your Service – platform to broadcast compliments
ACCOUNTABILITY We are accountable for our actions and for adding value to our organisation, colleagues and ourselves	<p>We see change as an opportunity for improvement</p> <ul style="list-style-type: none"> Continue to learn and seek out new opportunities to add value to ourselves <p>We work as a team</p> <ul style="list-style-type: none"> Share knowledge, best practices and experiences Value all contribution and respect our differences <p>We delight our customers with innovative and customer-centric touch points and go the extra mile</p> <ul style="list-style-type: none"> Review and improve service performance and anticipate customers' needs 	<p>Focal Area: Innovation & Knowledge Sharing (Innovation Excellence: A Trailblazer in Innovation)</p> <ul style="list-style-type: none"> Innovation Excellence Framework, WITs, SSS, Innovation Awards ExCEL Day and ICA WITs Convention Benchmarking projects, Lean management projects Knowledge sharing portals

Table 1.2.2 Sustaining a World-Class ICA – Translation of Values and Permeation of Culture

Culture Assessment

1.3 CORPORATE GOVERNANCE AND SOCIAL RESPONSIBILITY

ICA's Corporate Social Responsibility (CSR)

ICA's Corporate Social Responsibility (CSR) Framework (see Figure 1.3.1) illustrates how ICA creates a positive impact both locally and internationally through active corporate citizenry and good corporate governance. The Framework captures the focus and policies in ICA's CSR efforts.

1.3a Describe how the organisation establishes a governance system to ensure accountability and transparency.

Corporate Governance

ICA's Corporate Governance operates on principles that espouse fairness, accountability, transparency and participation. Embedded within ICA's governance system (see Figure 1.3.2)

is a reinforcing mechanism, depicting LG's involvement in the governance system and comprising varied platforms for feedback, culture-building, communications, and review and improvements.

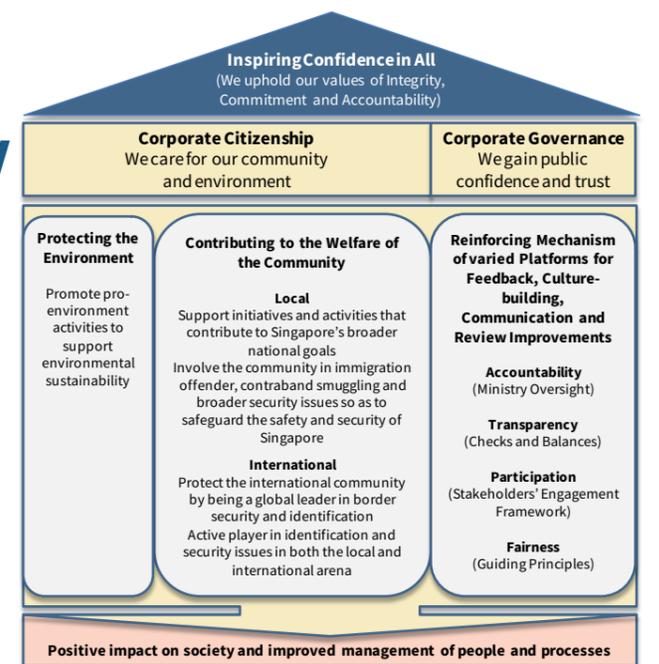


Figure 1.3.1 Corporate Social Responsibility Framework

VALUE/POLICY	TRANSLATION OF VALUE/POLICY	PERMEATION OF CULTURE
INTEGRITY We are honest, just and courageous in our decisions and actions	<p>We act in the interest of MHA/ICA</p> <ul style="list-style-type: none"> Ensure that security is not compromised Conduct fair assessment and make just decisions in line with SOPs <p>We uphold the integrity of ICA</p> <ul style="list-style-type: none"> Embrace our mission, vision and departmental values Exemplary in our behaviour Honest in our dealings 	<p>Focal Area: Achievement of Goals (Process Excellence – A Leader in Border Security and Identification)</p> <ul style="list-style-type: none"> Corporate Planning Framework BSC monitoring and reviews on procedures/workflow Enterprise Risk Management Framework Regular internal & external audits Awards Framework
COMMITMENT We are committed to serve our nation, our community and our organisation	<p>We take pride in our work and give our best in all we do</p> <ul style="list-style-type: none"> Discharge our duties professionally and responsibly to meet targets set <p>We care for the community and our environment</p> <ul style="list-style-type: none"> Empathise and enhance the well-being of the underprivileged Conserve energy and resources through recycling, reusing and reducing usage 	<p>Focal Area: Learning & Development (People Excellence: A Pace-setter in People Development)</p> <ul style="list-style-type: none"> HR Planning Framework, Employee Involvement Framework Learning Cycle, Training Seminar, training framework, posting framework and posting mechanism Standing Orders on Uniform and Appearances, Code of Conduct

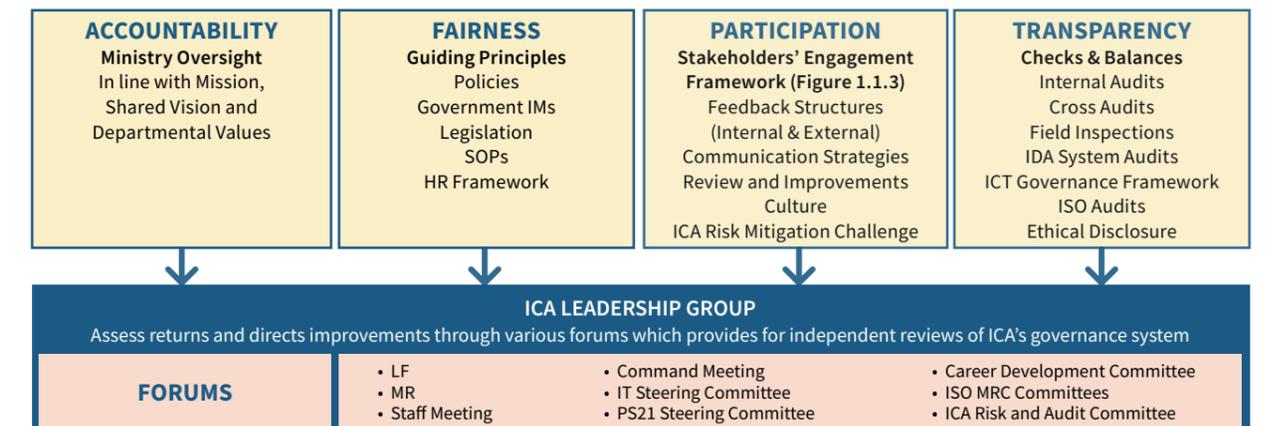


Figure 1.3.2 LG's Involvement and Structures in ICA Governance System

The ICA Governance and Risk Management Framework (see Figure 1.3.3) monitors critical processes and mitigates the relevant risks through a multi-layered approach consisting of a Risk Management Framework, an Audit Framework, and a Risk Analysis and Reporting Structure.

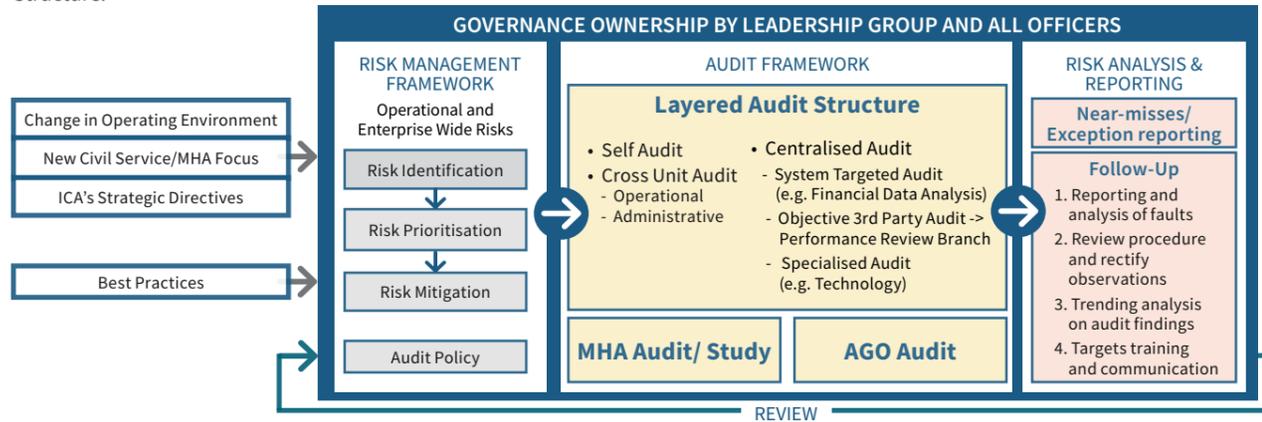


Figure 1.3.3 ICA Governance and Risk Management Framework

ICA implements multiple layers of internal audit checks. ICA is also subjected to MHA and AGO audits which offer third party independent checks for better corporate governance. Besides serving as checks and balances, and providing opportunities for development of improvement mechanisms, these audits also seek to create a mental model of zero tolerance towards lapses.

1.3b Describe how the organisation implements policies, communicates with and involves stakeholders to contribute to the sustainable development of the community and the environment it operates in.

Corporate Citizenship

COMMUNITY	PROGRAMMES
ENVIRONMENT	Eco-Initiatives <ul style="list-style-type: none"> Project Eco-Office Save paper through e-services Engagement with External Stakeholders <ul style="list-style-type: none"> Recycling projects and green trips Nature appreciation trips
LOCAL	Support Community Services <ul style="list-style-type: none"> Fund-raising and volunteering activities for the less fortunate children Supporting community programme such as the Community Chest SHARE programme Public Education Efforts <ul style="list-style-type: none"> Dissemination of public education materials Conducting Learning Journeys, exhibitions and talks to explain ICA's role as Singapore's border security agency ICA Crime Prevention Ambassadors (CPA) and ICA Grassroots Leaders Ambassadors (GLA) act as ICA's link to the community Local collaboration, sharing and training exchanges <ul style="list-style-type: none"> Conducting document examination courses to other HT agencies Sharing expertise and practical experiences on the collection, analysis and use of intelligence
INTERNATIONAL	Influencing leaders and a "Centre of Excellence" on border security and identification matters <ul style="list-style-type: none"> Innovative border security and registration systems International citizenry and capacity building Multilateral exercises and operations International representation, collaboration and training exchanges International trend-setter who sets Global Standards <ul style="list-style-type: none"> Founding member of the International Civil Association Organisation (ICAO) Public Key Directory (PKD) and re-elected as member of the committee

Table 1.3.4 ICA's Policies, Actions and Goals for the Environment and Community

ICA is committed to promote active citizenry among the officers via engagement in community services and pro-environment activities. Table 1.3.4 shows ICA's Corporate Citizenship efforts.

Stakeholders' Involvement

Stakeholders are informed of ICA's community and environment initiatives through various communications channels under the Stakeholders' Engagement Framework (see Figure 1.1.2). In addition, there are a multitude of structured and unstructured sharing platforms (see Table 6.2.1) for communication of policies and other issues. ICA has also put in place an Employee Involvement Framework (see Figure 4.3.1) to engage our employees. ICA's Total Well-Being Initiatives (see Table 4.3.3) also serve as mechanisms to engage and involve its employees.

Review and Improvements

Figure 1.3.5 details how ICA reviews and improves its CSR efforts.

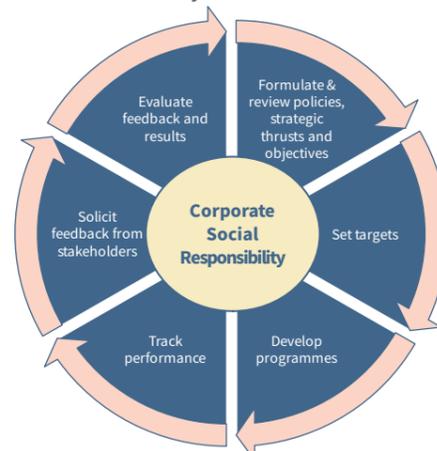


Figure 1.3.5 Review on Corporate Social Responsibility Framework

02 CUSTOMERS



CUSTOMER CENTRICITY

ICA's customers have always been central to how we design and plan our service delivery. By understanding customers' needs and engaging our officers to redesign our service processes, ICA is able to achieve sustainable productivity growth and progress as an organisation (see Figure 2.1.1). This is reinforced with strong support from the LG.

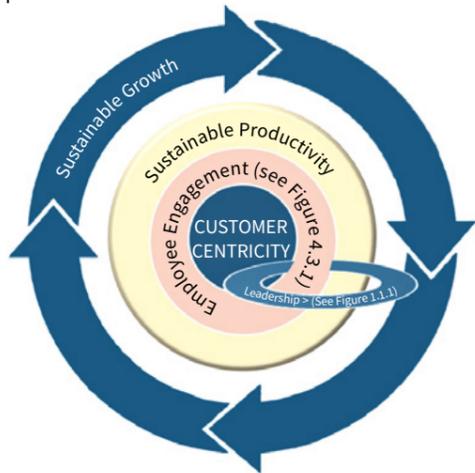


Figure 2.1.1 Customer Centricity

2.1 CUSTOMER REQUIREMENTS

2.1a Describe how the organisation segments markets and customers and understands their current and future requirements

Amidst security challenges, ICA remains committed to its customers and has adopted a "Security-Focused, Service-Conscious" mindset in service delivery.

Customer Segmentation

ICA is one of the most visible public organisations in Singapore, serving an extremely wide and diverse customer base comprising a daily average of 560,000 customers from across all age groups, genders, races and nationalities. ICA's customers are segmented based on its strategic focuses - Border Security and Identification. The customer segments are Singapore Citizens, Permanent Residents (PRs), foreign visitors, companies and individuals as illustrated in Figure 2.1.2.

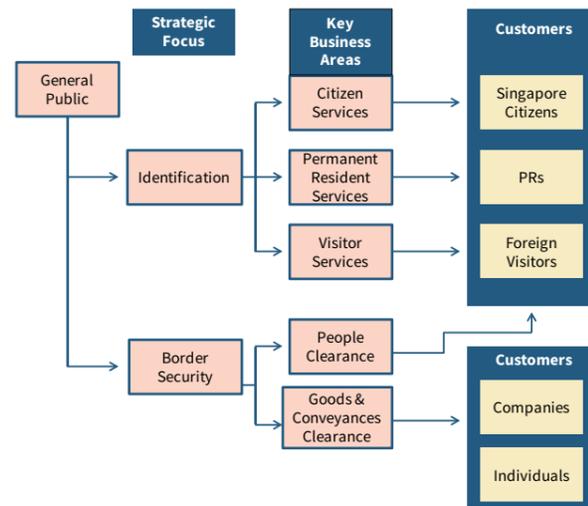


Figure 2.1.2 Customer Segmentation

Customer Requirements

To understand customers, ICA employs various listening and learning strategies to gather first-hand insights into customers' needs and requirements (see Table 2.1.4). The Case Study Framework - After Action Review (AAR) (see Figure 2.1.3) is an example of a method used to review ICA's systems/service to gather, analyse and manage customers' feedback for continuous improvements.

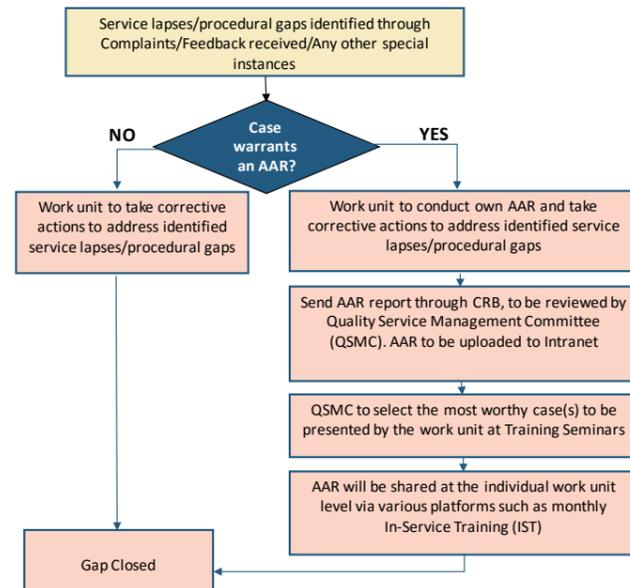


Figure 2.1.3 Case Study Framework - After Action Review (AAR)

STRATEGIES	MECHANISMS	METHODS	FEEDBACK SOUGHT/ACTIVITIES
LISTENING	Solicited Feedback	- Service Feedback Forms (SFFs) - External Customer Perception Surveys (ECPSs) - Interaction with customers at touchpoints - PSD's Revised Minimum Service Standards Audits - Focus group discussions	- Areas for improvement - Satisfaction levels - Feedback on new initiatives - Analyse customers' needs - Anticipate market requirements
	Unsolicited Feedback	- Written correspondences (emails, faxes, letters, PS21 feedback channels, Thank-you cards, etc) - Mainstream Media, Social Media - QSM line/ICA Call Centre - Walk-in - Electronic Poll (Available on ICA's website)	- Complaints - Compliments - Suggestions - Areas for improvement - Satisfaction levels
LEARNING	System/Service Review	- Case Study Framework - After Action Review (AAR) (see Figure 2.1.3) - Independent assessment by SPRING - Mystery Internal Customer Exercise (MICE) - Compliment Handling Framework	- Analyse customers' needs - Identify gaps and implement service improvements initiatives to close gaps

STRATEGIES	MECHANISMS	METHODS	FEEDBACK SOUGHT/ACTIVITIES
LEARNING	Community Involvement	- Public education programmes/Community outreach - Feedback from grassroots leaders, school students and senior citizens - Crime Prevention Ambassadors	- Analyse feedback from grassroots - Understand customers' needs through public education programmes
	Environment Scanning	- Meetings and dialogues with strategic partners - Study visits, Learning Journey, benchmarking, conferences, seminars, talks - Involvement in forums at Ministerial and Whole-Of-Government level	- Understand customers' needs and changing customer requirements - Validity of current initiatives/processes - Sharing and learning experiences - Comparative studies/benchmarking - Research trends/patterns

Table 2.1.4 Listening and Learning Strategies

Table 2.1.5 shows the current and future requirements for the respective customer segments in relation to the two strategic focuses. The detailed process requirements and measurements to meet customers' current and future requirements can be found in Table 5.2.1.

KEY BUSINESS AREAS	CUSTOMER SEGMENTS	KEY CUSTOMER REQUIREMENTS	FUTURE REQUIREMENTS	
Strategic Focus : Border Security (Clearance)				
People Clearance	Singapore Citizens	<ul style="list-style-type: none"> Effective Border Control Innovative, Convenient and Assured Products Efficient and Customer-centric Service 	<ul style="list-style-type: none"> Secure products - Biometric Passport and National Registration Identity Card (NRIC), Long-term Pass (LTP) and Visa Efficient and customer-oriented service - enhanced Immigration Automated Clearance System (eIACS), Biometric Identification of Motorbikers II (BIKES II) Convenient services - Singapore citizens, PRs and LTP holders have a choice between automated and manual clearance Mitigate overcrowding in the bus hall at the land checkpoints during peak periods - Flexi Bus Hall 	
	PRs			<ul style="list-style-type: none"> More inclusive forms of biometric clearance, e.g. Iris recognition More clearance lanes dedicated for Singapore citizens, PRs and LTP holders More service facilities (i.e. clearer signage, more counters for clearance) Additional self-help facilities Further shortened queuing/waiting time Pre-arrival clearance Further simplified visa application facilities
	Foreign Visitors			
Goods & Conveyances Clearance	Companies	<ul style="list-style-type: none"> Efficient and customer-oriented service - i-Borders (Immigration & Cargo clearance under the same system) Error-free service/providing effective security - X-ray machines and Radiographic Scanners 	<ul style="list-style-type: none"> Seamless and faster clearance Pre-arrival clearance Further shortened queuing/waiting time 	
	Individuals			
Strategic Focus : Identification (Registration)				
Citizen Services Centre (CSC)	Singapore Citizens	<ul style="list-style-type: none"> Effective Border Control Innovative, Convenient and Assured Products Efficient and Customer-centric Service 	<ul style="list-style-type: none"> Secure products - Biometric Passport, NRIC, LTP and Visa Robust system and processes to ensure minimal disruption to services Minimal visits to ICAB - alternatives to counter services Secure and convenient mode for passport collection without compromising on security - iCollect and Alternate Site Collection (ASC) at SingPost outlets One-stop service for PR applications/ completion of formalities - Common Counter Services Ease of applying for renewal of Re-Entry Permit - e-REP Intuitive design and layout for Electronic Services, cutting down the hassle in applying for a Visa - eVISA 	
Permanent Resident Services Centre (PRSC)	PRs			<ul style="list-style-type: none"> Easy accessibility (i.e. application can be submitted anytime, anywhere) Minimal trips for application process (i.e. online submission) Minimal waiting time at the services centre Alternate site collection for documents (e.g. Passport & NRIC) Further shortened queuing/waiting time Seamless government transactions linked up (i.e. no necessity to provide generic information at different touch-points) Procedural improvements (i.e. simplifying procedures)
Visitor Services Centre (VSC)	Foreign Visitors			

Table 2.1.5 Current and Future Requirements for Different Customer Segments

2.1b Describe how the organisation incorporates market and customer requirements into strategic plans

Customer Requirement Evaluation Cycle (CREC)

The Customer Requirement Evaluation Cycle in Figure 2.1.6 describes how ICA analyses current and future customer needs through various platforms and committees and dovetails them into the corporate planning cycle. One such platform is the External Customer Perception Survey (ECPS). The customer feedback received from ECPS is analysed and the findings are used to drive the formulation of corporate strategies and plans. The Corporate

Planning Seminar (CPS) is the main platform that provides strategic direction in meeting future customer requirements and charts new actions/improvement plans, allowing work units to develop workplans and project teams to implement the initiatives.

Review and Improvements

There are established platforms and processes in ICA to collect and analyse feedback for determining the relevance and effectiveness of current and future customer expectations. ICA also organises regular benchmarking and study visits to learn the best practices from other organisations so as to review and improve the process of determining customer expectations (refer to Category 6.2b).

