IMMIGRATION & CHECKPOINTS AUTHORITY

2015 SINGAPORE QUALITY AWARD WITH SPECIAL COMMENDATION WINNER

Executive Summary
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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<th>Chapter</th>
<th>Page</th>
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<td>Organisational Profile</td>
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<td>Processes</td>
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<tr>
<td>Knowledge</td>
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<td>Results</td>
<td>44</td>
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</tbody>
</table>
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**

<table>
<thead>
<tr>
<th>MISSION</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SHARED VISION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Inspiring Confidence in All</strong></td>
</tr>
<tr>
<td>“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. Partners: We are valued as a strategic partner by government and community agencies in Singapore and by our regional and international counterparts. Officers: We are a choice employer and a professional organisation.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DEPARTMENTAL VALUES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Integrity:</strong></td>
</tr>
<tr>
<td>We are honest, just and courageous in our decisions and actions.</td>
</tr>
</tbody>
</table>

| **Commitment:** |
| We are committed to serve our nation, our community and our organisation. |

| **Accountability:** |
| We are accountable for our actions and for adding value to our organisation, colleagues and ourselves. |

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.

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

Core Competencies

ICA is aligned with MHA’s mission statement of “We work as a team, in partnership with the community, to make Singapore 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 functions. As a government agency, ICA is also governed by the Acts empowering ICA

Table A.1.3 Core Competencies

<table>
<thead>
<tr>
<th>BORDER SECURITY</th>
<th>IDENTIFICATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Checkpoint Competencies</strong></td>
<td><strong>Services Centres Competencies</strong></td>
</tr>
<tr>
<td>Passport</td>
<td>Birth &amp; Death Records</td>
</tr>
<tr>
<td>Certificate of Identity</td>
<td>Identity Card</td>
</tr>
<tr>
<td>Automated Clearance</td>
<td>Citizenship</td>
</tr>
<tr>
<td>Immigration Permits</td>
<td>PIN Application</td>
</tr>
<tr>
<td>Visa</td>
<td><strong>Staff Work Competencies</strong></td>
</tr>
</tbody>
</table>

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.

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

<table>
<thead>
<tr>
<th>FACILITIES</th>
<th>EQUIPMENT</th>
<th>TECHNOLOGIES/SYSTEMS</th>
</tr>
</thead>
<tbody>
<tr>
<td>30 entry and exit points around Singapore</td>
<td>iCollect (a self-service document collection machine)</td>
<td>Integrated Border System (i-Borders)</td>
</tr>
<tr>
<td>Air Cargo Express Hub (ACE Hub)</td>
<td>Enhanced Immigration Automated Clearance System (eACIS)</td>
<td>Gateway@Risk (A game based e-learning platform for officers)</td>
</tr>
<tr>
<td>Woodlands Analytical Laboratories</td>
<td>Flexible Immigration Clearance System (Flexi-I - A dual-purpose immigration clearance system)</td>
<td>Forgery Detection Web Portal 2 (FDWP 2)</td>
</tr>
<tr>
<td>Enhanced Checkpoint Security Training Suite (CSTS)</td>
<td>Biometrics Identification of Motorbikers 2</td>
<td>Central Identification &amp; Registration Information System (CIRIS)</td>
</tr>
<tr>
<td>Protective, Analytical and Assessment Facility (PAAF)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

ICA’s customers are segmented based on its two strategic focuses of border security and identification (see Figure A.2.1). ICA provides customer-centric services while remaining security-focused. Hence, the key customer requirements are customised for the different segments. Through refocusing, 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.

Relationship with Customers

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 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 ICAs operations.

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 refocusing, 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 A.2.1). 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](image-url)
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.