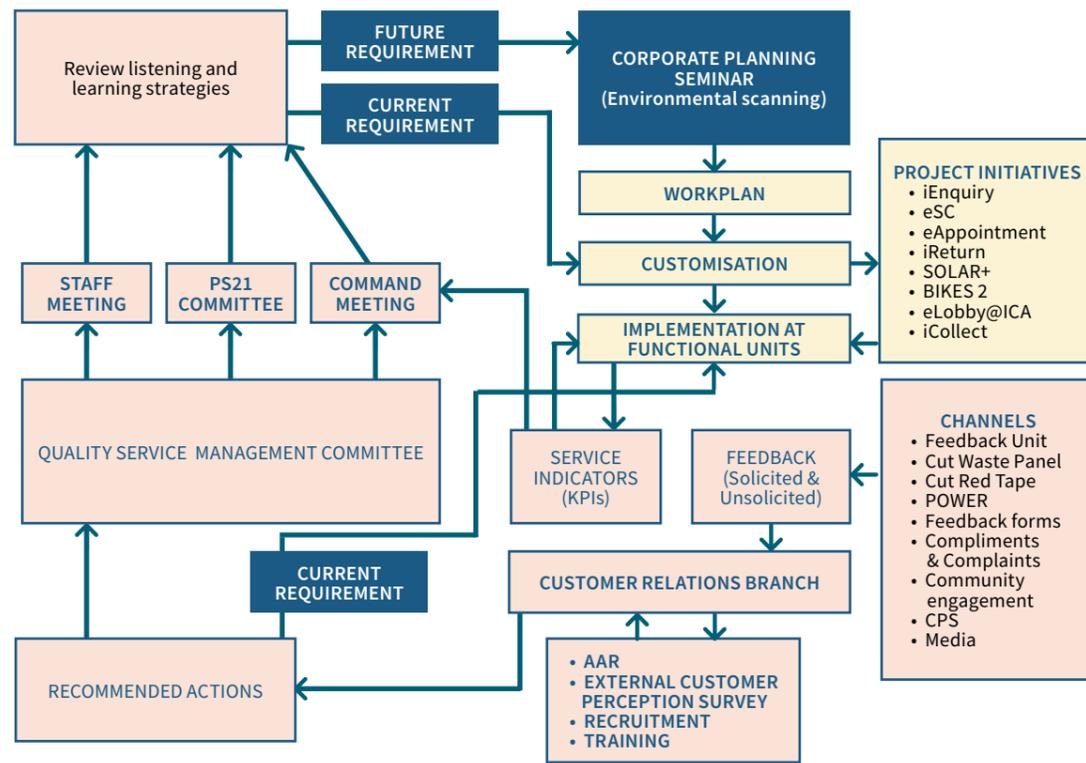


Figure 2.1.6 Customer Requirement Evaluation Cycle

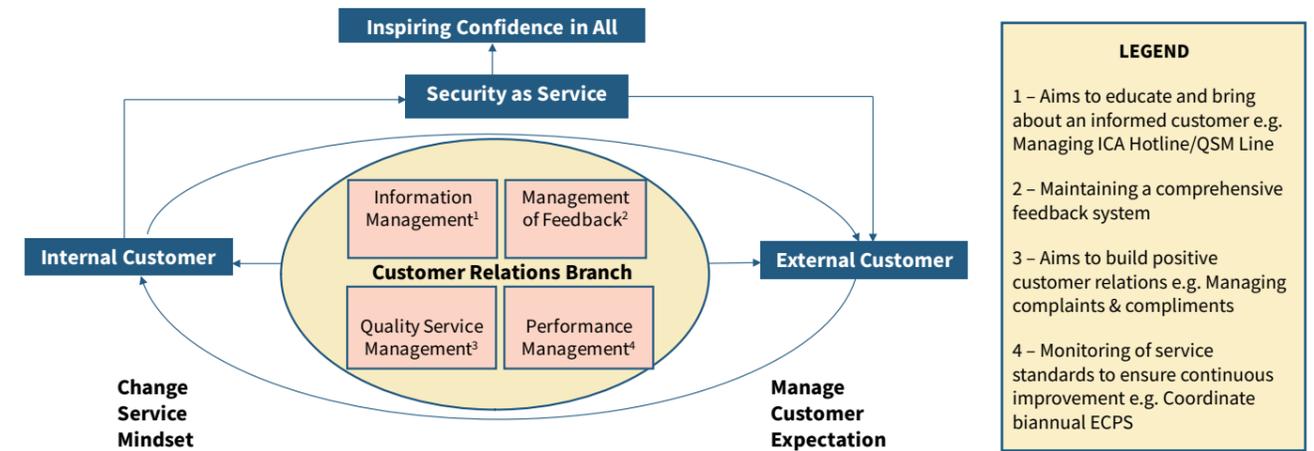


Figure 2.2.3 Customer Relations Framework

PRODUCT OR SERVICE	SPECIFIC REQUIREMENTS	CO-CREATION AND IMPROVEMENTS
eLobby@ICA (launched on 29 July 2011)	Customer inclusiveness, including access for wheelchair-bound customers	ICA consulted the Disabled People's Association (DPA) during the design of the eLobby@ICA to ensure accessibility for wheelchair-bound customers
iCollect (launched on 1 April 2013)	Customers to enjoy automated self-collection of immigration documents, through the innovative use of biometrics for identity verification and RFID technology combined with intelligent robotic mechanics	ICA soft launched iCollect for internal customers (ICA and MHA staff), and their feedback was sought to help fine-tune the collection process.

Table 2.2.4 Co-creation with Customers

2.2 CUSTOMER EXPERIENCE

Service Excellence Drive



Figure 2.2.1 Service Excellence Framework

ICA advocates a strong service culture that supports its pursuit to be a world-class customer-centric organisation. To achieve this, ICA adopts a Service Excellence Framework (see Figure 2.2.1) that is guided by three broad principles, namely the embracing

of an innovative mindset in developing products and services, building a strong service culture within the organisation and with its stakeholders, and achieving excellent customer satisfaction through intuitive service strategies.

Strategic Service Intent

ICA aims to provide convenient and seamless customer experience while ensuring customers' safety and security and this is expressed in its Strategic Service Intent as shown in Table 2.2.2.

STRATEGIC SERVICE INTENT
We strive to gain our customers' trust and confidence by providing Innovative, Convenient and Assured products and services.

Table 2.2.2 Strategic Service Intent

Customer Relations Framework

The Customer Relations Framework as shown in Figure 2.2.3 demonstrates how positive customer relationship is developed and maintained through efforts in central management of information, strengthening customer education and engagement, enhancing service delivery and building a customer-centric culture within ICA.

2.2a Describe how the organisation co-creates products, processes, services or experiences with customers to meet their needs

ICA monitors the impact on customers and gathers feedback from the customers in the implementation and delivery of the products and services. This has led to the fine-tuning and development of specific services to meet the requirements of certain sectors of the customers. The customisation process follows the Innovation Process in the delivery of new and improved services (see Table 2.2.4).

Delighting Through Customisation

Instead of adopting a 'one-size-fits-all approach', ICA uses the Service Offering Matrix in Figure 2.2.5 to better understand the motivations of the different segments of customers (by ability and attitude towards service delivery offerings) to better customise its services. While ICA will maintain traditional counter services to serve the segment who cannot and will not move away from counter services, ICA's ultimate aim is to shift as many of its customers from the "can't"/"won't" quadrant to the other three quadrants, either horizontally or vertically by offering alternatives and incentives.

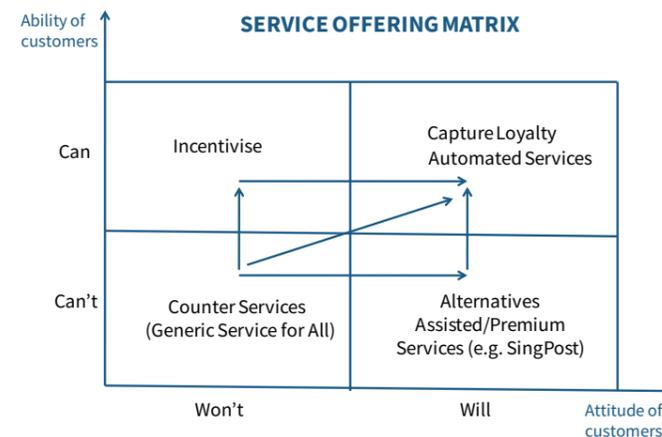


Figure 2.2.5 Service Offering Matrix

2.2b Describe how the organisation ensures customer feedback is resolved and analysed to drive improvements

ICA's customers provide an important source of learning and improvement. Sharing and learning from customers' feedback (from enquiries, compliments and complaints) is part of ICA's Knowledge Management process (refer to Category 6.2).

Feedback Management

ICA receives both solicited and unsolicited feedback (see Table 2.1.4). Feedback received on specific issues will be referred to the relevant work units for thorough investigations. Officers who received compliments are lauded and their actions celebrated for positive reinforcement via a Virtual Compliment Board. Complaints will be handled under the Complaint Handling Process. In the Complaint Handling Process, the complaint procedures and target response times are monitored by Customer Relations Branch (CRB). On a bi-monthly basis, the Customer Relations Management (CRM) Report which analyses the compliments and complaints statistics as well as the performance of ICA's major touch points including ICA Feedback and ICA Call Centre, is presented to the LG during the Command Meeting (CM) where the issues are discussed and deliberated.

ICA's 5Cs

In their interactions with customers, officers are encouraged to adopt the 5Cs (see Figure 2.2.6) of successful service delivery. Aside from showing the quality of Care, officers must show customers that they are Committed in providing security as a form of service and be proactive when Communicating with them. ICA strives to delight its customers and is appreciative of its customers' Compliments. Armed with essential problem solving skills, officers are empowered to make decisions at their level to resolve the feedback/complaints where possible in Complaint Resolution. The 5Cs are introduced to all new ICA recruits during their Basic Induction Course.

Service Recovery (SR) Framework

In circumstances where there is a breakdown in service transaction, ICA officers will be guided by the Service Recovery (SR) Framework. Distinctive within the framework is the six steps in carrying out service recovery:



Figure 2.2.6 ICA's 5Cs of Service Delivery

1. Recognise concern
2. Urgent reinstatement
3. Empathise
4. Symbolic atonement
5. Take action and follow up
6. Double check for satisfaction

The SR Framework also has provisions on presenting tokens to customers for service recovery purposes where appropriate.

CUSTOMER CONTACT	CUSTOMER INTERFACES	SERVICE EXPECTATIONS	SERVICE INITIATIVES	SERVICE STANDARDS
Pre-contact Image	Brochures, pamphlets, posters, etc	- Accurate information on immigration-related matters	- ICA Homeowners Guide - Learning Journey (LJ) - Singapore Insights (SI) - Community Safety & Security Programme	- Dissemination of publicised materials to target groups - Involvement of target groups on policies/ border security issues
	Media, news stories and releases	- Instructions/Guidance on new initiatives/policies		
	Community outreach programmes			
Contact Interaction	Telephone	- Courteous and empathetic - Good phone etiquette - Clarity in communication - Accurate and timely information	- ICA Call Centre (Hotline) - QSM toll-free line - Hotline for tip-offs	- Efficiency in attending to calls
	Written correspondence - Emails, letters, faxes - Acknowledgement cards - Media queries	- Acceptable reply lead time - Clear and concise reply	- ICA Feedback	- Efficiency in replying to general and media enquiries
	Service counters - Environment, waiting area, interview rooms and building facilities - Application forms/ checklist/explanatory notes - Queue ticketing system	- Acceptable queuing/ waiting time - Availability of service counters, application forms/ checklist/ explanatory notes - Clear and informative signs - Proper queue system - Good service attitude - Good ambience and privacy at interview rooms	- Electronic Queue Management System (eQMS) - eAppointment - Conducive interview rooms	- Customers will be informed of expected waiting time via visual medium (e.g. information on queue ticket) - Work units have specified time frames to serve customer at different touchpoints
	Electronic services - Online applications - ICA website - Dedicated facilities	- Accurate information - System reliability - Secure system - Good layout of terminals - User-friendly	- Application for Passport Online Application System (APPLES) - Electronic Visit Pass (Long Term) System (e-VP) - Electronic Visit Pass (Long Term) Assessment and Application System (e-VPAA) - e-Appointment - Electronic Re-entry Permit (e-REP) - iEnquiry - eLobby@ICA - Integrated eKiosks at SPF's revamped NPPs	- Every ICA's eServices has a set of service standards
	Partnership with Strategic/Trusted Partners	- Secure system - Non-degradation of service - Wide-range of choices for customers	- Alternate Site Collection (ASC) - SingPost - Photo booth vendor	- ICA works closely with its Strategic/ Trusted Partners to ensure acceptable service standards

Training and Development

To promote and encourage service excellence, a comprehensive internal service awards framework has been put in place. ICA recruits and selects candidates with service inclination (see Figure 4.1.4). ICA focuses heavily on training to build up the service competencies in its officers. Service training is incorporated into the Basic Course for all new recruits to enhance their service attitudes. There are also in-service trainings and external service courses provided to the officers. Besides courses, there are also internal sharing platforms where officers share best practices and learn from one another's experiences. ICA also has a recognition system to give due recognition to its service ambassadors (see Figures 4.4.1).

2.2c Describe how the organisation provides access for customers to seek assistance and information to enhance the customer experience

2.2d Describe how the organisation ensures overall ease of customer contact and service standards are set at customer touch points

Customer Touchpoints

ICA recognises the importance of developing Customer Touchpoints as they enable ICA to project a desired image of the organisation and to manage expectations, from pre-contact to post-contact. Table 2.2.7 summarises the categorisation of ICA's customer contacts.

CUSTOMER CONTACT	CUSTOMER INTERFACES	SERVICE EXPECTATIONS	SERVICE INITIATIVES	SERVICE STANDARDS
Post-contact Impression	- Service Feedback Forms (SFF) - Thank-you cards	- Follow-up/act on feedback - Service recovery - Issue reply to feedback	- 2 different sets of Service Feedback Forms for Checkpoints and Services Centres	- Efficiency in replying to feedback
	- Surveys	- Measure satisfaction level - Introduce improvements - Identify training courses - Develop frontline officers	- External Customer Perception Surveys (ECPS)	- Conducted once every 2 years

Table 2.2.7 Customer Touchpoints and Service Expectations

ICA provides various channels where customers can access its services, obtain information and give feedback (see Table 2.2.8). This approach falls in line with ICA's Strategic Service Intent (see Table 2.2.2) to provide a convenient and seamless experience for its customers.

- Airport Customer Satisfaction Survey (Best Airport Immigration Service) by SkyTrax; and
- Overall Logistics Performance Index by World Banks.

INTERFACE	TOUCHPOINTS
Telephone	ICA Call Centre
	ICA Call Centre IVRS
	QSM Toll-free line
	ICA Hotline for Tip-Off
	All Checkpoints
	All Services Centres
	Enforcement Division
Written Correspondence (Emails, Letters, Faxes, Thank-you Cards, Service Feedback Form)	CRB/QSM
	All Checkpoints
	All Services Centres
E-Services (iEnquiry, iReturn, e-Appointment, e-XTEND, APPLES, etc)	ICA Website
	eLobby@ICA
	Integrated eKiosks at SPF's revamped NPPs
Service Counters	Customer Relations Br
	All Checkpoints
	All Services Centres
	Enforcement Division

Table 2.2.8 ICA Touchpoints

Tracking of Service Standards at Touchpoints

The performance of the service standards are measured, tracked and reviewed regularly. Every staff is empowered, trained and developed to enforce these standards. Officer can access SOPs on handling complaints, compliments and enquiries posted on CRB's website. New officers are trained and briefed during their induction course on ICA's strategic focus and service intent. The service standards are reinforced during in-service briefings and trainings by their supervisors.

Review and Improvements

There are internal and external platforms, for e.g. CRM report, key meetings, ECPS and QSMC, to improve ICA's customer relationship management.

External platforms include ranking surveys conducted by independent agencies. These surveys enable ICA to gauge its service performance levels at both local and international fronts. The surveys include:

2.3 CUSTOMER SATISFACTION

2.3a Describe how the organisation determines and improves customer satisfaction for various customer segments

S.M.I.L.E. Service Approach

S.M.I.L.E. is ICA's service approach (see Figure 2.3.1) to determine customer satisfaction.

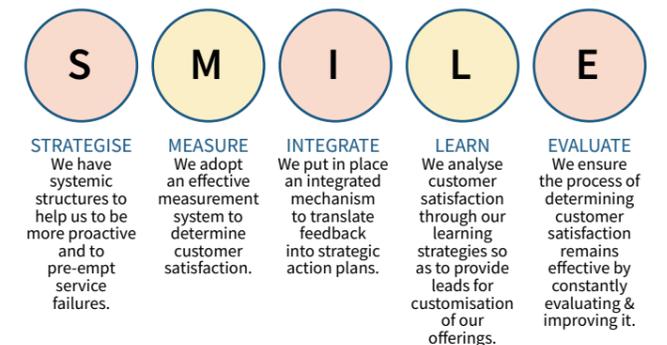


Figure 2.3.1 S.M.I.L.E. Service Approach

Customer Satisfaction Measures

The S.M.I.L.E. model demonstrates how ICA determines customer satisfaction through a 5-step approach. Direct and indirect measures are used for effective customer satisfaction measurement system.

2.3b Describe how the organisation determines current and future drivers of customer satisfaction

Customer Satisfaction as a Listening Channel

ICA adopts a wide array of channels to determine the current driver of customer satisfaction. This together with a structured management of feedback allows for an in-depth understanding of customer needs as well as the changes that are needed to meet both current and future requirements (see Figure 2.1.5).

To determine future drivers of customer satisfaction, ICA works closely with partners and consultants to explore what are the best practices globally, conduct study visits, analyse emerging trends, as well as conduct in-depth focus group on customers' needs.

2.3c Describe how the organisation incorporates customer satisfaction and feedback in the strategic plans

Developing Improvement Plans

ICA adopts an integrated process that helps translate customer satisfaction feedback into strategic and improvement plans (see Figure 2.3.2).

Review and Improvements

In the final step of the S.M.I.L.E. service approach, ICA ensures that the process of determining its customer satisfaction remains effective by getting feedback from its customers and staff. From there, recommendations are made and workplans are subsequently developed for the LG's endorsement at key discussion platforms.

ICA ensures that the performance of processes remains robust and effective by constantly reviewing the key performance indicators and quality service standards.

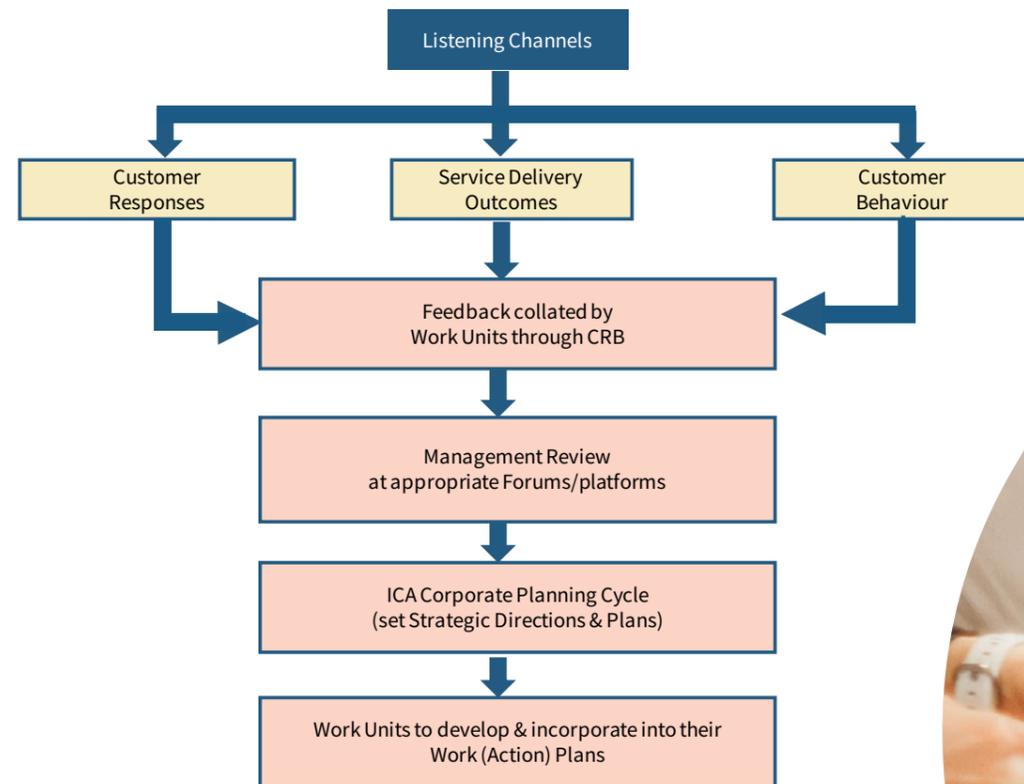


Figure 2.3.2 Customer Satisfaction Evaluation Cycle

03
STRATEGY

3.1 STRATEGY DEVELOPMENT

3.1a Describe how the organisation determines organisational challenges and anticipates external changes and risks.

Corporate Planning Framework

ICA's Corporate Planning Framework (CPF) is a systematic process which facilitates long-term planning through the identification of challenges and the formulation of effective responses, taking into account the changes in the operating environment. By excelling in its border security and identification roles, ICA contributes to the

larger MHA vision of making Singapore a "Safe and Secure Best Home", thus directly supporting the WOG strategic outcomes.

The WOG approach provides the direction for MHA and ICA to identify strategic challenges, develop organisational directions and strategies as well as formulate action plans to achieve the desired outcomes. Figure 3.1.1 illustrates the CPF and its alignment to MHA and WOG strategic outcomes. Inputs from stakeholders and customers are considered in the planning process.

The key stages of the CPF are Strategic Analysis, Strategic Planning, Tactical Planning, Implementing & Monitoring, and Strategic Review. This annual strategy development process ensures that ICA's strategies adapt to the dynamic operating environment to achieve its mission and vision.

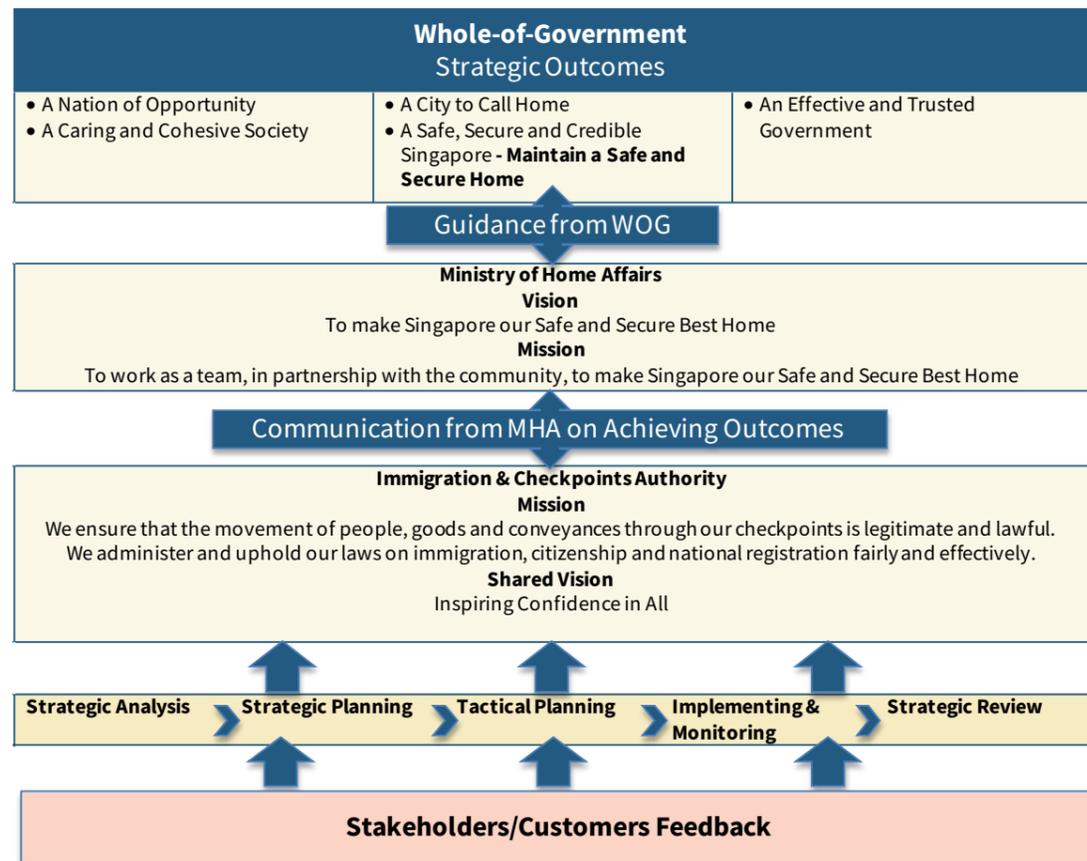


Figure 3.1.1 ICA's Corporate Planning Framework and Alignment to MHA and WOG Strategic Outcomes

Strategic Analysis: Identifying Strategic Challenges

The strategic analysis phase of the CPF involves the identification of strategic challenges faced by ICA (see Strategic Challenges in Organisational Profile). Through the external and internal scanning by MHA and ICA, the analysis will encompass quantitative and qualitative elements as well as local and global perspectives, thus setting the relevant parameters and backdrop for strategy formulation.

Enterprise Risk Management

To prepare for uncertainties in its operating environment, ICA developed various contingency plans to address the identified risk areas (see Table 5.2.4). This ensures ICA is able to adapt, operate and deliver its business objectives in time of crisis. The main stages of the Enterprise Risk Management Process (see Figure 3.1.2) are

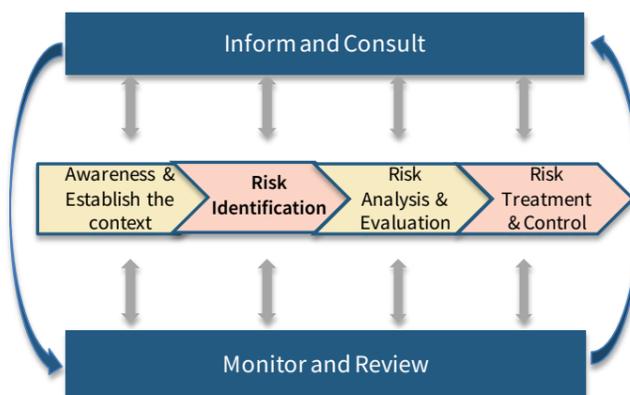


Figure 3.1.2 Main stages of the Enterprise Risk Management Process

subsumed under the subsequent phases of the CPF, involving elements of Monitoring and Review.

3.1b Describe how the organisation develops strategic goals and long- and short-term strategies to address the vision and mission.

Strategic Planning: Developing Strategies and Strategic Objectives to address challenges

ICA's MR, CPS and LF serve as effective platforms where inputs are collated and reviewed. This helps the organisation to formulate

strategies consistent with ICA's mission, vision and departmental values. The ICA Balanced Scorecard System (BSC), comprising the Corporate Strategy Map, strategic objectives and supporting Key Performance Indicators (KPIs), further facilitates organisational alignment and the monitoring of organisational performance to measure the effectiveness of the strategies in achieving their objectives (see Table 3.1.3).

Strategic Goals

ICA's operational performances are regularly monitored against the short-term and long-term goals, and where necessary, externally benchmarked and reviewed through the mechanism embedded in the CPF (see Table 3.1.3).

ORGANISATIONAL DIRECTIONS	KEY STRATEGIC OBJECTIVES	KPIs/BENCHMARKS
A LEADER IN BORDER SECURITY AND IDENTIFICATION An internationally- respected immigration and checkpoints authority and a role model to government agencies in Singapore and its foreign counterparts	<ul style="list-style-type: none"> Adopt a robust risk management framework for secure and seamless processes Leverage on the best relevant technology to develop secure and robust systems Ensure organisational readiness at all times Analyse and share timely information, knowledge and intel for value-creation Achieve successful Home Team and community partnership in our security efforts 	<ul style="list-style-type: none"> Maintenance of mission critical system (MCS) No. of agency cases detected No. of overstayers detected Findings from internal and external audits External Customer Perception Survey No. of justified complaints No. of Excellent Service Awards (EXSA) Employee satisfaction index - OHS Average training hours
A CHAMPION FOR SERVICE EXCELLENCE A world-class service-oriented organisation that gains the trust of the nation, community and works with partners to provide quality security and customer service	<ul style="list-style-type: none"> Deliver professional services with innovative and secure products for superior customer experience Formulate, review and comply with SOPs, policies and legislation to ensure relevance 	
A PACE-SETTER IN PEOPLE DEVELOPMENT A choice employer dedicated to people excellence	<ul style="list-style-type: none"> Build a learning, caring, sharing and innovative culture to achieve organisational excellence Be a choice employer by nurturing a well-developed and professional workforce 	Innovation is the lever which cuts across all the focal area of Process, Service and People Excellences
A TRAIL-BLAZER IN INNOVATION An award-winning public sector innovator that applies creativity and constantly leverages on state-of-the-art technology for business excellence and security	<ul style="list-style-type: none"> Innovative use of resources/information for optimal performance 	

Table 3.1.3 Strategic Objectives and Key Performance Indicators

3.1c Describe how the organisation engages key stakeholders in the strategy development process.

3.1.4 captures a sampling of the involvement of stakeholders in the development of strategies and plans for major projects and initiatives. Please see Table 2.2.4 and Category 5.3b for more examples of co-creation with customers and other stakeholders respectively.

ICA recognises that engagement of key stakeholders is necessary for its strategy development process to be successful. Table

PROCESS/AREAS	PROJECTS	OBJECTIVE	STAKEHOLDERS INVOLVED
PROCESS ENHANCEMENT	iCollect	To provide a secure self-service collection facility for important immigration documents	NEC, Singapore Polytechnic, HTDs and ICA officers

Table 3.1.4 Involvement of Stakeholders in Strategy Development Process

3.2 STRATEGY IMPLEMENTATION

3.2a Describe how the organisation develops and implements long- and short-term action plans (e.g. strategic plans, operational plans and marketing plans).

Tactical Planning: Translating Strategies and Strategic Objectives into Actionable Workplans

At the tactical planning phase, work units will hold mini-retreats after CPS to develop their ten-year rolling workplans in line with MHA's Block Budget timeframe. Intended to address ICA's strategic challenges (identified during the Strategic Analysis phase), these workplans are formulated in alignment with the strategic objectives developed during the Strategic Planning phases.

Typically, the work planning process involves individual work units referencing the outputs from the CPS to guide the development of their ten-year rolling workplans; they will also identify their learning needs and work out their ten-year rolling financial plans.

3.2b Describe how the organisation allocates resources in a timely manner to achieve strategic goals.

Work units prioritise their workplans (high, medium or low) so that resources, namely budget and manpower, can be better managed and utilised.

In ICA, strategic planning is aligned with the resource allocation processes. The project planning cycle goes through the four phases of Project Initialisation; Project Prioritisation; Project Implementation & Monitoring; and Project Closure. Projects prioritisation allows game changing initiatives that can achieve organisation transformation and resource optimisation to be accorded greater priority for allocation of manpower and financial resources.

For resource optimisation purposes, portfolio management and capital planning for IT projects are carried out to prioritise the investment wish list and analyse the IT portfolios. This includes projecting the estimated life-cycle of the various systems and its replacement costs in the 10-year budget plans.

Implementing (Actionable Workplans) and Monitoring

At the work unit level, the workplans are disseminated by supervisors to fellow officers to ensure that individual work unit targets are aligned to ICA's performance targets. This process is continually fine-tuned to encourage better interaction and participation between management and staff so that strategies can be more effectively executed from the corporate to the individual level.

Strategic Review Mechanisms

ICA's strategic review mechanism is embedded within the CPF. Strategic performance and budget reviews are conducted annually.

3.2c Describe how the organisation engages key stakeholders to co-create in the strategy implementation process

ICA actively engages key stakeholders through platforms such as regular meetings and dialogues to co-create win-win outcomes. Different rules of engagement are applied for different partners and stakeholders. For vendors especially, a stricter rule of engagement is applied and the effectiveness of the partnership is measured by performance indicators.

Figure 5.3.1 provides an overview of ICA's engagement framework with its strategic partners and suppliers, as well as the desired outcomes.

Review and Improvements

At the macro-level, the CPF is constantly reviewed to ensure that the framework remains relevant in propelling ICA towards achieving its goals. By adopting an inclusive approach, feedback gathered from the LG and work units at every phase of the CPF are then evaluated and translated into key improvements to the strategic planning process.

After implementing the workplans, there is regular monitoring of the KPIs at the management and corporate levels. This ensures that strategies and workplans are nimble and flexible enough to respond to changes.

04 PEOPLE



4.1 HUMAN RESOURCE PLANNING

4.1a Describe how the organisation anticipates HR needs and develops HR plans and policies which are aligned to strategic goals and organisational values.

Transformation of Human Capital

ICA's HR Planning Process is presented in Figure 4.1.1, which shows the key HR directions for transformation of human capital in ICA. ICA focuses on HR areas that support the organisational direction to develop capabilities, build capacity and strengthen officers'

heartware as ICA seeks to develop a strong Team ICA, with every officer exhibiting a "Can-Do" mentality, a "Be-Better" attitude and a "Collaborative" spirit. The HR Planning Process is aligned to the Corporate Planning Process (Refer to Category 3.1). The effectiveness of HR plans is monitored by short-term and long-term performance targets (see Table 3.1.3).

HR Plans

The objectives and scope of ICA's HR plans and requirements (see Table 4.1.2) support its HR organisational direction of becoming a choice employer dedicated to people excellence. The HR plans and requirements also support ICA's value proposition to its employees which articulates what ICA can offer to its officers for their employment and performance, thus reflecting ICA's commitment to people development.

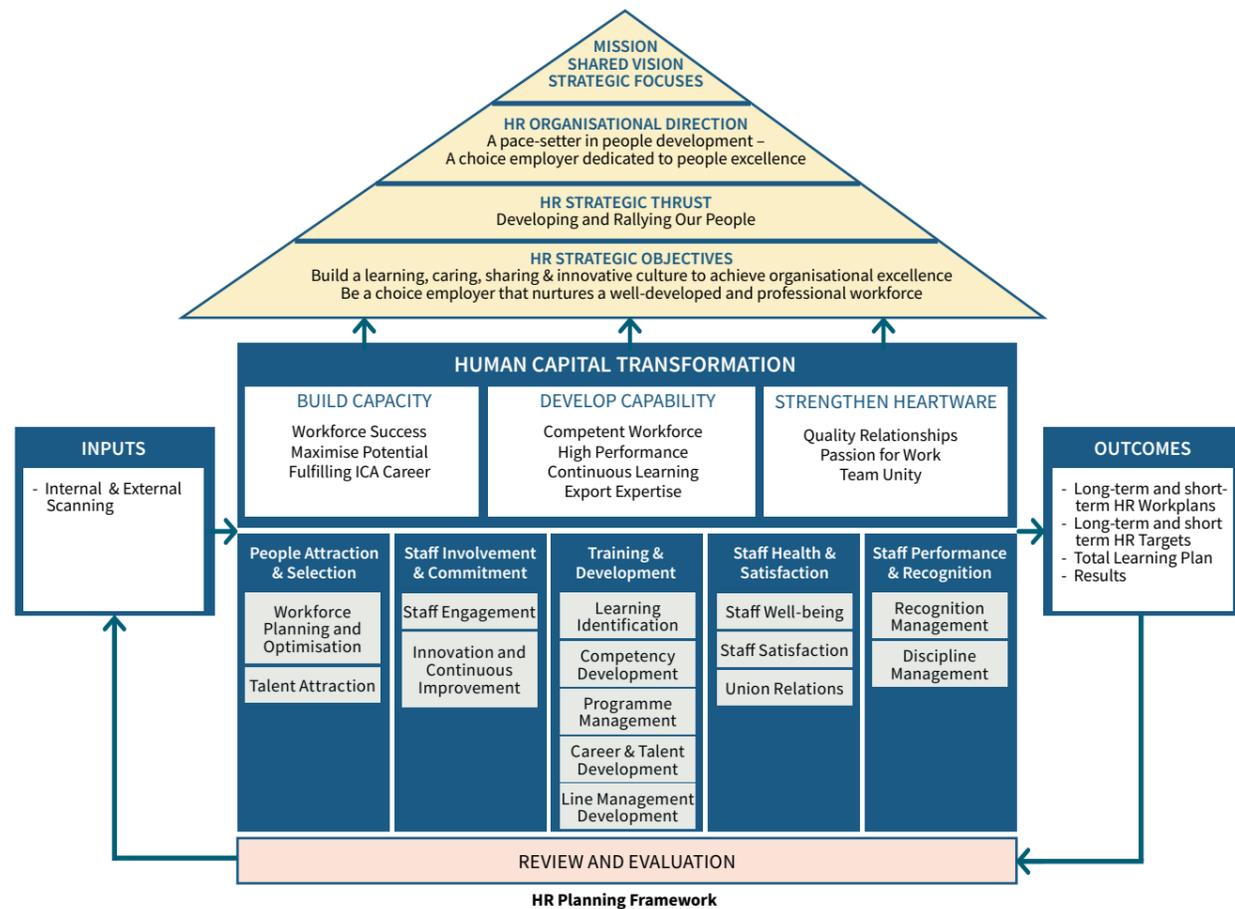


Figure 4.1.1 ICA HR Planning Process

HR PLANS & REQUIREMENTS	KEY HR ACTIVITIES & PROGRAMMES
PEOPLE ATTRACTION AND SELECTION <ul style="list-style-type: none"> Recruit people with the right values and aptitudes Optimise manpower to ensure efficient and effective deployment Retain and value expertise and experience 	<ul style="list-style-type: none"> Review and manage the allocation of manpower resources Enhance recruitment resources Conduct job re-design and evaluation exercises Review schemes of service
STAFF INVOLVEMENT AND COMMITMENT <ul style="list-style-type: none"> Encourage officers to seek continuous improvements (for self and organisation) Develop officers to take on greater roles and challenges and inculcate commitment to organisation's cause 	<ul style="list-style-type: none"> Enhance existing communication methods Schedule dialogue sessions for officers with senior management Identify, select and review officers for key appointments in committees and project teams Review the Staff Suggestion and Work Improvement Team Schemes Strengthen the ICA Heartware
TRAINING AND DEVELOPMENT <ul style="list-style-type: none"> Enhance relevant competencies to meet ICA's current and future demands Develop officers to grow personally and professionally for a meaningful career Identify key leadership positions and competencies as well as candidates for leadership grooming and succession 	<ul style="list-style-type: none"> Establish learning direction, learning needs and learning plan for officers Conduct competency-based training programmes Monitor effectiveness of training programmes Enhance learning platforms Enhance career development for officers Refine sponsorship programmes

HR PLANS & REQUIREMENTS	KEY HR ACTIVITIES & PROGRAMMES
STAFF HEALTH AND SATISFACTION <ul style="list-style-type: none"> Develop a conducive and supportive work environment for 24/7 operations Promote well-being and enhance satisfaction of officers 	<ul style="list-style-type: none"> Analyse findings of OHS and introduce gaps closure Roll out programmes to strengthen officers' mental resilience Implement measures to promote officers' work-life balance Enhance management-union relations Build up capability to deliver in-house psychological services Build up a peer counselling network
STAFF PERFORMANCE AND RECOGNITION <ul style="list-style-type: none"> Reward officers for outstanding performance Ensure officers conduct themselves in a manner that upholds the integrity of the Public Service 	<ul style="list-style-type: none"> Enhance recognition systems Review ICA Allowance Framework Introduce new ICA Service Medals and awards Implement AIM Model appraisal system Enhance the performance review process Ensure good discipline and conduct among officers

Table 4.1.2 ICA HR Plans

Meeting ICA's Manpower Needs

ICA has a robust and systematic process to evaluate manpower needs (see Figure 4.1.3). This ensures that ICA has the agility to adapt to the unpredictable changes in its operating environment.



Figure 4.1.3 Manpower Resource Management Framework

To achieve workforce success, the selection of people with the right aptitude and values is critical to ICA. The selection criteria for an ICA officer are indicated in Figure 4.1.4. Candidates are interviewed by panels comprising members from the Leadership Group (LG), line management and MP Div. Interview questionnaires are prepared and used as reference by the panel to guide them in the selection of candidates. ICA's recruitment efforts include proactive participation in career talks and career fairs, conducting walk-in interviews as well as the use of publicity via recruitment advertisements, job previews and community engagement activities.

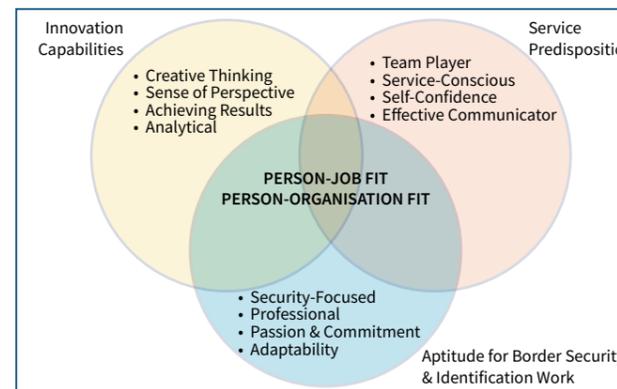


Figure 4.1.4 Desired Profile of Candidates

HR Feedback Structures

The review process of the HR systems is illustrated in Figure 4.1.5. The comprehensive employee feedback structures at Table 4.1.6 form part of the corporate and HR planning processes, and serve to improve ICA's HR systems and processes.

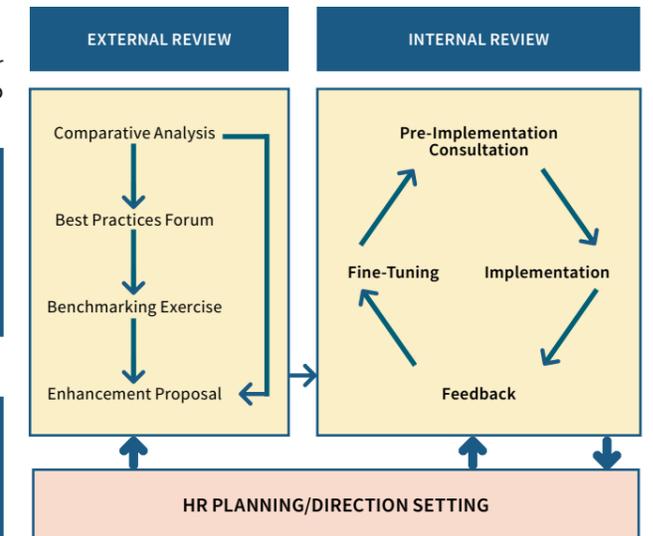


Figure 4.1.5 Review Process of HR Systems

Key Functions	Internal Feedback Structure/Key Personnel	External Feedback Structure/Key Personnel
Feedback and discussion on HR systems and practices	<ul style="list-style-type: none"> Career Development Committee (CDC) Career Development Sub-Committee (CDSC) MP Division Branch/Staff Dialogues 	<ul style="list-style-type: none"> HR Meetings MHQ and Civil Service levels Dialogue Sessions with partners e.g. Vital.Org
Communication and feedback on operational HR issues	<ul style="list-style-type: none"> CICA/DCs Dialogue Sessions with work units / seconded staff HR dialogues with work units HR counterparts Training Coordinator (TC) Forum with work units' TCs 	<ul style="list-style-type: none"> Evaluation with Training Providers – Training School, Training Providers External Customer Perception Survey
Measurement and feedback on staff satisfaction	<ul style="list-style-type: none"> People Relations Committee (PRC) with ICA Union representatives OHS Exit Interviews 	<ul style="list-style-type: none"> Union Luncheon/ Dialogues

Table 4.1.6 Feedback Structures

4.1b Describe how the organisation identifies and grooms employees for high performance.

ICA's Leadership System (Fig 1.1.1) outlines the attributes and the roles of a Leader. This allows for leadership development as explained in Category 4.2. ICA's Performance Management System supports the development of the right skills and knowledge and the identification of Talent (refer to Categories 4.2 and 4.4).

Talent Management



Figure 4.1.7 Talent Identification & Management Process

Faced with competition for human talent, it is crucial for ICA to manage and retain talents so that leadership, supervisory and critical work functions are filled by the right people at the right time. Talent management in ICA is done through talent identification, development and retention (see Figure 4.1.7). Officers are exposed to a wide range of job experiences (i.e. line and staff functions, specialist tracks, project teams, supervisory and management positions) through planned and open postings, secondments to external agencies and possible overseas postings. Officers who are assessed to possess high potential would be identified as part of the talent management process and groomed for leadership appointments. Promising officers in the HAS-ICA Specialist Scheme will also have opportunities to progress to the Senior Officer ranks to take up frontline supervisory positions under the ICA Specialist Capability and Leadership Enhancement (iSCALE) Programme.

4.2 EMPLOYEE LEARNING AND DEVELOPMENT

4.2a Describe how the organisation engages employees to identify current and new competencies required to meet strategic goals.

Capability Development: From “Novice” to “Leader” Learning and Capacity Development

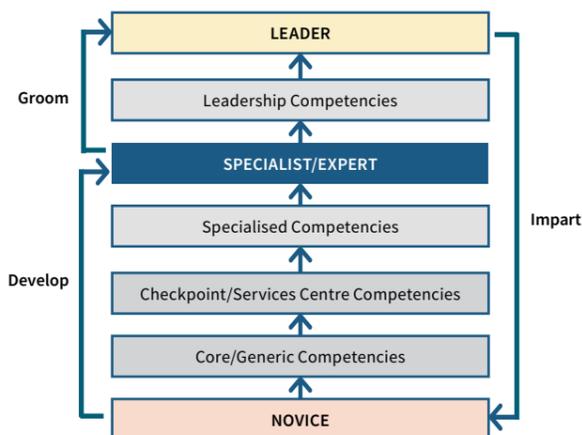


Figure 4.2.1 Novice to Leader in Border Security and Identification

Figure 4.2.1 shows the development and advancement path of an ICA officer who will subsequently reinforce this pathway by helping in the development of new officers. This cycle allows ICA to develop programmes that are specific to the career phase of the officers. The key people developer systems that support the journey are highlighted in Table 4.1.2 and Figure 4.2.3.