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>NATURE OF DEALINGS</th>
</tr>
</thead>
</table>
| Whole of Government | Nature of dealings differ for each partner. Some examples are:  
• Working closely together to make Singapore a safe and secure home  
• Enhancing Singapore’s position as transportation gateway  
• 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:  
• 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:  
• Repatriation and investigation of foreign fugitives  
• 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 WDG 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 ageing 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 |
REDEFINING SERVICES CENTRES  
Multiple Channels, Minimum Visits & Many Benefits |
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 |
PROJECT INSPIRE  
(Enterprise Content Management System)  
Innovative Springboard for a Intelligent & Responsive Enterprise |
INSPIRING CONFIDENCE IN ALL |
UNLEASING THE POWER OF 3  
Seamless Synergy in Intelligence, Operations & Enforcement |
PROJECT STEP-UP  
(Systems & Technology)  
Enhances Performance through Uninterrupted Partnership |
MEANS | KEY FEATURES |
Monitoring |  
• Track performance goals during planning process  
• Analyses trends and/or variances to take preventive actions |
Feedback |  
• Engage with stakeholders  
• Share findings to learn and seek improvements |
Projects |  
• Improve processes and service delivery through innovation |
Process reviews, audits and assessments |  
• Business continuity management  
• Corporate governance  
• Audits to ensure compliance and/or conformity  
• Assessments to ensure systematic application of management frameworks |
Learning and development |  
• Learn from other organisations (study trips, learning journeys, benchmarking, etc.)  
• Knowledge Management  
• Staff development |
Table B.2.3 Performance Improvement Systems

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.

4. PERFORMANCE IMPROVEMENT SYSTEM

Embedded within ICA’s operations are systems and structures that help to provide continued 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 system 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.
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 (ICA), who is supported by two Deputy Commissioners (DCs), as well as the Directors (Drs), 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.

ICA LG Creating a FUTURE READY ICA

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

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).

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

Figure 1.1.1 ICA Leadership Group’s Roles and Responsibilities

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).

ICA’s Leaders serve as ambassadors as well as role models by personally reaching out to the stakeholders. They also act as catalysts for staff development and work improvements. Their visibility and ease of access has promoted exchanges and fostered personal appreciation of work and staff matters. Staff who display exemplary performance or behaviour aligned with ICA’s values are recognised (Figure 4.4.1).

Through the continuous engagement of stakeholders and a comprehensive Leadership System, Leaders can focus on areas for value-creation for a future-ready ICA.

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.

Figure 1.1.2 Stakeholders’ Engagement Framework

Figure 1.1.3 Leadership Effectiveness

KEY BE DRIVERS

Innovation Champion
Commissioner ICA
Chief Risks Officer (CRO)
Deputy Commissioners
Benchmarking Champion
Director Planning & Review
Chief Knowledge Officer (CKO)
Director Planning & Review
Chief Information Officer (CIO)
Director Technology
Chief Data Officer (CDO)
Director Information Management
Service Champion
Chairperson, QSMC
Quality Service Manager (QSM)
Head CRB

LEVEL 3 COLLABORATE & CO-CREATE

LEVEL 2 CONSULT

LEVEL 1 INFORM

RENEW

INSPIRE

INTERNALISE

REINFORCE
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 various channels of interaction and communication channels, the ICA Stakeholders’ Engagement Framework (Figure 1.1.1) 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 endeavours to become a global leader in border security and identity.

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).

Table 1.2.1 Examples of Reviews of ICA Processes and Systems

<table>
<thead>
<tr>
<th>Change to Processes/Systems</th>
<th>Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction of ICA Strategic Threats (See Figure 2.2.2)</td>
<td>Preparation for future readiness in terms of innovation, nimbleness and resilience.</td>
</tr>
<tr>
<td>Addition of Strategic Threat: Project INSPIRE</td>
<td>Enhanced ICA’s capabilities in data analysis and crowdsourcing.</td>
</tr>
<tr>
<td>Risk Philosophy and Risk Mitigation Challenge</td>
<td>Encouraging greater involvement of officers to take active ownership in identifying and lowering potential operational risk.</td>
</tr>
</tbody>
</table>

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 surveys, service performance indicators as well as feedback, management walkabouts and observations during daily work efforts. These assessment methods also allow ICA 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).

Table 1.2.2ISED Examples of Reviews of ICA Processes and Systems

<table>
<thead>
<tr>
<th>VALUE/POLICY</th>
<th>TRANSLATION OF VALUE/POLICY</th>
<th>PERMIATION OF CULTURE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Integrity</td>
<td>We act in the interest of HIA/ICA</td>
<td>- Ensure that security is not compromised</td>
</tr>
<tr>
<td></td>
<td>We uphold the integrity of ICA</td>
<td>- Embrace our mission, vision and cultural values</td>
</tr>
<tr>
<td></td>
<td>We care for the community and our environment</td>
<td>- Emphasise and enhance the well-being of the underserved</td>
</tr>
<tr>
<td></td>
<td>We are proud of our work and give our best in all we do</td>
<td>- Embrace our mission, vision and cultural values</td>
</tr>
<tr>
<td></td>
<td>We are accountable for our actions and for adding value to our organisation, ourselves</td>
<td>- Embrace our mission, vision and cultural values</td>
</tr>
</tbody>
</table>