The ICA Learning Cycle and Competency-Based Training

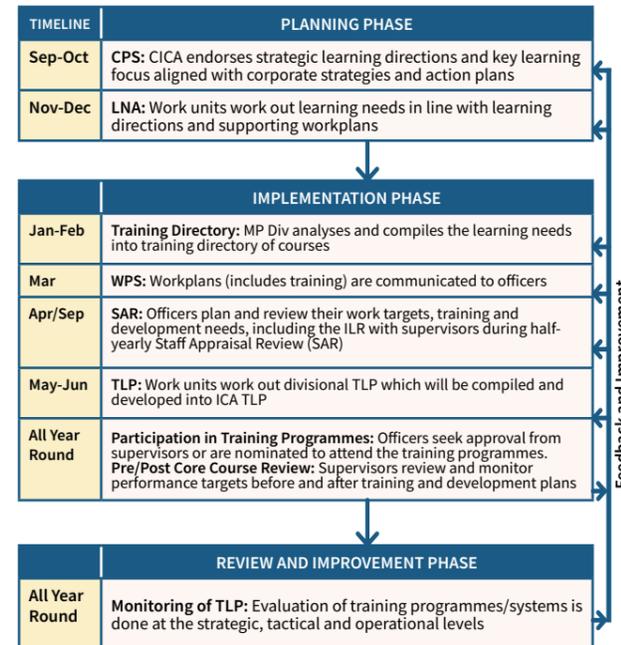


Figure 4.2.2 ICA Learning Cycle

Figure 4.2.2 shows the ICA Learning Cycle comprising the key processes of Learning Needs Analysis (LNA), determining the Individual Learning Roadmap (ILR) and the development of the Total Learning Plan (TLP). These processes enable ICA to roll out the relevant programmes and equip officers with the necessary competencies. For example, the LNA reviews the competencies required in border security and identification (see Figures A.1.3 and 4.2.3). Each work function has specific competencies that consist of leadership development competencies and generic competencies.

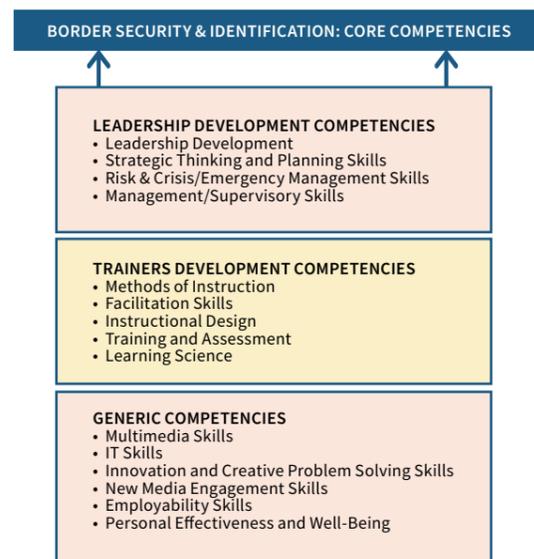


Figure 4.2.3 Competency Based Training

4.2b Describe how the organisation provides learning and development opportunities to employees to drive organisational productivity and personal growth.

Transformation of Learning; Uniquely ICA

Every ICA officer is given the opportunity for continual learning and development to prepare them for the challenges in today's complex security landscape. Both ICA's permanent and contract officers have access to similar facilities and also undergo the same training programmes on core competencies. Officers in temporary positions are also put through an orientation programme within the work unit before being deployed. Taking into consideration the

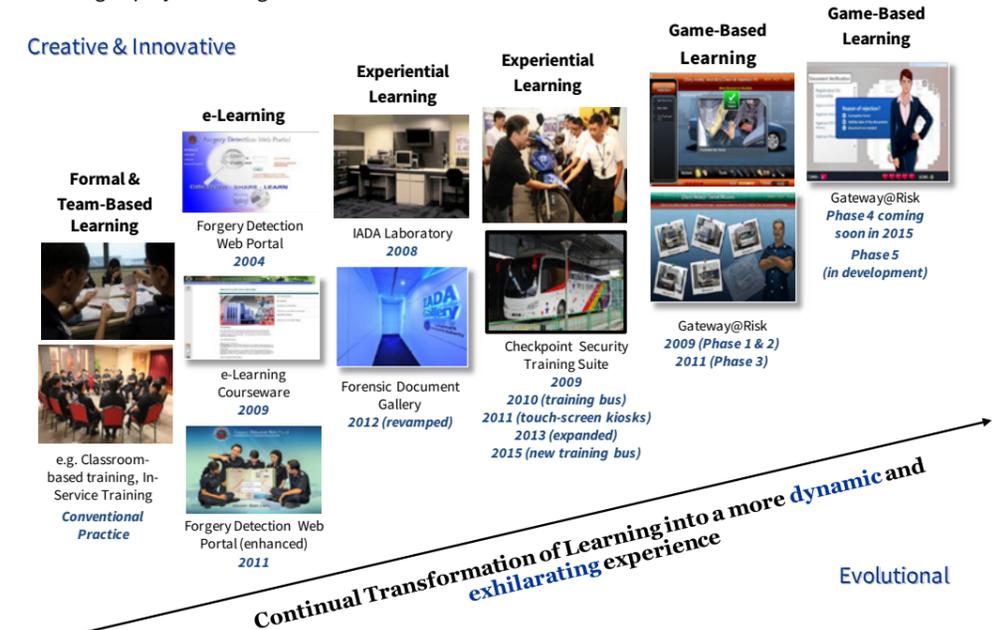


Figure 4.2.4 Transformation of Learning

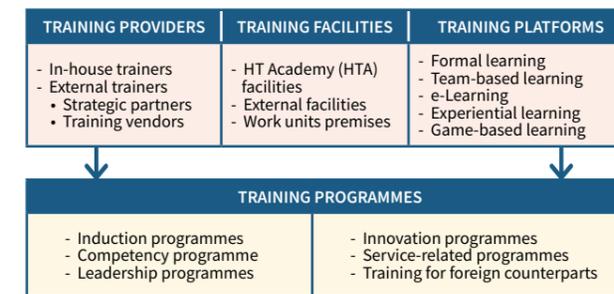


Figure 4.2.5 Training System

Review of Training Effectiveness

ICA practises a comprehensive 4-level Kirkpatrick's model (see Figure 4.2.6) in reviewing the effectiveness of its investment in training and development. The evaluation generally covers the training programmes, training facilities and assessment of the trainer and trainee. Assessment tools such as Pre/Post Course Review provide valuable inputs for career planning e.g. posting plans of the officers and learning needs. The analysis of KPIs also provides inputs to assess the need for specialised training. Inputs on innovation process (refer to Category 5.1), customers' requirements and satisfaction (refer to Category 2.1a and Category 2.3a) are also used to develop related training programmes for innovation and service competencies (see Figure 4.2.3).

geographical and time challenges faced by its officers who operate round-the-clock at various border checkpoints, ICA innovated and introduced multi-faceted training platforms that have enhanced the learning journey of its officers (see Figure 4.2.4).

Training is provided by in-house and external trainers using various facilities and means as shown in Figure 4.2.5. To build up ICA's training capacity, a pool of ICA officers who are recognized as domain experts have been specially appointed as trainers (in addition to their existing functional work) to impart practical skills on ICA's core competencies. To sustain their enthusiasm and passion, a framework has been institutionalised to evaluate and provide recognition to ICA Trainers.

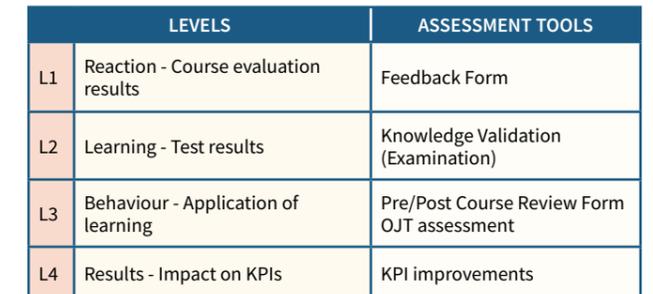


Figure 4.2.6 4-Level Kirkpatrick's Model

Training for Foreign Counterparts

ICA is recognized as a global leader from the many training exchanges that it has conducted for foreign counterparts (refer to Category 7.4). These platforms have also provided ICA's trainers with the opportunities for professional development through the interaction with its foreign counterparts.

Review and Improvements

Evaluation and System Review

The evaluation of overall training and development process takes place at the strategic, tactical and operational level. The platforms for evaluation and the areas of review are shown in Table 4.2.7.

LEVELS/PLATFORMS	KEY PERSONNEL/AREAS OF REVIEW
STRATEGIC Annual Evaluation	Key Personnel: LG, MP Div • Evaluation and review of people development systems, programmes and indicators • Key workplans for the new FY
TACTICAL Monthly/Quarterly/Half-Yearly Evaluation	Key Personnel: LG, MP Div • Monitoring and analysis of HR and training indicators
OPERATIONAL Engagement and Feedback Sessions	Key Personnel: MP Div, Line Managers, TCs, Training Providers • Coordination and implementation issues on people development systems and programmes

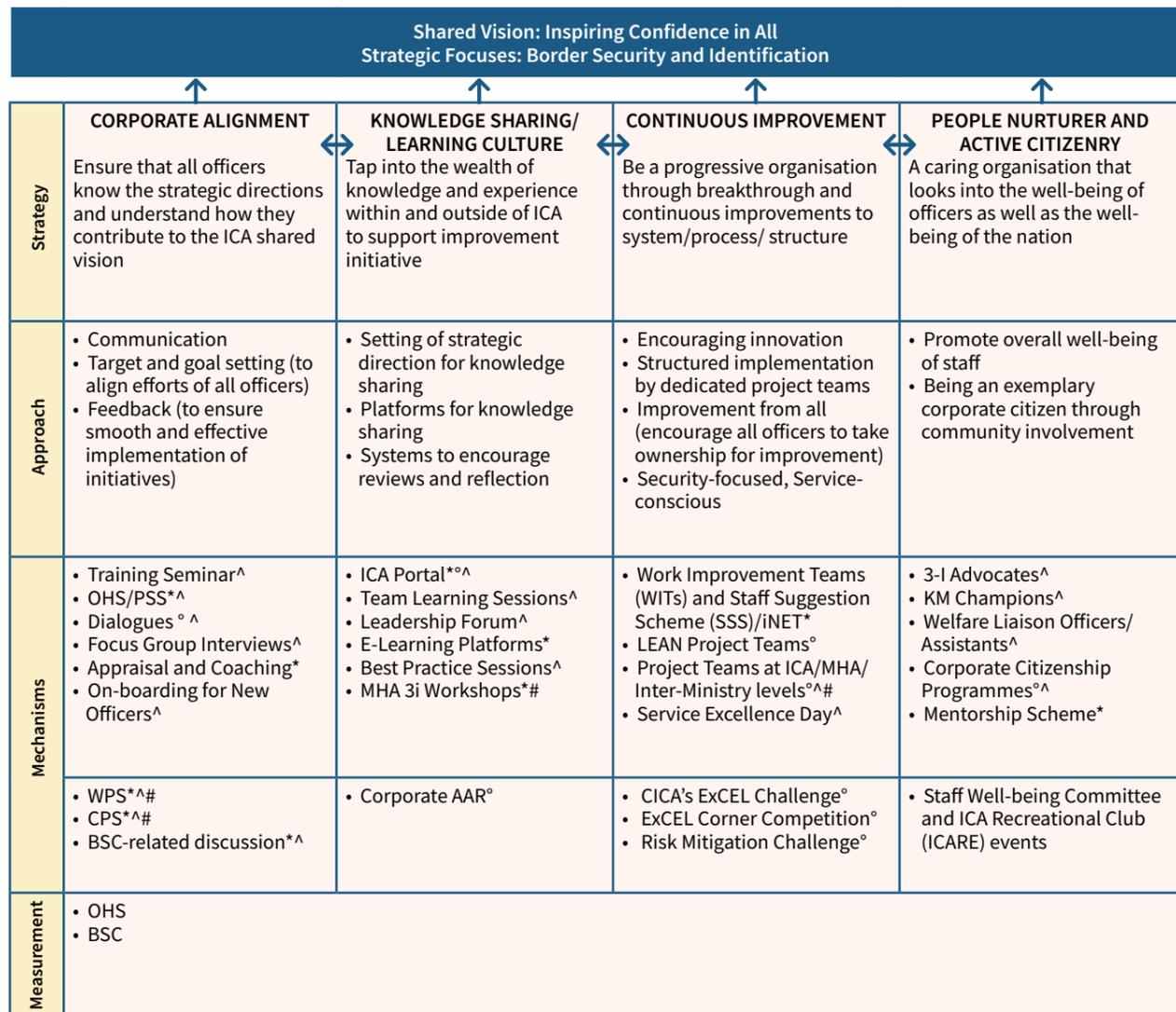
Table 4.2.7 Evaluation of Overall Training & Development Process

4.3 EMPLOYEE ENGAGEMENT AND WELL-BEING

4.3a Describe how the organisation supports individual and team participation to achieve strategic goals.

Employee Engagement Process

ICA's employee engagement process, supported by the Employee Involvement (EI) Framework (see Figure 4.3.1), focuses on the four EI areas and provides the corresponding strategies, approaches and mechanisms to encourage individual and team participation. Staff participation in the various platforms and mechanisms provides opportunities for exposure to leadership roles in the various committees, learning opportunities and self-development as well as talent identification by senior management (see Figure 4.1.7). This participation facilitates alignment to organisation goals and objectives to further promote effective engagement in ICA.



^{*}Individual mechanism [°] Team mechanism (Intra-department) [^]Team mechanism (Inter-department) [#]Team mechanism (Inter-organisation)

Figure 4.3.1 Employee Involvement Framework

Implementation and Review

The implementation of the respective EI mechanisms is driven by the respective process owners (i.e. three PS21 committees), as well as supporting divisions and ICARE. The process owners will also take ownership for the review of EI initiatives and the implementation processes that are aligned to the EI strategies. Project teams also conduct AAR and gather feedback from users and customers for improvement. Inputs from AAR and feedback including Customer Perception Surveys (see Table 2.1.4) are used in the review of existing mechanisms and translated into work units' action plans to initiate improvement.

Review and Improvements of Engagement

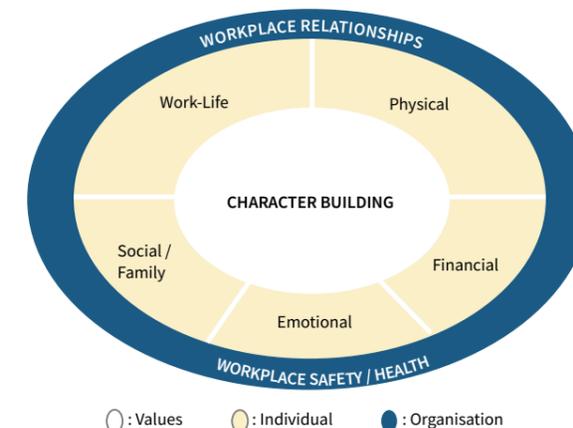
While Organisation Development Branch (ODB) facilitates the annual PS21 Steering Committee Meeting which brings the three PS21 Committees together, the individual PS21 Committees and other stakeholders (i.e. supporting divisions and ICARE) will hold mini-retreats to evaluate the respective EI strategies and mechanisms to ensure relevancy and effectiveness.

4.3b Describe how the organisation develops a conducive work environment that enhances employee health and well-being.

A Strong Team ICA Spirit

ICA aims to build a strong Team ICA spirit where every officer will exhibit a "Can-Do" mentality, a "Be-Better" attitude and a "Collaborative" spirit. Recognising that a healthy and satisfied officer will be more engaged and better aligned to organisational goals and culture including innovation and service consciousness (see Category 1.2), ICA has identified eight major factors of well-being (see Figure 4.3.2) that would provide a supportive work environment. This model applies to the varied interests of ICA's diverse workforce (age, education and cultural backgrounds). Based on these factors, ICA has introduced initiatives to strengthen officers' bonds to the department, instil genuine pride and passion in their work and foster greater unity as a team.

A wide range of activities and initiatives are organized for employees and their families (see Table 4.3.3) to engage and involve employees (see Figure 4.3.1), as well as offering opportunities for them to participate in the planning and implementation of initiatives as part of project groups/committees under the talent management programmes (see Figure 4.1.7). There are also relevant training programmes for officers to develop leadership and generic competencies (see Figure 4.2.3). ICA also provides mechanisms that promote knowledge sharing and continuous improvement among officers so as to achieve excellence in innovation and service (see Figure 4.3.1).



○ : Values ● : Individual ● : Organisation

Figure 4.3.2 Total Well-Being Model

MAJOR FACTORS OF WELL-BEING	INITIATIVES
CHARACTER BUILDING	<ul style="list-style-type: none"> 5-day outward-bound training for ICA-SO Basic Course Home Team (HT) Courses Programmes to permeate ICA's desired culture
WORK LIFE	<ul style="list-style-type: none"> Identification of high risk/pressure jobs Flexible work arrangement Study leave for officers taking exams for their academic courses OHS
SOCIAL/ FAMILY	<ul style="list-style-type: none"> ICA is a "Family Life Ambassador" since 2003 Family talks by counselling centres Corporate membership, childcare and infant care packages for staff Participation of family members in ICA Family Day
PHYSICAL	<ul style="list-style-type: none"> Bi-annual basic health screening package for officers Annual flu vaccinations Regular Health Talks Monthly dissemination of health nuggets Sports events and subsidies for healthy lifestyle activities
FINANCIAL	<ul style="list-style-type: none"> Career Transition Framework for matured workforce Pre-retirement engagement for retiring officers Lunch-time talks on financial planning, medical and general insurance Info Nuggets on financial planning Publicity on channels for financial assistance
EMOTIONAL	<ul style="list-style-type: none"> Volunteering activities Fund-raising activities for various charities
WORKPLACE RELATIONSHIPS	<ul style="list-style-type: none"> Mentorship Scheme Mentors' Handbook Adoption of Appreciative Inquiry framework to better engage officers SOP for activating psychologists during critical incidents All-encompassing approach to develop good supervisors and ensure effective people management at all levels Orientation/briefing to temporary staff
WORKPLACE SAFETY/ HEALTH	<ul style="list-style-type: none"> Workplace Safety & Health Committee Fire and Structure Safety Management Building security management Contagious diseases management Self-inflatable life vest and anti-skid shoes for ship boarding officers Air quality measurements Screening of radiation exposure First-aid training Certification requirement for handling of radiographic scanning machines Security competency training Vaccinations for officers attending training courses

Table 4.3.3 ICA's Total Well-Being Initiatives

Management-Union Relationship

Union membership is open to all eligible staff. The management works closely with the union to resolve disputes amicably and promote harmonious labour-management relations. ICA engages the Union representatives through various platforms and social/recreational functions. ICA's People Relations Committee (PRC) consisting of both management and union members meet quarterly to look into the whole range of staff issues, from operational and staff problems to welfare matters.

Communication and Feedback Channels

ICA leverages on a combination of communication (see Table 4.3.4) and feedback modes (see Table 4.1.6) to effectively disseminate and solicit information from officers.

TYPES OF HR INFORMATION	KEY MODES OF COMMUNICATION
People Attraction and Selection • Recruitment information	People : Matters Bulletin, Manpower Circulars, Email, ICA Portal
People Training and Development • Learning directions, TLP and Training Programmes • Posting Memo	People : Matters Bulletin, Manpower Circulars, ICA Portal, TC Forum, Roadshows/Seminars
People Involvement and Commitment • EI activities	Email, ICA Portal, Roadshows/Seminars
People Health and Satisfaction • OHS	Email, ICA Portal, Seminars
People Performance and Recognition • Rewards Framework/Achievements • Compensation and Benefits Policy	People : Matters Bulletin, Manpower Circulars, Email, ICA Portal, HR Counterparts, Within Borders

Table 4.3.4 Modes of HR Communication to All Staff

4.3c Describe how the organisation measures employee engagement and well-being.

Measurement of Employee Satisfaction

Employee satisfaction is assessed through various tools (see Table 4.3.5) which are used to gather inputs and monitor trends.

EMPLOYEE SATISFACTION ASSESSMENT TOOLS		
Direct	Survey	• OHS • Pulse Sensing Survey • Internal Communication Survey
	Feedback	• Dialogue Sessions • Mentor Reports
Indirect	Staff Turnover	• Resignation Rate • Exit Interview
	Staff Turnout	• Vacation of Office Rate • Average Sick Leave
	Workplace Safety	• Workplace Incidents

Table 4.3.5 Employee Satisfaction Management

The assessment of employee satisfaction provides valuable inputs to develop a conducive work environment for high performance and alignment with organisational culture, including innovation and service consciousness.

Review and Improvement of Employee Well-Being and Satisfaction

The process adopted by ICA in evaluating and reviewing its approach is depicted in Figure 4.3.6.

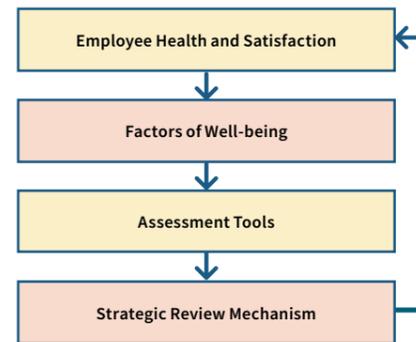


Figure 4.3.6 Review of Employee Health and Satisfaction

The owners of employee well-being and satisfaction will review their respective strategies, implementation of initiatives and KPIs during their mini-retreats, taking stock of areas done well, identifying gaps, and formulating action plans to enhance employee well-being and satisfaction. Key findings and workplans will subsequently serve as inputs during ICA's strategic performance review (see Figure 2.1.1) and form part of ICA's overall plans on strengthening the ICA Heartware.

4.4 EMPLOYEE PERFORMANCE AND RECOGNITION

4.4a Describe how the organisation supports high performance, productive and innovative behaviours to achieve strategic goals.

4.4b Describe how the organisation reinforces desired behaviours and organisational values.

Recognise Outstanding Performance

ICA actively reviews its schemes of service to provide its officers with equitable remuneration. Officers are kept updated of the changes in compensation and benefits via various communication and feedback channels highlighted in Table 4.3.4 and Figure 4.3.6.

The performances and potential of officers are individually appraised through the SAR. The LG and line managers are actively involved in the performance management system. Other assessment systems include leadership potential assessment through involvement in EI activities (refer to Category 4.3 and Figure 4.1.7) and mentor appointment.

4.4c Describe how the organisation provides a variety of rewards and recognition to achieve organisational values and strategic goals.

The ICA Awards Framework

The ICA Awards Framework aims to recognise outstanding performance and celebrate the outward expression of departmental values and desired behaviour by officers (the range and variety of awards are shown in Figure 4.4.1). It is organised in a tiered approach with distinct tiers in ascending order of importance i.e. the highest tier representing the highest honour. This framework provides both monetary and non-monetary recognitions of officers' performance.



Figure 4.4.1 ICA Awards Framework

Review and Improvements

While compensation and benefits policies are guided by PSD, ICA actively reviews and improves other aspects of the performance and recognition system as part of the HR planning and review process (refer to Category 4.1). Assessment of officers' performance serves as inputs for reviewing the effectiveness of recognition systems in driving excellence in ICA. The ICA also utilises feedback structures such as CDC and Union Dialogues (see Table 4.1.6) to seek inputs/feedback on performance and recognition systems.

05 PROCESSES

OUR WORLD FIRSTS

Enhanced Immigration Automated Clearance System (eIACS)

Extension of Short-Term Visit Pass (e-XTEND)

Protective and Analytical Facility (PAF)

Encyclopedia of Passport (EoP) System

Biometric Identification of Motorbikers System (BIKES)

Application for Passport On-line Electronic System (APPLES)



5.1 INNOVATION CAPABILITIES

5.1a Describe how the organisation gathers, evaluates and implements innovative ideas for products, services and related processes to create new value

5.1b Describe how the organisation involves key stakeholders in generating and implementing innovative ideas and solutions

Innovation Framework & Management Process

ICA's Innovation Framework comprises its innovation vision, which is guided by its mental model, and drivers for innovation as illustrated by Figure 5.1.1. The actualisation of ICA's innovation vision is supported by external and internal drivers. The realisation of ICA innovation framework is carried out in four stages as encapsulated in the Innovation Management Process shown in Figure 5.1.2.

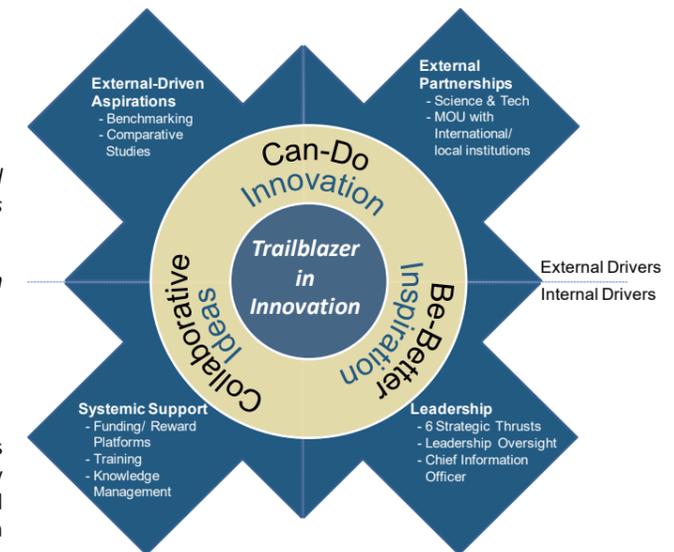


Figure 5.1.1 ICA Innovation Framework

MISSION VISION VALUES					
Operational Needs			Environmental Scans		
Strategic objectives and operational needs			Partnerships with external agencies/feedback		
Innovation Stages	Individual Level	Team Level	Work Unit Level	Organisational Level	Global Level
Idea Generation	<ul style="list-style-type: none"> iNet Innovation-related training 	<ul style="list-style-type: none"> Work Improvement Teams (WITs) Team learning Dialogue sessions 	<ul style="list-style-type: none"> Corporate planning activity Commissioner's/DCs' dialogue Partnerships with external parties Customer feedback 	<ul style="list-style-type: none"> 6 Strategic Thrust teams Inputs/Partnerships with Government agencies Collaboration with academics 	<ul style="list-style-type: none"> Partnership with international counterparts
Evaluation	<ul style="list-style-type: none"> Feasibility Scale of implementation 	<ul style="list-style-type: none"> Cost-Benefit evaluation through WITs tools 	<ul style="list-style-type: none"> Alignment to organisational goals Projected gains versus costs 	<ul style="list-style-type: none"> Strategic gains/Requirements 	
Development/Trial	<ul style="list-style-type: none"> SSS action taker 	<ul style="list-style-type: none"> WITs team 	<ul style="list-style-type: none"> ICA innovation project teams 		
Launch and Post-Launch	<ul style="list-style-type: none"> SSS action taker SSS incentives Higher awards 	<ul style="list-style-type: none"> WITs team WITs incentives Higher awards 	<ul style="list-style-type: none"> Identified users MHA level awards National Innovation Awards International Innovation Awards Media coverage 		

Figure 5.1.2 Innovation Management Process

Innovation Development Lifecycle

ICA Innovation Projects follow an Innovation Development Lifecycle which encompasses four broad phases, namely: Idea Generation, Evaluation, Development & Trial, and Launch & Post-Launch (see Figure 5.1.3).

The lifecycle emphasises the cyclical nature of innovation, i.e. there is no 'final product'. The completion of one project creates a foundation that presents opportunities for further enhancements, thus triggering the start of a new lifecycle. ICA involves its internal stakeholders (officers and work units) and external partners (suppliers, academia and customers) in the design process for its key innovation projects.

The value-add from these innovative projects has brought about greater recognition to ICA and elevated its stature as a leader in border security and identification.

Review and Improvements

The innovation process is reviewed regularly with stimulus from various sources – top-down, bottom-up, or even from observations by those involved in the innovation process themselves.

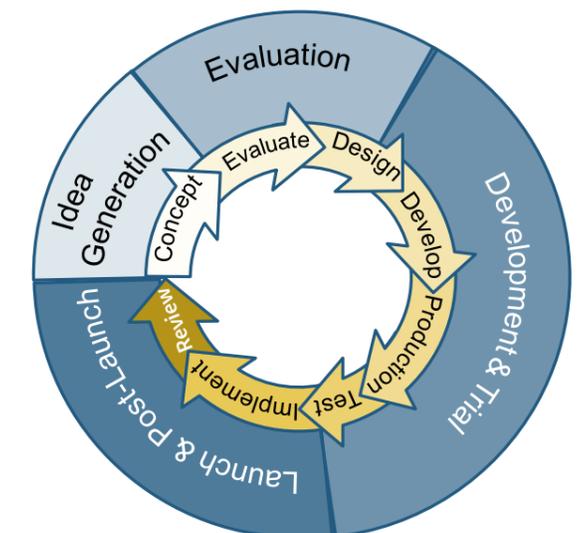


Figure 5.1.3 ICA Innovation Development Lifecycle

5.2 PROCESS MANAGEMENT

5.2a Describe how the organisation manages key and support production and service delivery processes to meet customer and operational requirements.

Key Processes

ICA's two key business processes can be broadly scoped into

Border Security (via Checkpoint Clearance) and Identification (via Registration). Border Security involves immigration, baggage, conveyance and cargo clearance processes at the checkpoints. Identification includes application and registration processes at the services centres. To support the formulation and delivery of excellent products and services, ICA has also instituted processes such as ISO SOPs to substantiate the key processes.

The objectives of the key business processes are to fulfil ICA's national mission of ensuring legitimate and lawful movement of people, goods and conveyances through checkpoints, and of administering and upholding immigration, citizenship and national registration fairly and effectively (see Figure A.1.1).

KEY PROCESSES	PERFORMANCE REQUIREMENT	PERFORMANCE MEASURE
Border Security (Checkpoint Clearance) - To ensure that the movement of people, goods and conveyances through the checkpoints is legitimate and lawful.		
Operational	People	<ul style="list-style-type: none"> Efficient and secure clearance facilities that are security-focused, service-conscious Convenient services Flexible deployment to mitigate overcrowding during peak
	Goods & Conveyances	<ul style="list-style-type: none"> Efficiency of people clearance process No. of immigration offenders detected at checkpoints
Operational	Citizen Services	<ul style="list-style-type: none"> Efficient and secure clearance facilities that are security-focused, service-conscious Secure products
	PR Services	<ul style="list-style-type: none"> Robust system and processes to ensure minimal disruption to services
	Visitor Services	<ul style="list-style-type: none"> Efficiency of baggage, goods and conveyances checks No. of contrabands and immigration offenders detected at checkpoints
Identification (Registration) - To administer and uphold the laws on immigration, citizenship and national registration fairly and effectively.		
Supporting processes		
Human Resource	Learning & Development	<ul style="list-style-type: none"> Ensure availability of manpower resources for all job functions. Develop conducive and motivational work environment
	Finance & Corporate Services	<ul style="list-style-type: none"> Average no. of SSS WITs project ratio Average training hours
IT Support	IT Support	<ul style="list-style-type: none"> Establish Cost Control and Budget Marksmanship Ensure Financial Governance Provide administrative and logistics support Optimisation of resources
	IT Support	<ul style="list-style-type: none"> ED Savings Budget Utilisation Rate
IT Support	IT Support	<ul style="list-style-type: none"> Develop and maintain IT Systems Ensure reliability, availability and accessibility
IT Support	IT Support	<ul style="list-style-type: none"> Maintenance of mission critical system (MCS)

Table 5.2.1 Process Performance Management

To be future-ready in meeting customer and operational requirements, ICA has set up project teams to actualise ICA's six strategic thrusts. These thrusts create a pipeline for ICA to deliver transformational initiatives that are secure, reliable, convenient, efficient and resource-optimal.

Managing the Key Processes

There are multiple platforms and avenues at different levels to facilitate regular internal discussions between the Leadership Group (LG), middle management and the ground officers on key processes (see Table 5.2.2). While event-level shortcomings can be resolved immediately at ground level, systemic issues will be addressed holistically by middle management or at the LG level.

PLATFORM	DESCRIPTION	ACTIVITIES
Meetings chaired/attended by LG	Discussion of operational and HR issues, Discussion and review of strategic plans	<ul style="list-style-type: none"> Discussion and proposals for resolving issues and process challenges Discussion and resolution of HR-related issues Monitoring of work units' strategic plans Discussion and endorsement of work units' proposed initiatives and processes Sharing and updating of new/updated processes, trends and issues
Dialogue Sessions with LG	Dialogue session between senior management and middle-level or ground officers	<ul style="list-style-type: none"> Platform to share and update officers on new issues Gathering of ground feedback
Process Interview	Officers interviewed by supervisors	<ul style="list-style-type: none"> Monitoring officers' knowledge on work procedures Resolving identified ground-level process shortcomings Gathering ground feedback
Routine Shift Inspection	Random inspection conducted by supervisors on officers performing duty	<ul style="list-style-type: none"> Monitoring officers' knowledge on and practice of work procedures (checklist) Reminding officers on work procedures and issues Resolving identified ground-level process shortcomings Gathering ground feedback
Team Learning Session	Briefing and communication of work procedures, intelligence trends and relevant issues to ground teams	<ul style="list-style-type: none"> Briefing officers on new/updated processes, trends and issues Reminding officers on work procedures and issues

Table 5.2.2 Process Monitoring/Maintenance

5.2b Describe how the organisation drives process improvement to enhance productivity and ensure timely delivery

ICA's process improvement begins with idea generation and evaluation which is elaborated in 5.1.2. The implementation progress and the budget utilisation is closely monitored and tracked. A post implementation report is required to ascertain whether the project intent has been achieved.

Figure 5.2.3 reflects the various approaches taken by ICA to obtain buy-in and support.

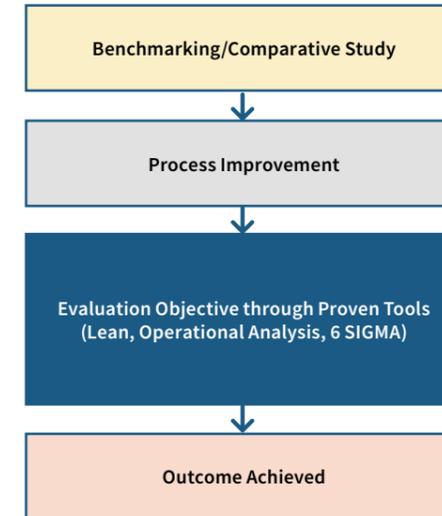


Figure 5.2.3 Evaluating & Improving Key Processes

5.2c Describe how the organisation sustains key processes in times of emergencies to ensure business continuity

Business Continuity Management

During times of normalcy, ICA conducts regular environmental scanning to identify emerging threats. Analysing the impact of such threats enables ICA to draw up business contingency plans and pre-identify channels of communication and cooperation with strategic partners and stakeholders, improving its ability to manage and sustain key processes during emergencies and disasters. ICA's management of its processes to ensure business continuity are listed in Table 5.2.4

Environmental Scanning	Independent horizon scanning as well as external scanning with strategic partners are conducted to gain maximum coverage of potential threats.
Business Continuity Plans (BCPs)	Various BCPs are developed and activated to ensure business continuity during time of emergency.
Exercise To Test Plans	BCPs are regularly tested through internal exercises, as well as joint exercises with strategic partners.
Activation Of Plans	During time of emergency, the relevant plans will be activated and appropriate responses taken to tackle the crisis.

Table 5.2.4 Management of ICA's Key Processes to ensure Business Continuity

5.3 SUPPLIER AND PARTNER MANAGEMENT

5.3a Describe how the organisation identifies and manages key suppliers and partners to achieve organisational goals

Partners are defined as organisations or industries which are directly engaged to deliver value to ICA or its customers (see Table A.2.2). Suppliers are defined as those which provide services in support of ICA's administration and operations. An overview of ICA's engagement framework with its strategic partners and suppliers, as well as the desired outcomes is represented by Figure 5.3.1.

Identification and Selection of Partners

The basic guiding principle for partnerships is to leverage on mutual strengths and expertise to bridge the operational gaps and achieve common goals. ICA's partners are classified into three broad categories (Whole of Government, Whole of Society and International Community) as shown in Table 5.3.2. Closer ties are forged with partners who are deemed to have a higher stake in ICA's operations.

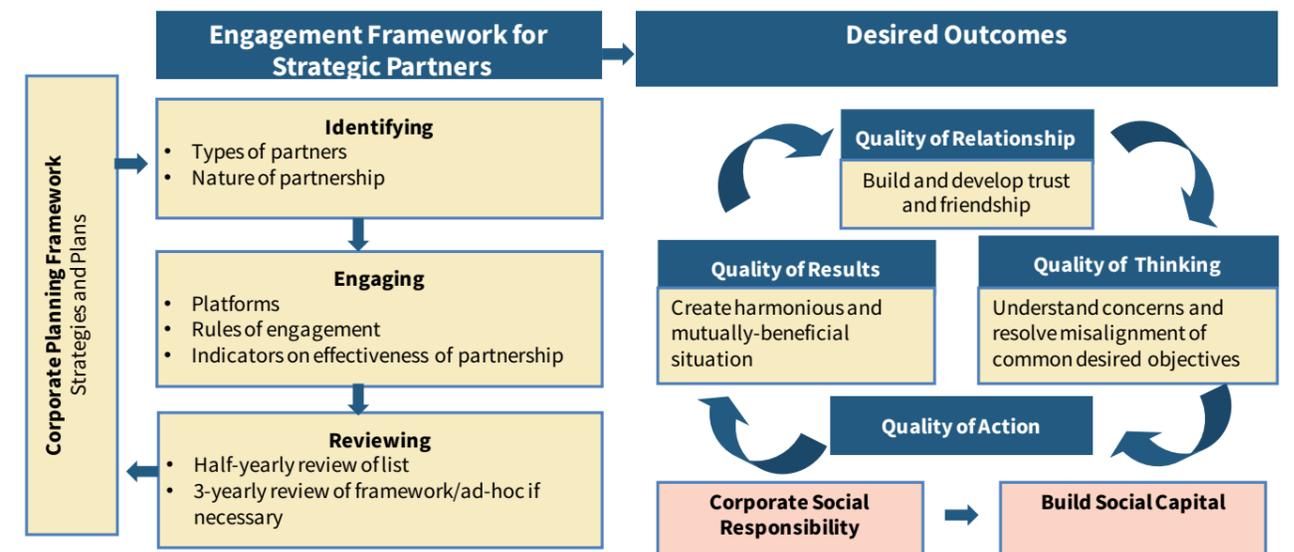


Figure 5.3.1 Engagement Framework for Strategic Partners

	PARTNERS/ SUPPLIERS	STRATEGIC RELATIONSHIP	PERFORMANCE REQUIREMENT	MEASURES	COMMUNICATION/ ENGAGEMENT PLATFORMS
Partners	WHOLE OF GOVERNMENT (WOG) Ministries & Statutory Boards	<ul style="list-style-type: none"> Competent in their respective functional areas to bring about a safe and secure best home for Singapore Complement ICA in operations/ achieving its objectives as a border security agency Ensure coordination and WOG approach to achieve mission of ICA 	<ul style="list-style-type: none"> Process streamlining to provide a convenient one-stop service for various applications Joint development of SOPs Establish joint contracts for demand aggregation 	<ul style="list-style-type: none"> Time savings in streamlined processes Take-up rate of one-stop services Number of joint SOPs Number of joint contracts 	<ul style="list-style-type: none"> Dialogue sessions Meetings Joint operational exercises Seminars
	WHOLE OF SOCIETY Private organisations	<ul style="list-style-type: none"> Public education on immigration and customs related matters Publicise ICA-related matters through media Community engagement and involvement Collaboration for co-creation 	<ul style="list-style-type: none"> Provide specialised and value for money services Efficient and timely delivery of duties 	<ul style="list-style-type: none"> Satisfactory provision of services Efficiency and timeliness in delivery of duties 	<ul style="list-style-type: none"> Meetings and dialogue sessions Periodic review of key performance requirements Audits Email correspondences
	INTERNATIONAL COMMUNITY Foreign consulates & embassies, foreign immigration/ customs authorities, etc	<ul style="list-style-type: none"> Sharing of experience on infocomm projects/ initiatives/ Information via Online Enquiry Facility/ Singapore's experience on leveraging Biometric Technologies/ employing technology for border control and security in Singapore 	<ul style="list-style-type: none"> Provide specialised training in areas of terrorism, forgery detection, search and investigative techniques, etc. Information sharing on alien smuggling and immigration trends Repatriation and investigation of foreign offenders 	<ul style="list-style-type: none"> Cohesiveness of community Number of foreign practices adopted locally 	<ul style="list-style-type: none"> Meetings Seminars Conferences Exchange programmes
Suppliers	ICT ICT Vendors	<ul style="list-style-type: none"> Provide technological support for both hardware and software development Sharing of latest technology Recommendations to improve system resiliency 	<ul style="list-style-type: none"> On-time delivery of goods and services, especially during downtime/ emergencies 	<ul style="list-style-type: none"> Ability to supply goods and services as stated within the contract specifications Satisfactory provision of goods and services Timely delivery of goods and services Efficient after-sales support Response time for downtime/ emergencies Ability in innovation and continuous improvement Meeting service level agreement for system availability, problem resolution time and contractual milestones for development projects 	<ul style="list-style-type: none"> Project briefing Meetings Dialogue sessions Feedback channels (e.g. email, phone, surveys)
	NON-ICT	<ul style="list-style-type: none"> Maintain a continuous supply of reliable goods and services, which range from building management to production of immigration documents Good understanding of ICA's operations to propose appropriate solutions; providing suitable budgetary quotations 			<ul style="list-style-type: none"> Meetings Relationship Management Board Performance Management Group Feedback channels (e.g. email, phone, surveys) Supplier Report Cards (half-yearly)

Table 5.3.2 ICA's Partners and Suppliers and their Communication/Engagement Platforms

Identification and Selection of Suppliers

Suppliers are identified and selected through an open, fair and transparent system which assesses their abilities to offer goods and/or services that best meet ICA's requirements at the best value – in accordance with the Government's Instruction Manual (IM) procedures. ICA's suppliers can be classified into two main categories, namely those that provide Info-Communications Technology (ICT) and non-ICT goods and/or services.

5.3b Describe how the organisation engages key suppliers and partners to co-create products and services

Engaging Partners and Suppliers to co-create

ICA actively engages its partners and suppliers to co-create products and services through the five processes elaborated below.

Communicating performance requirements

Performance requirements are communicated to partners and suppliers largely through one or more of the following means:

- Tender documents – for Suppliers
- Discussions during site visits/pre-contract meeting
- Presentations or demonstration of prototypes/samples
- Work progress meetings
- Quarterly dialogue sessions
- Feedback channels

In 2013, ICA implemented a new Supplier Management Framework which identifies key suppliers based on the criticality, operational impact and supply risk of the items or services provided, as well as the annual value of the contract.

Frequent Exchanges and Contacts

Partners

Partners' engagement can be broadly classified as issue-driven (operational or strategic) and for networking purposes promulgated under different forums such as briefings, meetings, dialogue sessions, conferences, working discussions.

Collaboration with partners has also resulted in win-win outcomes for ICA, its partner and its customers. A successful example is the Alternate Site Collection of ICA documents with SingPost.

Suppliers

Tech Division networks with ICT suppliers to keep abreast of latest technological developments and will identify those that are suitable for implementation.

When a new product, service or process is identified, it will be subject to the four phases of the Innovation Development Lifecycle process (see Figure 5.1.3) which will require the active engagement of the suppliers.

Alignment of Objectives

Partners

ICA selects partners whose objectives are broadly aligned with ICA's objectives, as the alignment would facilitate common understanding and reciprocation, which would minimize conflicts and offer greater synergies for achieving results.

Suppliers

ICA holds sharing sessions and in-depth discussions with key suppliers, and conducts Request for Information (RFI)/ Request for Proposal (RFP) to better understand the available technology and applications before drawing up the tender specifications.

During the project-planning phase, ICA encourages the supplier's project members to participate in meetings and discussions, thus providing the supplier a direct channel of communication with the project officers and allowing the clarification of requirements at the early stage.

Regular Review

Partners

Regular and timely review ensures that the engagement with partners continues to be effective and meaningful. For example, ICA performs audit checks on SingPost on their compliance to the Standard Operating Procedures on the Alternate Site Collection (ASC) of ICA Documents, as well as reviews on staff competence

of SingPost staff providing the ASC service, the security and conduciveness of premises for ASC service, etc.

Suppliers

Under the Supplier Management Framework (for non-ICT key suppliers), ICA will arrange regular meetings at the senior management and working level staff from both ICA and the suppliers.

Periodic meetings are also held with contracted ICT suppliers to resolve new or outstanding issues. Through the monthly reports that update the progress of the projects, the suppliers' performances are surfaced for their attention during the meetings.

Information Sharing

Partners

Relationship with foreign counterparts is enhanced through regular training exchanges and collaboration exercises. Information on border security and identification is also shared to encourage innovation and learning as well as to facilitate achievement of goals among its partners.

Suppliers

In addition to ad-hoc meetings and email communications, ICA will hold regular meetings with key suppliers to discuss and update status of projects, as well as for suppliers to share their knowledge on new initiatives and products that may be beneficial to ICA.

Review and Development of Capabilities

ICA realises the importance of understanding the needs of partners/ suppliers and will take necessary actions to address those needs in pursuit of win-win outcomes. Hence, ICA is always open to discussions and the use of various communication channels.

ICA's Supplier Management Framework aims to enhance the relationship with selected suppliers and managing their performances. Key suppliers are provided with visibility over ICA's operational needs and requirements to help them improve on their processes and develop capabilities that will ultimately translate into benefits for ICA in terms of better service levels and standards.

Feedback obtained from customers via various platforms is taken seriously. By communicating the feedback to its partners and suppliers, ICA promotes innovative sharing and improves customer satisfaction and service standards.

ICA adopts a win-win philosophy when working with its partners and suppliers. By helping its suppliers to improve their services, ICA also benefits from the relationship. Customers also often enjoy the benefits of better products and/or more efficient services, thus resulting in win-win outcomes.

When working with the suppliers on a project, ICA seeks their inputs and concerns while making its requirements known to them. Officers also participate in customer surveys conducted by the partners and suppliers, thereby providing direct and structured feedback for them to improve their goods and services.

6.1 KNOWLEDGE MANAGEMENT

Approach to Information & Knowledge Management

The effective management and application of information through ICA's mission critical systems has enhanced ICA's competency in identifying high-risk persons, conveyances and cargoes coming through the checkpoints, thus strengthening its mission in border security and identification.