1.3 CORPORATE GOVERNANCE AND SOCIAL RESPONSIBILITY

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 focuses on integrity, resilience and robustness, fostering good governance and accountability. The Framework also aligns with ICA’s Strategic Goals (see Figure 1.1.1) and desired culture.

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).

ACCOUNTABILITY

Ministry Oversight

In line with Mission, Shared Vision and Departmental Values

F-airness

Guiding Principles Policies Government Mts Legislative SOPs HR Framework

PARTICIPATION

Stakeholders’ Engagement Framework (Figure 1.1.3)

Feedback Structures Internal & External Communication Strategies Review and Improvements Culture ICA Risk Mitigation Challenge

TRANSPARENCY

Checks & Balances

Internal Audits Cross Audits Field Inspections ICA System Audits ITC Governance Framework Culture ICA Risk and Audit Committee

LEADERSHIP GROUP

- LF
- MI
- Command Meeting
- ITE Steering Committee
- Staff Meeting
- Career Development Committee
- ISO/HCC Committees

Value/Policy

Commitment

We are committed to serve our nation, our community and our organisation

- Proud of ICA and carry ourselves as its ambassadors
- Display a high level of discipline and professionalism

We work smarter for better results

- Adopt innovative processes in our work

We adopt suitable state-of-art technology to meet our organisational goals

We see change as an opportunity for improvement

- Continue to learn and seek out new opportunities to add value to ourselves

We work as a team

- Share knowledge, best practices and experiences

- Value all contribution and respect our differences

We delight our customers with innovative and customer-centric touch points and go the extra mile

- Review and improve service performance and anticipate customers’ needs

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

Figure 1.3.1 Corporate Social Responsibility Framework

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

is a reinforcing mechanism, depicting LG’s involvement in the governance system and comprising various platforms for feedback, culture-building, communications, and review and improvements.
ICA's Total Well-Being Initiatives (see Table 4.3.3) also serve as sharing platforms (see Table 6.2.1) for communication of policies and other issues. In addition, there are a multitude of structured and unstructured various communications channels under the Stakeholders’ Engagement Framework (see Figure 1.1.2). In addition, there are a multitude of structured and unstructured various communications channels under the Stakeholders’ Engagement Framework (see Figure 1.1.2).

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 sharing platforms (see Table 6.2.1) for communication of policies and other issues. In addition, there are a multitude of structured and unstructured various communications channels under the Stakeholders’ Engagement Framework (see Figure 1.1.2).

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

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.
**CUSTOMER CENTRICITY**

ICA is one of the most visible public organisations in Singapore, serving an extremely wide and diverse customer base comprising a daily average of 360,000 customers from across all age groups, genders, races and nationalities. ICA’s customers are segmented based on its strategic focus – 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.

### 2.1 CUSTOMER REQUIREMENTS

**Customer Segmentation**

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) is an example of a method used to review ICA’s systems/service to gather, analyse and manage customers’ feedback for continuous improvements.

**Key Business Areas**

- People
- Goods & Conveyances
- Services
- Security

**Listening and Learning Strategies**

- Feedback from grassroots leaders, school students and senior citizens
- Crime Prevention Ambassadors
- Meetings and dialogues with strategic partners
- Study visits, Learning Journey, benchmarking, conferences, seminars, talks
- Involvement in forums at Ministerial and Whole-Of-Government level