Figure 6.1.1 provides an overview of how ICA manages the flow of data, information and knowledge in the organisation.

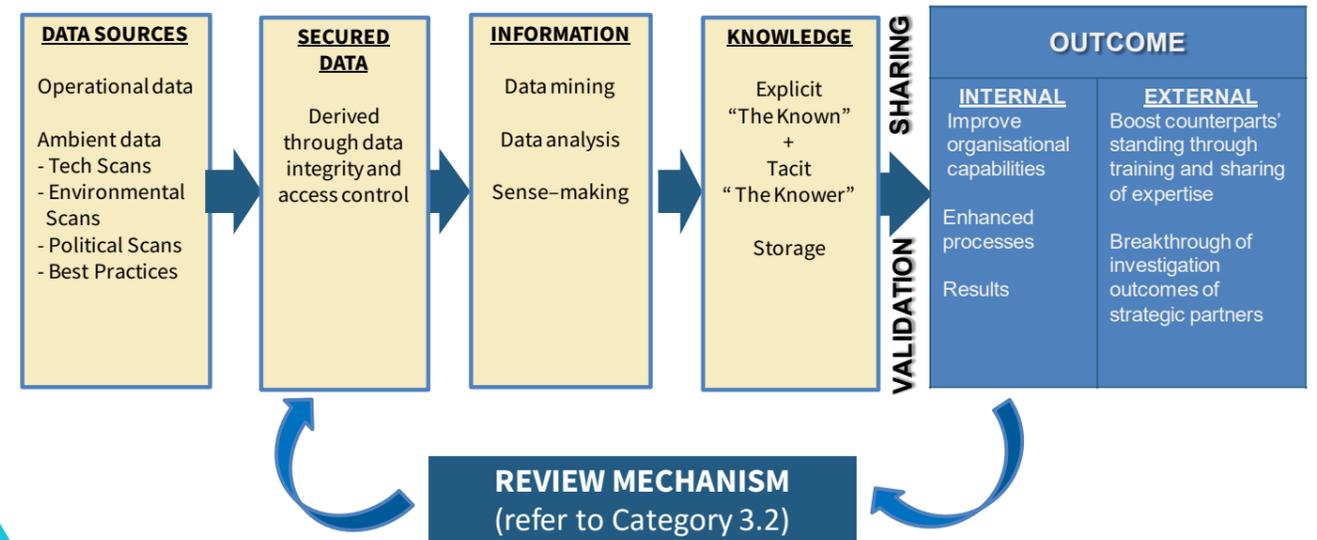


Figure 6.1.1 Management and Application of Information & Knowledge in ICA

6.1a Describe how the organisation collects and manages information for strategy development, decision-making and organisational learning.

and decision making capabilities.

6.1b Describe how the organisation ensures the accuracy, reliability and accessibility of information

Information Collection

ICA's information platforms and channels cut across the four broad categories of process, people, innovation and service excellence.

Each type of information collected has a content owner responsible for its maintenance. The information is documented either through manual filing (varied and ad hoc information) or routed to specific IT databases (high-recurrence and standard-input information). A repertoire of IT systems and processes supports the massive amount of information passing through ICA daily to enhance its sense-making

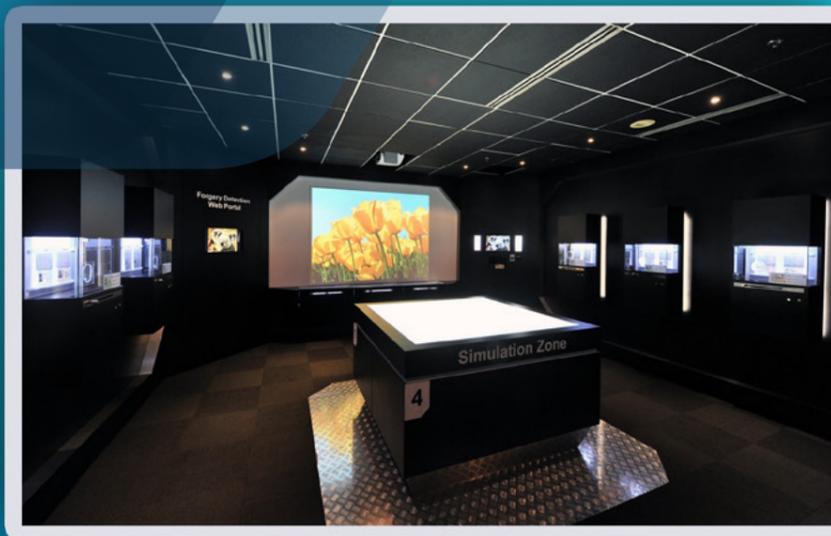
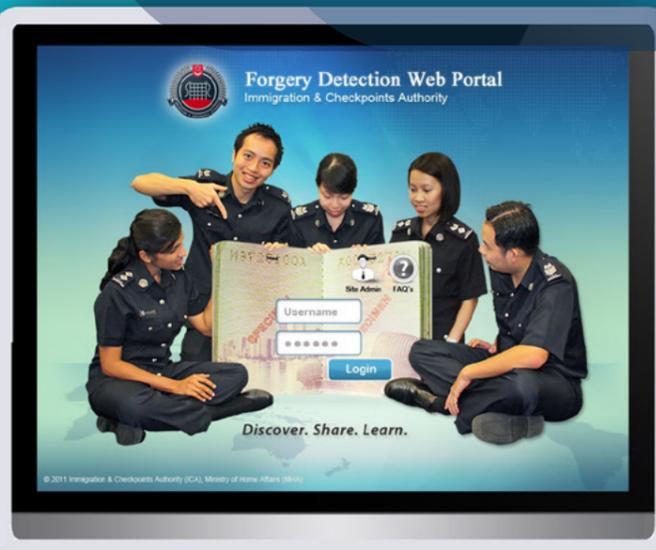
Information Management

The information residing in ICA is vital for safeguarding national interest and security. The security, reliability, accuracy and timely accessibility of information are guided by ICA's core values of Integrity, Commitment and Accountability. Sensitive and confidential information such as individual particulars are released only on a need to know basis and guided by the relevant legislation. Safeguards are put in place to confirm accuracy of information.

ICA disseminates information to its staff, suppliers, partners and customers through structured and unstructured platforms, which promote sharing and learning.

	PURPOSE	TYPES OF INFORMATION	COLLECTION PLATFORMS/STORAGE
Process Excellence	PLANNING	Financial/Budget for Development	Central Identification & Registration Information System (CIRIS), e-Payment module, GeBIZ, New Financial System (NFS), Fixed Assets Management System (FAMS), Project Management Resource Information System (PORIS), manual filing
		Strategic Information	Manual filing, Uni-repositories
	DAILY MANAGEMENT	Security Screening	Integrated Border System (i-Borders), Biometric Database for Immigration Clearance (BDIC), Cargo Screening System (CASS), Computerisation of Record of Crew Clearance (CREW)
		Operation and Case Management	i-Borders, BDIC, CIRIS, etc.
		MCS Downtime (System health)	Balanced Scorecard (BSC), PORIS
	PERFORMANCE TRACKING	Key Performance Indicators	BSC, Uni-Repositories, Manual Filing
		MCS Downtime	BSC, PORIS
		Comparisons/Benchmarking Audit Results	Uni-Repositories, Manual Filing
		Partner Performance	
	CAPACITY BUILDING	Operational knowledge Intelligence	Manual filing, Uni-repositories, CSTS, Intranet, Forgery Detection Web Portal (FDWP), Encyclopaedia of Passports (EoP), i-Borders functions

06 KNOWLEDGE



	PURPOSE	TYPES OF INFORMATION	COLLECTION PLATFORMS/STORAGE
People Excellence	PLANNING	Strategic Information	Uni-Repositories, Manual Filing
		Internal scanning	Human Resource Management System (HRMS), Manual Filing, Uni-Repositories, Intranet
		Strategic Directions	
		Staff Engagement and Involvement	
	Statistical and Trend Analysis		
DAILY MANAGEMENT	HR Data and statistics pertaining to focus areas	iNET, Manual Filing, Uni-Repositories	
PERFORMANCE TRACKING	KPI	BSC	
	Comparisons/Benchmarking	Manual Filing, Uni-Repositories	
	OHS Analysis, Statistics on Individual and Group Awards		
	Analysis Feedback Structures		
CAPACITY BUILDING	Knowledge Retention Skills Development	HRMS, FDWP, Gateway@Risk, CHIRP, Manual Filing, Uni-Repositories, Intranet	
Innovation Excellence	PLANNING	Project selection for various funding/ partnership	Manual Filing, Uni-Repositories Intranet
		<ul style="list-style-type: none"> Comparisons, Rankings and Benchmarking studies Statistical analysis on work improvement Knowledge retention to support innovation 	
	DAILY MANAGEMENT	<ul style="list-style-type: none"> Inno Nuggets Tech scans Collaboration with vendors 	Intranet, CPS, Meetings, Discussions, Dialogues, Emails, Manual Filing, Uni-Repositories
	PERFORMANCE TRACKING	<ul style="list-style-type: none"> Innovation Awards, SSS and WITs Participation Rate, Utilisation of MIF Participation in SAFE, MOU with Tertiary Institutions, CI Partnership Involvement 	Manual Filing, Uni-Repositories, iNET, Intranet
	CAPACITY BUILDING	<ul style="list-style-type: none"> LEAN Training CoPs 	Manual Filing, Uni-Repositories
Service Excellence	PLANNING	<ul style="list-style-type: none"> Customer Intelligence Customer Requirement, Customer Satisfaction 	CIRIS, Manual Filing, Uni-Repositories
		<ul style="list-style-type: none"> Customer Feedback, Mystery Customer Audit, CAAS Survey Audit Customer Database 	
	PERFORMANCE TRACKING	Service Awards, Complaints/Compliments	Manual Filing, Uni-Repositories
		ECPS, KPI (Statistical and Trend Analysis)	Manual Filing, Uni-Repositories, BSC
	CAPACITY BUILDING	<ul style="list-style-type: none"> Request for visits/talks AARs on justified complaints/scenarios 	Manual Filing, Uni-Repositories, Intranet

Table 6.1.2 Selection and Collection of Information

STAKE-HOLDER	SHARING PLATFORM		CHANNELS FOR TIMELY DISSEMINATION
	Structured	Unstructured	
SUPPLIERS	Face-to-Face Channels <ul style="list-style-type: none"> Regular meetings Tender Briefings Vendor Presentations 	Direct Communication <ul style="list-style-type: none"> Email communications Tender Specifications Reports Telecommunication (video conference, internet conference, phone calls) 	Electronic Channels Information reports are shared on a daily basis Intelligence bulletins/alerts shared immediately, on an ad hoc basis Relevant stakeholders have access to ICA's electronic channels Print Media Service-level agreements, Circulars
PARTNERS	Face-to-Face Channels <ul style="list-style-type: none"> Regular meetings Site Visits International and regional forums Heritage Gallery Dialogues 	Direct Communication <ul style="list-style-type: none"> Email communications Telecommunication (video conference, internet conference, phone calls) Information Reports One-Stop Change of Address Reporting System (OSCARS) 	Electronic Channels Information reports are shared on a daily basis Intelligence bulletins/alerts shared immediately, on an ad hoc basis Relevant stakeholders have access to ICA's electronic channels ICA regularly uploads and updates 52 data sets on Data.gov.sg Print Media Service-level agreements, Circulars
CUSTOMERS	Direct Communication <ul style="list-style-type: none"> Heritage Gallery Interactive Channel <ul style="list-style-type: none"> Community Engagement Programmes – talks and exhibitions Heritage Gallery 	Direct Communication <ul style="list-style-type: none"> Focus Group Discussion sessions Letters Email communication ICA Feedback ICA Hotline QSM line Interactive Voice Recording System (IVRS) ECPS ICA website 	Performance Indicators Monitoring of response to public feedback received via ICA Hotline, ICA Feedback and complaints Maintenance of ICA communication platforms Daily update of ICA Internet website System for iEnquiry available and updated round the clock

Table 6.2.1 Sharing Platforms and Dissemination Channels for Various Stakeholders

6.2 ANALYTICS FOR PERFORMANCE MANAGEMENT

6.2a Describe how the organisation leverages on information and knowledge to create value

Analysis and Use of Information

Analysis of information gathered by ICA is generally done through statistical and trend analysis, environmental scanning as well as comparison and benchmarking studies.

Process owners are identified to oversee the requirements to inspire confidence in information management. (see Table 6.2.1).

STAKE-HOLDER	SHARING PLATFORM		CHANNELS FOR TIMELY DISSEMINATION
	Structured	Unstructured	
STAFF	Corporate Events <ul style="list-style-type: none"> CPS WPS Mini-Retreats Training Seminar WITs Convention Service Excellence (SE) Day Direct communication <ul style="list-style-type: none"> Meetings chaired and attended by LG Learning & Development <ul style="list-style-type: none"> Cross-training OJT Basic Course In-service Training (IST)/Team Learning Session (TLS) Benchmarking Teams LEAN Teams QSMC ExCEL 	Direct communication <ul style="list-style-type: none"> Email communications In house publications Physical notice boards Circulars Learning & Development <ul style="list-style-type: none"> Internal/External Incident Reports Standard Operating Procedures (SOPs)/Working Instructions (WIs) AAR FDWP/Game-Based Learning Intel Bulletins/Alerts ICA Intranet Portal 	Electronic information Made available to staff via email, intranet, uni-repositories and learning channels (listed on the left) Mobile Communication Mobile communication devices made available to staff holding critical posts, those on special duties and those who are constantly on the move Print media Information made available especially for officers who have no frequent access to electronic information

Knowledge Management

In ICA, knowledge content is harvested and developed from case details and the experiences from planning, operations and process reviews and improvements (refer to Organisation Profile Figure B.2.5).

The knowledge created from the crystallisation of information is then shared and applied, resulting in value creation for its internal and external partners (see Figure 6.2.2). Both the explicit and tacit components of knowledge are disseminated internally and externally through various platforms for the benefit of stakeholders

(see Table 6.2.3). This in turn generates more/new knowledge for ICA.

Review and Improvements

ICA identifies areas for review through both internal and external feedback and monitoring of BSC results. To transform its business processes to further enhance its efficiency and effectiveness to the next level, ICA is developing an overarching platform to better integrate and unify ICA's wealth of data and information to equip ICA with timely and accessible insights which enables intelligent and timely responses across the whole of ICA.

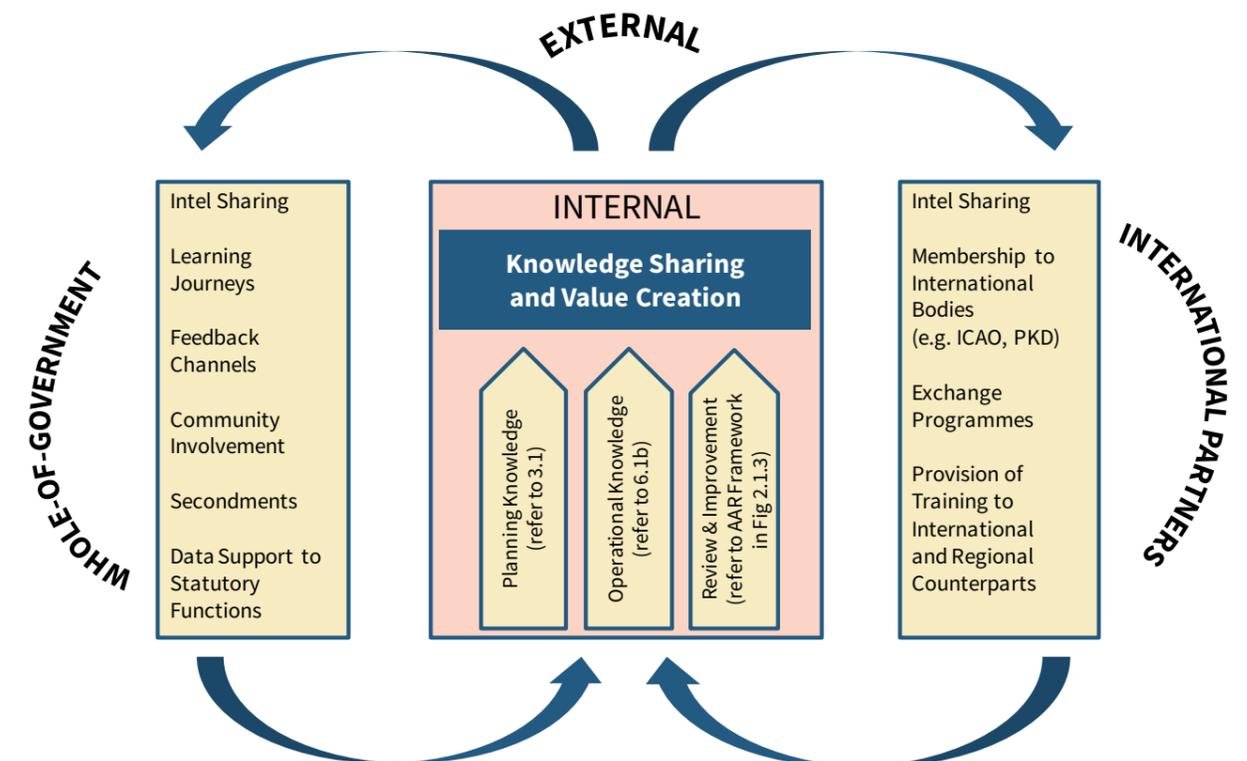


Figure 6.2.2 Overview of Value Creation from ICA's Knowledge Management

SOURCE FOR KNOWLEDGE GENERATION	INTERNAL DISSEMINATION		EXTERNAL DISSEMINATION
RESOURCE	Explicit <ul style="list-style-type: none"> Shared Folders Repositories Manual Filing Systems 	<ul style="list-style-type: none"> Intranet Emails Heritage Gallery Corporate publications 	<ul style="list-style-type: none"> E-service platforms M-service platforms Internet website Posters and pamphlets Media reports
EXCHANGE	Tacit <ul style="list-style-type: none"> CPS Leadership Forum Command Meeting Staff Meeting Meet-the-Officers Sessions 	<ul style="list-style-type: none"> After Action Review Benchmarking Overseas Study Trips Learning Journeys Roadshows 	<ul style="list-style-type: none"> Meetings Forums/Seminars Sharing/Learning Journeys Study Trips Feedback Channels Community Involvement Programme
INDIVIDUAL DEVELOPMENT	Tacit <ul style="list-style-type: none"> Cross Training Cross Deployment Mentoring Coaching (OJT) External courses 	<ul style="list-style-type: none"> Staff Appraisal In-house training Exchange Programmes Secondments Attachments 	<ul style="list-style-type: none"> Training to foreign counterparts Secondments

Table 6.2.3 Explicit and Tacit Knowledge in ICA

6.2b Describe how the organisation conducts competitive analysis and benchmarking to improve performance

Learning from External Organisations

ICA's drive for excellence is matched by its external focus in learning from outstanding organisations and foreign counterparts. Three avenues of learning from other organisations are adopted in ICA:

(1) **Study Visits or Learning Journeys** – a visit to the management of a leading company to learn good practices, build relationships, and explore follow-up studies/projects in common areas.

(2) **Comparative Studies** – conducting studies/research to obtain information for comparison on the industry ranking and position of ICA, including the gathering of data to set targets and identify Best Practices in the areas studied. In its nature of business, ICA has no competition. Comparative studies provide “competitive analysis” to ensure better performance levels to be the best in the work we do.

(3) **Benchmarking Projects** – understanding the merits of a similar process in another organisation through a structured approach with the intent of applying the process in ICA to achieve improvements. Where a new process is to be introduced or when there is a critical process that requires an overall change, the structured (Xerox) Benchmarking Methodology is used.

Figure 6.2.4 shows ICA's approach of learning from other organisations. The learning is carried out across all the areas of excellence; namely process, people, innovation and service.

Benchmarking

The criteria for selection of information to be benchmarked is largely based on its relevance to ICA's strategic objectives in

addressing its strategic challenges (refer to Category 3.1b and Organisational Profile). A prioritisation matrix is used to guide the selection of benchmarking projects.

Benchmarking projects are driven by LG after prioritisation and endorsement before being assigned to relevant work units for execution. They are also typically conducted in partnership with ICA's strategic partners and foreign counterparts.

The insights and lessons learnt from benchmarking, comparative studies and study visits are incorporated during the development and implementation of action plans to drive improvements within ICA, including process improvements through recalibration of current systems. Relevant findings are also used for target setting during the annual BSC review.

Review and Improvements

As part of the benchmarking cycle, the teams conduct after-action reviews (AARs) and provide updates on projects at platforms such as Staff and Command Meetings. For knowledge sharing purposes, project outputs and reports are uploaded into the uni-repository where they can be accessed by other teams (see Category 6.1 on KM). When new teams are onboard the project, they would be equipped with the foundation knowledge through workshops and courses as well as knowledge/learning gleaned by past benchmarking teams before embarking on their benchmarking efforts.

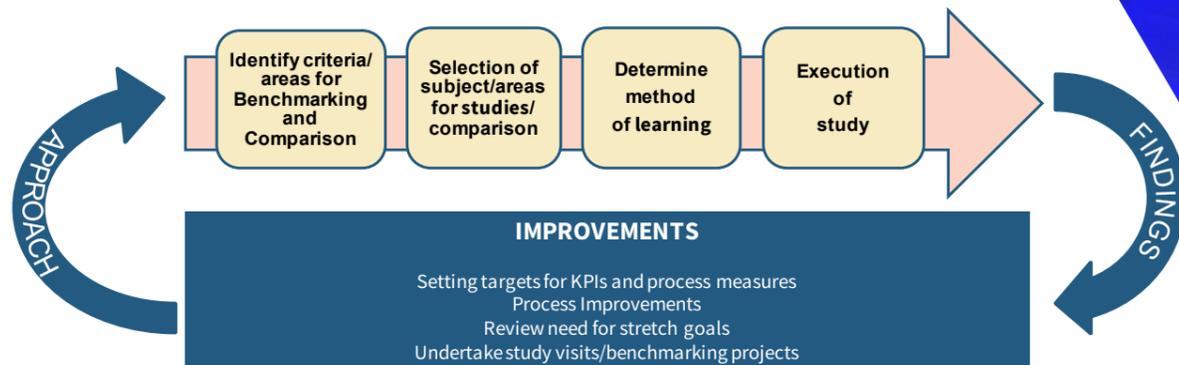


Figure 6.2.4 – ICA's Approach to Comparative Study and Benchmarking

7.1 CUSTOMERS RESULTS

7.1a Customer satisfaction and experience

ICA monitors customers' satisfaction of its service levels through various channels such as the Service Feedback Form. Its customers have consistently rated ICA highly for exceeding their expectations (see Figure 7.1.1). Although the changing security demands have required ICA to perform more security checks on customers over the years, ICA's efforts to deliver professional service have

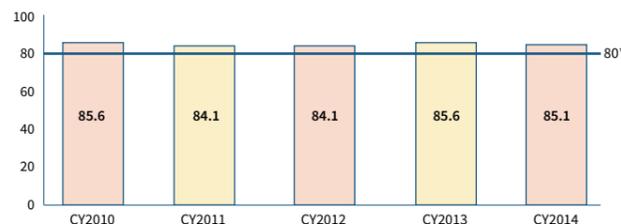


Figure 7.1.1 Percentage of Customers who rated ICA's Service as having exceeded expectations

2011		2012		2013		2014	
PUBLIC AGENCY	SATISFACTION SCORE						
NLB	68.2	NLB	71.4	NLB	76.3	ICA	67.2
CPF	67.0	ICA	69.2	ICA	73.8	CPF	66.8
ICA	65.4	PA	68.9	NParks	73.4	PA	66.6
HDB	65.4	MOE	68.7	PA	73.3	MOE	66.4
IRAS	65.3	SPF	68.1	MOE	73.0	NLB	65.6

Table 7.1.2 Customer Satisfaction Index 2011 - 2014

Overall Compliments & Justified Complaints

The feedback received from customers helps ICA to improve on its service delivery and work processes. Its commitment to Service Excellence can be observed from the increasing number of written compliments received over the years in contrast to the significantly smaller numbers of justified complaints. The ratio of justified complaints to compliments has been constant at about 0.003.

Service Awards Garnered

Guided by the "Security-Focused, Service-Conscious" mindset, ICA's service award winners have been on the rise, with more officers being conferred the PS21 Star Service Award (SSA) and the SPRING Singapore's Excellent Service Award (EXSA).

ICA has also received numerous local as well as international awards and accolades (see Table 7.2.5) as recognition of its efforts to deliver excellent service to its customers by providing a multitude of service-impact initiatives while remaining security focused.

7.1b Product and service performance

Efficiency of People, Cargo and Baggage Clearance at Checkpoint

ICA's efficiency in providing people clearance at the checkpoints, measured by passenger queuing time and clearance time,

succeeded in providing better than expected services for more than 80% of its customers.

The External Customer Perception Survey (ECPS) is a large scale biennale exercise that measures customers' satisfaction in terms of ICA's strategic focuses of Border Security and Identification. The ECPS involves over 3,000 participants who were asked to respond to a series of questions using a 10-point scale for their opinions. The results have indicated that customers enjoy high satisfaction levels, and the satisfaction levels are on the rise.

Customer Satisfaction Index of Singapore 2013

The Public Service Division (PSD) PS21 Office commissioned SMU to measure the satisfaction levels of Singapore residents (Citizens and Permanent Residents) on the services provided by public agencies. Over the years, ICA has been ranked highly among public agencies, which is a testament of ICA's commitment in providing efficient and high quality security service to its customers. ICA is also the only enforcement agency to be consistently placed in the top 5 ranking. For the 2014 survey, a total of 17 public agencies (including ICA) that had significant public interface were selected for the study. ICA topped the list with a satisfaction score of 67.2 (see Table 7.1.2).

contributes directly to national economic objectives and Singapore's status as an international hub.

Efficiency of Applications Processed within Targeted Timeframe (Services Centres)

On average, the three Services Centres handle up to 12,000 customers daily. While the number of applications received has increased significantly over the years, ICA's performance in processing the voluminous applications have not deteriorated. Through paradigm-shifting, transformational projects, ICA has been able to meet or surpass the percentage of applications to be processed within the targeted timeframe at the three Services Centres.

The results of independent surveys and service awards received by the officers are validated by compliments from customers impressed by ICA's excellent service standards. In October 2012, a citizen emailed PM Lee to marvel at the ease of ICA's passport application & collection, and how the efficient immigration clearance at Changi Airport enables him to reach home within 45 mins after touch down. Posting the email in his Facebook page, PM Lee acknowledged that Singapore efficiency is a much celebrated trait which is often taken for granted, and praised the good work of ICA staff.



I often receive emails from the public either commending or criticising the performance of ministries and departments. This one is from Aaron Chew, a satisfied "customer" of ICA, who got a new passport with minimum fuss. We have come to expect such high standards in Singapore. But it is good to remind ourselves once in a while how unusual this is compared to other countries. We must work hard to maintain and indeed raise standards of our public services. But I am sure the ICA staff will be encouraged that their good work has been noticed and appreciated.



Lee Hsien Loong

23 October 2012 · 🌐

I often receive emails from the public either commending or criticising the performance of ministries and departments. This one is from Aaron Chew, a satisfied "customer" of ICA, who got a new passport with minimum fuss. We have come to expect such high standards in Singapore. But it is good to remind ourselves once in a while how unu... See more

From: Aaron Chew
Sent: 23 October 2012 11:02 AM
To: PMO Hsien Loong LEE (PMO)
Subject: Singaporean efficiency

Dear Prime Minister,
 I'm a 26 year old Singaporean and would like to share my experience today with you.

I applied for a new passport as mine had run out of pages. When it was ready, I made an e-appointment for this morning. When I arrived at ICA building, I took a queue number, and was served within 2 minutes. My passport was already there at the counter - it was literally there waiting for me. I was out of ICA within 10 minutes. That's when I marvelled at Singaporean efficiency. Only in Singapore is this possible.

Remember years ago, you shared in your rally speech that you went through the "All Passports" counter at Changi Airport, while Singaporeans queued at the "Singapore Passport" counter? Today, there's never a queue. It's all automated. Your point back then if I remember correctly was Singaporeans need to get a little smarter. I hope Singaporeans as a whole have gotten smarter, but I can say with certainty a few indeed have (the ones who implemented the biometric automation). Only in Changi Airport, can I arrive at the airport, check in, go through immigration, all within 10 minutes. Arriving back in Singapore, I get home within an hour, sometimes 45 minutes of landing.

Our efficiency is one of the things that make me proud to be Singaporean, it is core to our Singaporean brand. We have to work together to preserve this and continually improve.

Of course there are many many other things that Singaporeans (including me) are unhappy about. That's exacerbated by the fact that those things affect our daily lives (whereas passport application is once in 5 years). But that's another email for another day. Today, I celebrate Singaporean efficiency.

God bless!

Regards,
 Aaron Chew

8.6K Likes 459 Comments

7.2 FINANCIAL & MARKET RESULTS

7.2a Show the current levels and trends in key measures of financial results, as appropriate. Compare results relative to benchmark.

As a public service organisation, financial prudence ensures best value-for-money outcomes and resources optimisation which requires all its employees to adopt an innovative mindset to be cost consciousness.

ICA abides by MHA's financial directives in procurement. ICA also undertakes economy drive (ED) measures which allow it to identify organisation-wide cost efficiencies and reap multiple benefits, including cost savings and leveraging on opportunities.

Economy Drive (ED) Savings

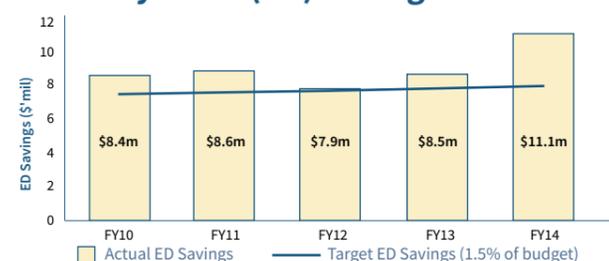


Figure 7.2.1 Annual ED Savings Achieved

To promote a culture of prudence, KPI is set for an ED savings target of 1.5% for overall budget.

Cost Avoidance



Figure 7.2.2 Annual Cost Avoidance

All ICA work units are required to declare ED savings which is realised when the same level of output is achieved at a lower cost or greater output is achieved at the same cost. They also contribute to cost avoidance savings which is defined as savings from meeting expected future requirements at a lower cost.

7.2b Show the current levels and trends in key measures of market performance, as appropriate. Compare results relative to benchmarks, as appropriate.

ICA has distinguished itself as a valued partner in border security and identification among its international counterparts. Results of independent surveys on its policies and systems, as well as positive acclaims from its counterparts are testaments to its global standing in the marketplace.

Efficient and Effective Immigration and Cargo Clearance

Surveys conducted by international magazines like the Business Traveller (UK) and the Business Traveller (Asia-Pacific) have affirmed ICA's immigration and cargo clearance as among the best in the world (rankings shown in Figures 7.2.3a and 7.2.3b).



Figure 7.2.3a Business Traveller (UK) – Incoming Passport Control [2013 and 2014 results are not available]



Figure 7.2.3b Business Traveller (Asia Pacific) – Incoming Passport Control [2013 and 2014 results are not available]

Innovative systems like the eIACS have not only helped ICA provide efficient, seamless automated clearance to our customers but also allowed us to re-deploy our officers to perform other duties such as conducting checks on other higher-risk unknown travellers.

The Skytrax Airport Star Rating has given Singapore Changi Airport a 5-star rating, with a 4-star rating for most of its immigration-related services (arrival/departure queue time, staff attitudes, staff languages). Its leading Skytrax Airport Customer Satisfaction Survey, which collates votes from travellers from more than 160 countries, also consistently ranked Singapore as one of the world's best in terms of airport immigration service (see Table 7.2.4).

RANK	2009	2010	2011	2012	2013	2014	2015
1st	Kuala Lumpur International Airport	Kuala Lumpur International Airport	Kuala Lumpur International Airport	Tokyo International Airport Haneda	Kuala Lumpur International Airport	Incheon International Airport	Hong Kong International Airport
2nd	Singapore Changi Airport	Beijing Capital International Airport	Incheon International Airport	Kuala Lumpur International Airport	Tokyo International Airport Haneda	Singapore Changi Airport	Taiwan Taoyuan International Airport
3rd	Germany Munich Airport	Singapore Changi Airport	Beijing Capital International Airport	Incheon International Airport	Singapore Changi Airport	Taiwan Taoyuan International Airport	Singapore Changi Airport
4th	-	-	-	Singapore Changi Airport	Taiwan Taoyuan International Airport	Tokyo International Airport Haneda	Incheon International Airport
5th	-	-	-	Beijing Capital International Airport	Incheon International Airport	Central Japan International Airport Nagoya	Tokyo International Airport Haneda

Table 7.2.4 Skytrax Airport Customer Satisfaction Survey – Best Airport Immigration Service

ICA's Achievements & Awards since 2009

AWARDS/COMMENDATIONS	YEAR	AWARDED BY	LEVEL	
Service Quality Award (Diamond) – International Airport Immigration Service	2009	Centre for Customer Satisfaction and Loyalty (Carre CCSL) and Service Excellence magazine, Indonesia	International	
Top 5 Honoree for CIO – e-Visitor Programme		CIO Asia	Regional	
Singapore Quality Award (SQA)		SPRING Singapore	National	
Singapore Infocomm Technology Federation (SiTF) Award - Government category - e-Visitor Programme		Singapore Infocomm Technology Federation	National	
Government Web Excellence Awards (Merit)		iGov.sg/IDA	National	
ASOCIO ICT Best Practices Award 2010	2010	Asia-Oceanic Computing Industry Organisation (ASOCIO)	Regional	
Public Service (PS) Premier Award		PS21 Office	Public Sector	
CIO 100 Honoree - Deployment of biometric-based solutions for identification and border security	2011	CIO Asia	Regional	
Singapore Infocomm Technology Federation (SiTF) Award – Government Category – ENCORE (iEnquiry, iCollect, the Alternate Site Collection and iReturn) Initiative		Singapore Infocomm Technology Federation	National	
Best Practice Award (Regulation) – eVisitor Programme		PS21 Office	Public Sector	
CIO 100 Honoree - ENCORE (i-Enquiry, i-Collect, i-Return)	2012	CIO Asia	Regional	
HRM Awards 2012 – Innovation in HR Award		Singapore HR Institute (SHRI)	National	
National Infocomm Award – Most Innovative Use of Infocomm Technology (Public Sector) Merit Award – Mobile Automated Verification and Identification System (MAVIS)		Infocomm Development Authority of Singapore and Singapore Infocomm Technology Federation	National	
2nd International Best Practices Competition 2013 – 1st – 3 “M” Service Principle (Multiple Channels, Minimum Visits, Maximum Benefits)		Centre for Organisational Excellence research (COER) and supported by SPRING Singapore and the Singapore Productivity Association	International	
ASEAN ICT Awards (AICTA) – Public Sector Category – Silver - iCollect	2013	ASEAN Telecommunications Ministers/AICTA secretariat	Regional	
CIO 100 Honoree – e-Appointment		CIO Asia	Regional	
eGovernment Excellence Award (GEA) 2013 Merit Award – e-Services for Excellence in Delivering Government e-Services – e-Appointment	2013	Ministry of Finance and Infocomm Development Authority of Singapore	National	
The Service Partner Award – Changi Airport (Airport Command)		Changi Airport Group	National	
Singapore Infocomm Technology Federation (SiTF) Gold Award – e-Government category - iCollect		Singapore Infocomm Technology Federation	National	
Excellence in Border Management Award	2014	BORDERPOL	International	
World Information Technology and Services Alliance 2014 - Merit Award - iCollect		World Information Technology and Services Alliance	International	
Service Quality Award (Diamond) – Immigration Counter Service		Centre for Customer Satisfaction and Loyalty (Carre CCSL) and Service Excellence magazine, Indonesia	International	
CIO Top 5 Honoree – iCollect		CIO Asia	Regional	
ASEAN ICT Awards (AICTA) – Public Category - Gold - BIKES		ASEAN Telecommunications Ministers/AICTA secretariat	Regional	
Singapore Infocomm Technology Federation (SiTF) Award – Best Public Sector Product Silver Award - Biometric Identification of Motorbikers (BIKES)		Singapore Infocomm Technology Federation	National	
Excellence in Public Service Award (ExPSA) Best Practice Award (Service Delivery) - iCollect		Public Service Division	Public Sector	
FutureGov Singapore Awards 2015 - "Editor's Choice" & "Government Organisation of the Year" Awards - BIKES		2015	FutureGov magazine	National
Singapore Quality Award with Special Commendation			SPRING Singapore	National
Singapore Infocomm Technology Federation (SiTF) Award – Best Innovative Use of Infocomm Public Sector Gold Award – Flexible Immigration Clearance System (Flexi-I)			Singapore Infocomm Technology Federation	National

Table 7.2.5 Achievements & Awards Received by ICA between 2009 and 2015 (The above list of awards is non-exhaustive)

Since its formation, ICA has continued to push frontiers and develop game-changing innovations to improve operational efficiency and raise officers' capabilities, thus enabling it to deliver quality security service to its customers. ICA's efforts have been widely recognised and commended, as evident from the list of local and international awards and accolades which we have garnered over the years. Table 7.2.5 shows the list of key achievements and awards from 2009 to 2015.

7.3 PEOPLE RESULTS

7.3a Employee engagement and well-being

Well-Being and Satisfaction – Organisation Health Survey (OHS)

In the years between OHS 2008 and OHS 2014, ICA recruited a significant number of frontline employees to support new operational requirements and to manage the increasing workload at the Checkpoints and Services Centres, which increased ICA's staff strength by 35%. The intensive recruitment significantly altered the workforce composition in ICA; the proportion of younger employees aged 30 and below rose from 27% in 2008 to 38% in 2013. Despite the significant changes in its workforce composition and faced with the higher expectations and aspirations of its younger employees, ICA's OHS 2011 and 2014 results still showed overall improvements in the various categories (see Figure 7.3.1). The encouraging results can be attributed to ICA's efforts in engaging and developing staff, thus meeting their needs and strengthening their sense of belonging to the department.



Figure 7.3.1 Improvement in ICA OHS Results

Employee Engagement – Continuous Improvement

ICA consistently surpasses its internal target of 6 SSS per staff and achieves its internal target for WITs project ratio (see Figures 7.3.2 and 7.3.3), with over 400 WITs projects yearly. The 100% staff participation and implementation rate for WITs and SSS translates into potential cost savings (see Figure 7.3.4) worth millions of dollars for ICA.



Figure 7.3.2 Average No. of SSS per ICA Staff

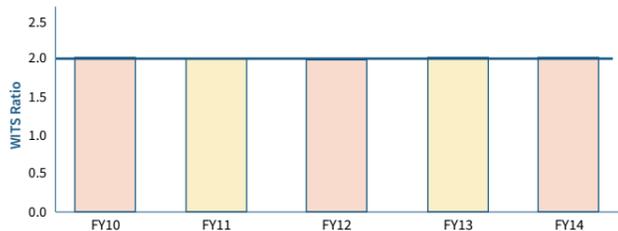


Figure 7.3.3 WITs Project Ratio

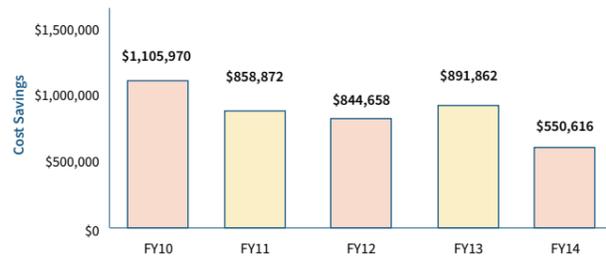


Figure 7.3.4 Potential Cost Savings through SSS & WITs

Over the years, ICA officers have consistently garnered innovation awards and achieved excellent results in the innovation convention at the Home Team Level as well as the civil service-wide PS21 ExCEL Convention (see Figure 7.3.5). This is a clear demonstration of the high quality, value and support that its projects garner.

In addition, ICA officers also participate in overseas study visits to learn best practices and broaden their perspectives, thus enhancing their training and professional development.

YEAR	NUMBER OF AWARDS		
	ICA WITs Convention	MHA 3i Convention/ Home Team Innovation Fest	PS21 ExCEL Convention
FY10	19	6	-
FY11	13	4	1
FY12	15	5	1
FY13	15	10	1
FY14	16	4	2

Figure 7.3.5 Innovation Awards Garnered by ICA Officers

Employee Engagement – Knowledge Sharing

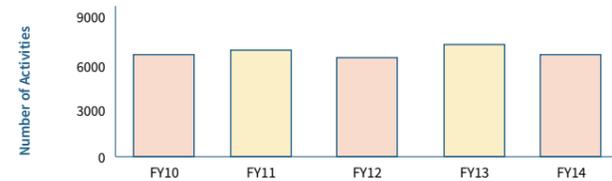


Figure 7.3.6 Number of Knowledge Sharing Activities

The number of knowledge sharing activities has remained fairly consistent, with more than 6,000 activities conducted each year (see Figure 7.3.6). The sharing of knowledge and best practices through platforms such as dialogue sessions, briefings, AARs and Training Seminars, help to enhance learning and promote innovation in ICA.

Employee Engagement and Feedback

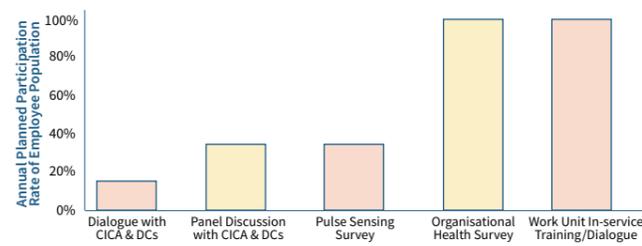


Figure 7.3.7 Participation Rate of Employees Engagement with Leadership Group

The ease of access to provide feedback to the Leadership Group through dialogue sessions and surveys encourages officers to contribute feedback and enhances the openness of engagement between management and officers (see Figure 7.3.7).

Well-being and Satisfaction – Proxy Indicators

ICA also utilises other proxy indicators to measure employee satisfaction. To enhance officers' overall well-being, ICA organizes numerous employee well-being activities every year, including flu vaccinations, bazaars and healthy lifestyle events (see Figure 7.3.8).

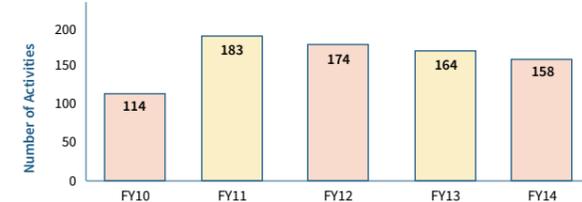


Figure 7.3.8 Number of Employee Well-Being Activities

7.3b Employee learning and development

Training and Development

ICA officers have met the Civil Service's target of 100 training hours in a year for all Staff Divisions. The inverse trend in training hours for Div 2 and Div 3 can be explained by the intensive recruitment of Div 3 officers for the land checkpoints in FY09 (peak) as well as the upgrading of officers from Div 3 to Div 2 in 2010 but these have since normalised in the subsequent years. In terms of the average number of training days per staff, ICA outperformed the Civil Service Norms (see Figure 7.3.9). The high level of staff participation in strategic training activities (Figure 7.3.10) such as core courses and activities, including innovation and service-related events, reflects the alignment of officers' training with ICA's strategic learning direction and the development of their functional competencies (Figure 4.2.3).

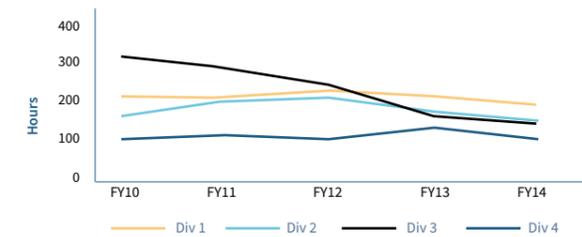


Figure 7.3.9 Average Training Hours Achieved - by Divisional Status

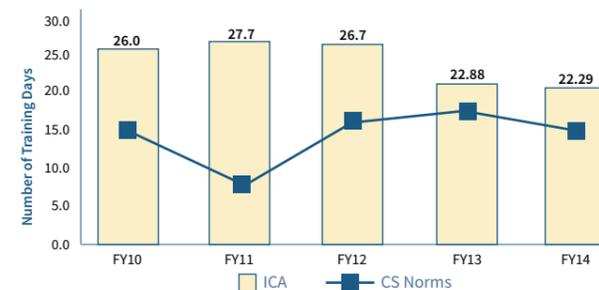


Figure 7.3.10 Comparison of Average Number of Training Days per Staff with Civil Service (CS) Norms

ICA also provides opportunities for every officer to upgrade themselves academically. Figure 7.3.11 shows an increasing trend in the number of sponsorships awarded to officers for further studies. Despite the intensive recruitment to support new operational capabilities and increasing workload since 2009, ICA has continued to invest in the development of its officers to take on higher roles and responsibilities. This has reaped an increase of almost 50% in the number of HAS-ICA Specialists holding the

ranks of Senior Checkpoint Inspector and Senior Officer in 2013 as compared to 2009 (see Figure 7.3.12).

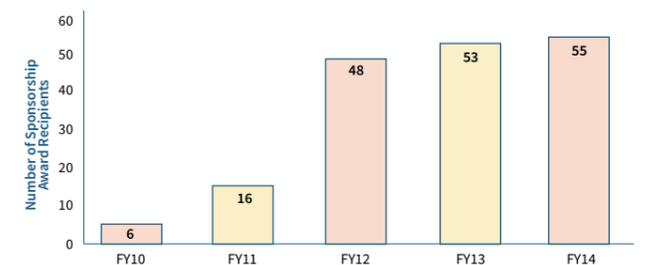


Figure 7.3.11 Academic Sponsorship Awards Given to ICA Officers

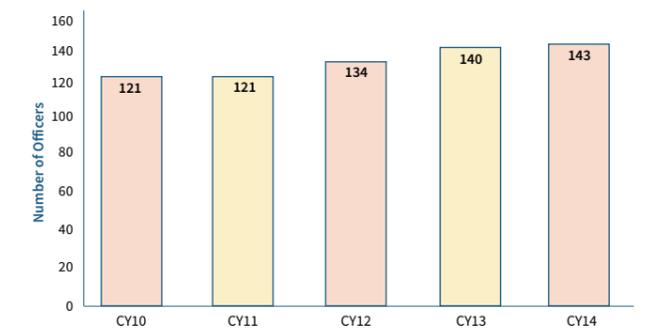


Figure 7.3.12 Progression of HAS-ICA Specialists (Senior Checkpoint Inspector & Senior Officer Ranks)

7.3c Employee performance and recognition

ICA Departmental Awards

Each year, ICA confers more than 300 awards to teams and individual ICA officers to recognise and reward outstanding performance in the areas of operational efficiency, service excellence, and innovation, as well as outward expression of departmental values (see Figure 7.3.13). More than 10,000 Letters of Recognition (LOR) are also given to ICA officers every year for performing beyond the call of duty when handling specific case or incident in their daily course of work. To further recognise the continued contributions and efforts of ICA officers who have steadfastly displayed the core values, ICA introduced the ICA Service Medals in 2013 - the highest tier of departmental accolades, with more than 2000 ICA officers receiving the Service Medals in the inaugural year.

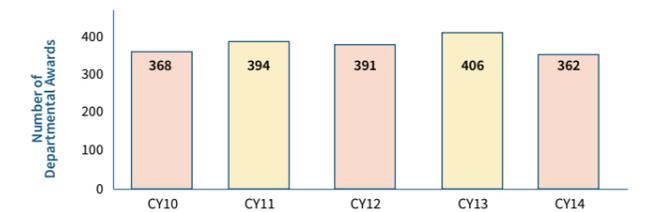


Figure 7.3.13 No. of Departmental Awards

Besides departmental awards, ICA officers are also recognised for providing excellent customer service (refer to Category 7.1a) and contributing to ICA's innovation journey (see Figure 7.3.5) at various external platforms. As shown in Figures 7.3.11 and 7.3.12, officer with the right aptitude are also given the opportunities to upgrade themselves academically, or allowed to progress to a higher rank.

7.4 OPERATIONAL RESULTS

7.4a Process Performance

A Global Leader in Border Administration

ICA has continuously strived to innovate and transform its processes/systems to deliver quality service to its customers while remaining security focused. These efforts are widely recognised as evidenced from the numerous local as well as international awards and accolades garnered (see Table 7.2.5). Through the implementation of its numerous initiatives for online services, ICA has in no small way contributed to Singapore's global ranking of 2nd in the United Nations E-Government (Online Service Delivery) Survey.

ICA's global leadership in border administration (in the attributes of extraordinary efficiency of border administration, import-export procedures and highly transparent border administration) has been validated in the Enabling Trade Index compiled by the World Economic Forum, where Singapore was ranked 1st in 2010, 2012 and 2014 (see Table 7.4.1 for top 10 countries).

2010				2012				2014						
COUNTRY	OVERALL		BORDER ADMINISTRATION		COUNTRY	OVERALL		BORDER ADMINISTRATION		COUNTRY	OVERALL		BORDER ADMINISTRATION	
	RANK	SCORE	RANK	SCORE		RANK	SCORE	RANK	SCORE		RANK	SCORE	RANK	SCORE
Singapore	1	6.06	1	6.56	Singapore	1	6.14	1	6.53	Singapore	1	5.9	1	6.3
Hong Kong	2	5.7	6	5.96	Hong Kong	2	5.67	4	6.02	Hong Kong	2	5.5	11	5.8
Denmark	3	5.41	3	6.22	Denmark	3	5.41	3	6.22	Denmark	3	5.3	4	6.1
Sweden	4	5.41	2	6.34	Sweden	4	5.39	2	6.35	Sweden	4	5.2	6	6
Switzerland	5	5.37	10	5.76	Switzerland	5	5.34	6	5.99	Switzerland	5	5.2	2	6.2
New Zealand	6	5.33	5	6.02	New Zealand	6	5.34	7	5.88	New Zealand	6	5.2	7	6
Norway	7	5.32	18	5.6	Norway	7	5.32	5	6	Norway	7	5.2	12	5.8
Canada	8	5.29	17	5.61	Canada	8	5.29	12	5.69	Canada	8	5.1	26	5.6
Luxembourg	9	5.28	20	5.41	Luxembourg	9	5.22	15	5.62	Luxembourg	9	5.1	3	6.2
Netherlands	10	5.26	4	6.03	Netherlands	10	5.2	21	5.37	Netherlands	10	5.1	13	5.8

Table 7.4.1 Enabling Trade Index Top 10 Countries Rankings 2010 & 2012 & 2014 (by the World Economic Forum)

Border Security (Checkpoint Clearance Process)

Figure 7.4.2 shows the absolute volume handled over the years.

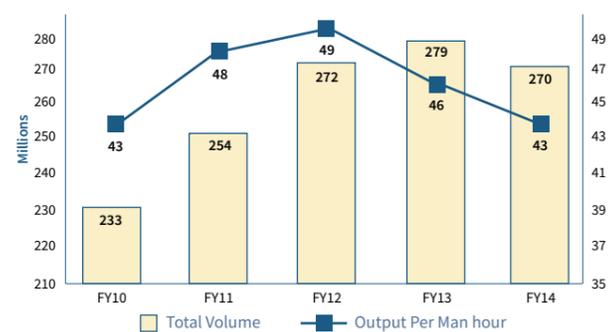


Figure 7.4.2 Traffic Cleared by ICA

The growths in volume, coupled with the expanded scope of security checks, have translated into the increase in ICA's real workload.

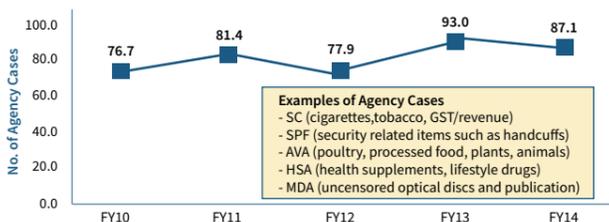


Figure 7.4.3 No. of Agency Cases Detected at the Checkpoints per 100,000 checks

ICA helps to enforce more than 30 legislations on behalf of different Controlling Agencies (CA) at the borders. Figure 7.4.3 shows the results of ICA's effectiveness in upholding these laws. The surge in detection rate in FY10 was attributed mainly to a significant increase in the number of detections for cigarette/tobacco and security-related items (e.g. nan-cha-ku, handcuffs, T-batons).

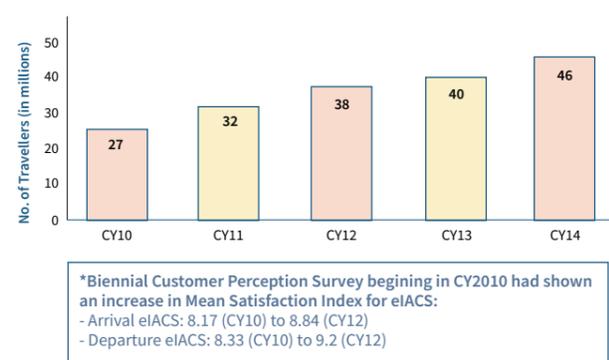


Figure 7.4.4 Usage of eIACS

eIACS (Checkpoint Clearance Process)

- 1st immigration checkpoint system in the world that harnessed biometrics with automation to provide large-scale, unmanned automated immigration clearance that is secure, seamless and convenient.

The success of the eIACS can be seen in the steadily increasing utilisation numbers over the years (see Figure 7.4.4).

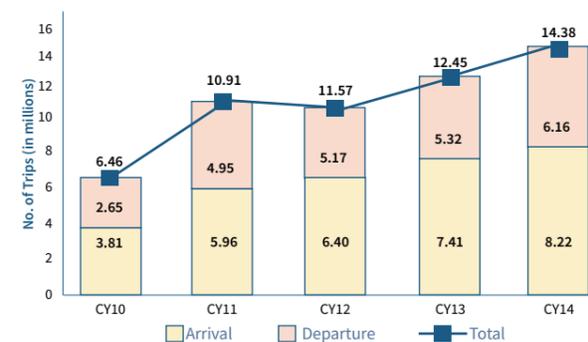


Figure 7.4.5 BIKES Usage at Land Checkpoints

BIKES (Checkpoint Clearance Process)

- 1st immigration checkpoint system in the world to automate the immigration clearance of motorbikers through the use of biometrics.

As seen in Figure 7.4.5, the usage of the BIKES system at the Land Checkpoints has been steadily increasing over the years. In 2010, ICA enhanced the clearance capability and capacity of BIKES to also cater to pillion riders (BIKES 2), thus boosting the take-up rate of the system even further.

Identification (Registration Process)

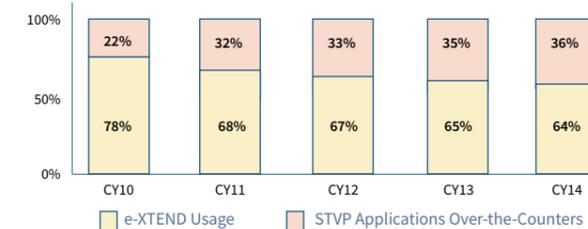


Figure 7.4.6 e-XTEND Usage vs STVP Applications Submitted Over the Counters

e-XTEND (Registration Process)

- 1st immigration authority in the world to offer visitors an online facility for the extension of their Short-Term Visit Passes (STVP)

The leap from the traditional manual extension of STVPs in the passport to an electronic version was a paradigm shift for both ICA and its customers. Nevertheless, the healthy utilisation rate of e-XTEND, which has consistently exceeded 50% over the years (see Figure 7.4.6), is a testament of customers' confidence in the reliability and maturity of ICA's systems where online approvals are electronically communicated to its checkpoints systems for a seamless departure process.

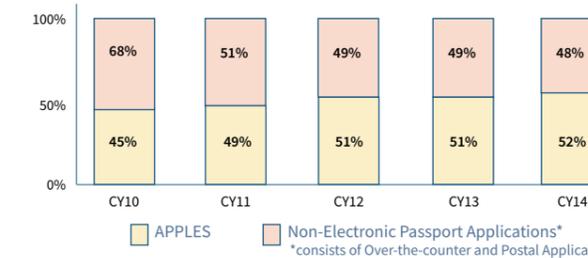


Figure 7.4.7 APPLES Usage Rate Vs Non-Electronic Passport Applications

APPLES (Registration Process)

- 1st immigration authority in the world to offer online facilities for passport application and photo submission.

The convenience offered by the online service against the backdrop of a tech savvy citizenry has resulted in a steady increase in the annual utilisation rate of APPLES over the years (see Figure 7.4.7).

7.4b Suppliers and partners performance

Suppliers' Performance

ICA uses System Availability as an indicator to measure the level of vendor's maintenance of the various mission critical systems. The vendors had consistently met and even outperformed the target set by ICA over the years.

ICA uses a stringent SLA standard for its server management and the vendor has been 100% compliant with the standard. ICA's vendor has consistently resolved at least 80% of ICA cases through phone guidance, and there was zero percent of helpdesk calls not meeting the set SLA. ICA's supplier for desktop support services has also kept to the SLA of 99% for system availability for all the subscribed desktop systems.

Partners' Performance Indicators



Figure 7.4.8 Exchange & Sharing of Information

The high number of requests for information sharing that ICA received and acted upon is a reflection of the value-add provided by ICA to its partners (local and international) (see Figure 7.4.8). Conversely, it also demonstrates the trust and confidence that these partners have in ICA as a leading and professional border control agency

ICA works closely with strategic partners to ensure a safe and secure Singapore. Besides conducting joint operations, ICA's partners also leverage on ICA's operational targeting analysis/capabilities to enhance their operational effectiveness and contribute towards enhancing its partners' performance. The consistent exchange of information with external security and enforcement agencies as well as the operational targeting analysis has also enabled ICA to calibrate its border examinations and result in good case detections.

7.4c Government system and contribution to the community, society and the environment

Global Leadership - Sharing of Expertise at International Platforms

Every year, ICA is invited to share its expertise on border security and identification matters at international platforms. Table 7.4.9 shows a list of some of the recent invitations extended to ICA officers to speak/participate at major seminars/conferences (local and overseas).

PERIODS/VENUES	PLATFORMS
May 2014 China	International Forum on Immigration Inspection 2014 • ICA presented on its development in the use of technology and how technology was deployed to improve service efficiency, responsiveness and customer satisfaction.
September 2014 Brunei Darussalam	18th ASEAN DGICM and 10th AIIF • At the 10th AIIF, ICA presented on ICA's multi-pronged approach to combat people smuggling.
October 2014 Poland	22nd International Border Police Conference (IBPC) • ICA representative was one of the panellists for the discussion on "False Document/Identity Detection in the First Line of Border Control".
November 2014 South Korea	7th Future Immigration Leader (FIL)'s Conference • ICA presented on Singapore's immigration issues and challenges.
December 2014 Hungary	3rd World BORDERPOL congress • ICA representative was one of the panellists for the discussion on "Adopting to the changing environment: what border security administrations must do to remain effective".
May 2015 Australia	Biometrics Institute Asia-Pacific Conference 2015 • ICA representative presented on ICA's achievements in the area of biometrics
June 2015 Poland	Frontex Global Conference on the Future of Border Checks • ICA representative was one of the panellists for the topic "Facilitated from End to End: Moving from Point to Comprehensive Approaches - use risk assessment results to leverage facilitation".
September 2015 Cambodia	19th DGICM and 11th AIIF • At the 11th AIIF, ICA presented on document and identity frauds.
November 2015 South Korea	8th Future Immigration Leaders' Conference • ICA presented on forgery detection cases, challenges and its future plans.
December 2015 Netherlands	4th World BORDERPOL Congress • ICA representative presented on the topic "Future Technologies in the Integrated Checkpoints Command".

Table 7.4.9 Sharing of ICA's Expertise at International Platforms in 2014 and 2015

Training Exchanges – A Strong Brand Name in Border Security

ICA is committed to help establish/raise prevailing standards on areas pertaining to identity and border security of the local and international community. It proactively conducts regular document examination courses for other Home Team Departments (HTDs) like SPF and ISD who require the skills in their line of duty. In addition to the sharing at international platforms, ICA's leadership is also demonstrated by the conducting of competency courses for its international counterparts that helps contribute to their overall operational effectiveness (see Table 7.4.10).

TYPES OF PROGRAMMES	DETAILS
Immigration & Checkpoints Competencies Training Programme (ICCTP)	<ul style="list-style-type: none"> Conducted since 2005 for ASEAN countries and Australia, the annual programme helps to train their officers' competencies in border security. In 2012, the training was also extended to the Bhutan Department of Immigration.
Singapore Cooperation Programme (SCP) - Checkpoints Competencies (Goods or People) Modules	<ul style="list-style-type: none"> Funded by MFA under the auspices of the ASEAN Training Award, this training programme aims to enhance the ASEAN participants' knowledge and skills in performing checkpoints people, goods and conveyance clearance.
ASEAN Border Leadership Exchange Programme (ABLE)	<ul style="list-style-type: none"> The annual ABLE Programme, conducted since 2009, aims to enhance the relations and co-operation amongst ASEAN leaders in the governance of border security.
Checkpoints Competencies - Passenger Clearance Modules for Indonesian Directorate General of Immigration (DGI)	<ul style="list-style-type: none"> ICA conducts two runs of training on Passenger Clearance Modules to Indonesian DGI officers annually, covering topics from 'Security Features and Signs of Document Forgery', 'Behavioural Analysis', 'Facial Recognition' to 'Risk Assessment'.
Japan-Singapore Partnership Programme for the 21st Century (JSPP21) – ASEAN Border Cooperation for Managers	<ul style="list-style-type: none"> In mid-2011, the Ministry of Foreign Affairs (MFA) and the Japan International Cooperation Agency (JICA) approached ICA to conduct a new training programme, under the auspices of the JSPP21, to provide a platform for greater ASEAN connectivity and for key Government officials from the ASEAN Immigration and Customs Departments to gain a deeper understanding on the underlying principles behind the enhancements to the efficiency and efficacy of regional People and Goods Movement.
Checkpoints Competencies - Passenger Clearance Modules for Immigration Department of Malaysia (IDM)	<ul style="list-style-type: none"> ICA provided training on Passenger Clearance Modules to IDM officers since 2012. The training covers topics ranging from 'Security Features and Signs of Document Forgery', 'Behavioural Analysis', 'Facial Recognition' as well as 'Risk Assessment'.
Checkpoints Competencies - Passenger Clearance Modules for Bhutan Department of Immigration (BDI)	<ul style="list-style-type: none"> ICA was invited to visit Bhutan as well as to deliver training on Passenger Clearance Module (PCM) to BDI officers in Thimpu Bhutan in April 2013. Training topics include 'Security Features and Signs of Document Forgery', 'Behavioural Analysis', 'Facial Recognition' as well as 'Risk Assessment'.

Table 7.4.10 Types of Training Programmes provided to Foreign Counterparts

Many of the participants have expressed their appreciation for the quality training they have received through the training programmes as well as commended the high level of professionalism exhibited by ICA officers:



...The volume of movements managed on a daily basis is truly amazing and I was very impressed by and interested in your use of technology (including biometrics) to facilitate your clearance processes. ... The quality of the presenters... extremely knowledgeable on the various subjects... Possibly the most significant thing was the professionalism of everyone in the ICA. All the people we met were extremely welcoming, took a great deal of pride in the work and seemed to really enjoy what they were doing. You should all be very proud.

Mr Robin Gray
Director of Identity Resolution Centre,
Department of Immigration and Citizenship,
Australia



I believe all the important areas (in the ABLE Programme) were covered. More of these programmes should be conducted to benefit the Immigration officers of ASEAN countries.

Mrs Sitti Rubaina D. Lutian
Immigration Officer,
Department of Justice,
Bureau of Immigration,
Philippines



I'll like to have similar course opportunity again as I have learnt a lot and I can consider implementing some of the new strategies that I've learnt to improve my organisation.

Mrs Himyoun Sereysambath
Deputy Director,
General Department of Immigration,
Cambodia



The programme serves as a very useful and fruitful platform for overseas participant to gain experience from ICA of Singapore.

Mr Wan Tsz Yiu
Administration & Support Unit,
Customs & Excise Department,
Hong Kong

Community Involvement and Engagement – Public Education

ICA is committed to community outreach and public education, namely in the areas of helping the public understand their role in denying shelter to immigration offenders and the conduct of due diligence checks on the immigration status of their prospective foreign tenants through the use of online verification systems like iEnquiry. Efforts were also channelled into areas such as conducting talks/briefing/dialogues and dissemination of public education materials. This multiple-channel targeted approach had resulted in a more effective and extensive outreach (see Figure 7.4.11).

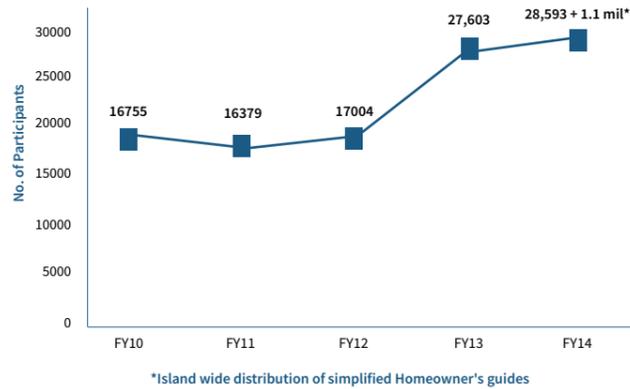


Figure 7.4.11 Participants reached through Community Outreach Programmes

Giving back to Society – Fund Raising & Community Service

ICA is actively involved in helping the less fortunate and elderly with a view to promote a strong sense of social responsibility and active citizenry among its officers. Besides participating in the Community Chest SHARE Programme and achieving notable awards (see Figure 7.4.12), ICA self-initiates various fund raising activities (see Figure 7.4.13) and has consistently achieved a 100% organisational fundraising participation rate. In recognition of our outstanding contributions, the ICA was awarded a Special Event Bronze Award by the Community Chest in 2014.

YEAR	SHARE AWARD
2010	Silver
2011	Gold
2012	Gold
2013	Gold
2014	Gold Special Event Bronze

Figure 7.4.12 SHARE Award

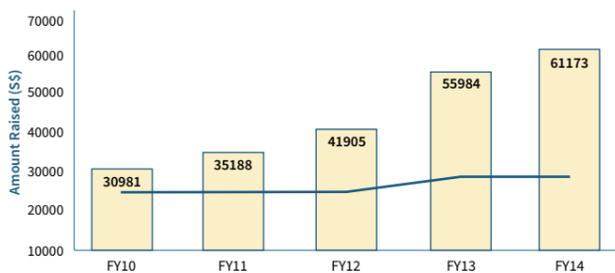


Figure 7.4.13 Funds Raised for Charity/Self help Group

Protecting the Environment – Environment Sustainability: Green Activities/Initiatives implemented

ICA commits its responsibility as a corporate citizenship in protecting and conserving nature. To uphold its role in protecting the environment, it has adopted the concept of 3 “R’s” – **R**educe, **R**euse and **R**ecycle. The key efforts undertaken by ICA are illustrated below:

Annual Green Trips for ICA Staff

- 2010 - MacRitchie Reservoir Tree Top Walk
- 2011 - Trekking at MacRitchie Reservoir and HortPark Garden Guided Tour
- 2012 - Singapore Garden Festival
- 2013 - Visit to Gardens by the Bay and Sungei Buloh Wetland Reserve Tour
- 2014 - Green Circle Eco-farm Tour and Lower Peirce Trail Tour
- 2015 - Lorong Halus Wetland Walking Trail and Southern Ridges Guided Tour

Green Initiatives

- Launch of Project Eco-Office
 - Email broadcasts on environmental related events/information.
 - Eco-office specifications, such as usage of eco-friendly materials, energy efficient office equipment, etc., are incorporated in purchases and tender requirements.
 - Awarded the Eco-Office Certification in March 2012 and re-certified in 2014 for 3 of its flagship buildings (ICA Building, Tuas Checkpoint and Woodlands Checkpoint). This demonstrates ICA’s commitment to being a Green Organisation, in alignment to the government’s initiative for the public sector to take the lead in ensuring environmental sustainability.

Energy Conservation Efforts

- Replacement of lightings with energy efficient models at Tuas and Woodlands Checkpoints.
- Replacement of chiller plant in ICA building.

Paper Conservation Efforts

- Between FY08 to FY 12- Reduced number of printed copies of Home Team and ICA corporate and in-house publications, and introduced electronic version of all Home Team and ICA publications.
- FY14 – Reduced issuance of table top planners and personal organisers from 2,300 to 341 copies.

Recycling Efforts

- Recycled a total of 3,999 toners in ICA Building.
- Recycled a total of 716,802kg of paper.





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