**Table 2.1.4 Listening and Learning Strategies**

<table>
<thead>
<tr>
<th>Listening</th>
<th>Mechanisms</th>
<th>Methods</th>
<th>Feedback Sought/Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Solicited Feedback</td>
<td>- Service Feedback Forms (SFFs)</td>
<td>- Solicited feedback</td>
<td>- Complaints</td>
</tr>
<tr>
<td></td>
<td>- External Customer Perception Surveys (ECPS)</td>
<td>- Complaints</td>
<td>- Suggestion</td>
</tr>
<tr>
<td></td>
<td>- Interaction with customers at checkpoints</td>
<td>- Complaints</td>
<td>- Suggestion</td>
</tr>
<tr>
<td></td>
<td>- PSG’s Revised Minimum Service Standards Audits</td>
<td>- Complaints</td>
<td>- Suggestion</td>
</tr>
<tr>
<td></td>
<td>- Group discussion</td>
<td>- Complaints</td>
<td>- Suggestion</td>
</tr>
<tr>
<td>Unsolicited Feedback</td>
<td>- Written correspondence (mails, letters, PS21 feedback channels, Thank-you cards, etc)</td>
<td>- Suggestion</td>
<td>- Information</td>
</tr>
<tr>
<td>System/Service Review</td>
<td>- Mainstream Media, Social Media</td>
<td>- Information</td>
<td>- Information</td>
</tr>
<tr>
<td></td>
<td>- QM line/ICA Call Centre</td>
<td>- Information</td>
<td>- Information</td>
</tr>
<tr>
<td></td>
<td>- Walk-on</td>
<td>- Information</td>
<td>- Information</td>
</tr>
<tr>
<td></td>
<td>- Electronic Poll (available on ICA’s website)</td>
<td>- Information</td>
<td>- Information</td>
</tr>
</tbody>
</table>

**Table 2.1.5 Current and Future Requirements for Different Customer Segments**

<table>
<thead>
<tr>
<th>Strategic Focus: Border Security (Clearance)</th>
<th>People</th>
<th>Goods &amp; Conveyances</th>
<th>Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Citizen Services Centre (CSC)</td>
<td>Singapore Citizens</td>
<td>PRs</td>
<td>Foreign Visitors</td>
</tr>
<tr>
<td>Permanent Resident Services Centre (PRSC)</td>
<td>PRs</td>
<td>Foreign Visitors</td>
<td></td>
</tr>
<tr>
<td>Visitor Services Centre (VSC)</td>
<td>Companies</td>
<td>Individuals</td>
<td></td>
</tr>
</tbody>
</table>

**Table 2.1.6 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.

**Key Business Areas**

- Community Engagement & Advocacy
- Environment Scanning

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Mechanisms</th>
<th>Methods</th>
<th>Feedback Sought/Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Learning</td>
<td>Community Engagement</td>
<td>- Public education programmes</td>
<td>- Analyse feedback from grassroots</td>
</tr>
<tr>
<td></td>
<td>Environment Scanning</td>
<td>- Meetings and dialogues with strategic partners</td>
<td>- Understand customers’ needs through public education programmes</td>
</tr>
</tbody>
</table>

**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).
ICA advocates a strong service culture that supports its pursuit 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.

#### 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.

**Table 2.2.2 Strategic Service Intent**

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Specification</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SERVICE OFFERING MATRIX</strong></td>
<td></td>
</tr>
<tr>
<td><strong>SERVICE</strong></td>
<td><strong>REQUIREMENT</strong></td>
</tr>
<tr>
<td>Counter Services (Generic Service for All)</td>
<td>Unsolicited</td>
</tr>
<tr>
<td>Assisted/Premium Services (e.g. SingPost)</td>
<td>Solicited &amp; (Solicited &amp; Unsolicited)</td>
</tr>
<tr>
<td>Alternative Services (e.g. DPA)</td>
<td>Unsolicited</td>
</tr>
<tr>
<td>Customer Incentives</td>
<td></td>
</tr>
<tr>
<td>Cut Red Tape</td>
<td>Can't</td>
</tr>
<tr>
<td>Cut Waste Panel</td>
<td>Can't</td>
</tr>
<tr>
<td>Feedback Unit</td>
<td>Can't</td>
</tr>
<tr>
<td>Cut Tape</td>
<td>Can't</td>
</tr>
<tr>
<td>Cut Red Tape</td>
<td>Can't</td>
</tr>
<tr>
<td>POWER</td>
<td>Can't</td>
</tr>
<tr>
<td>Feedback forms</td>
<td>Can't</td>
</tr>
<tr>
<td>Complaints &amp; Complaints</td>
<td>Can't</td>
</tr>
<tr>
<td>Customer engagement</td>
<td>Can't</td>
</tr>
<tr>
<td>CPS</td>
<td>Can't</td>
</tr>
<tr>
<td>Media</td>
<td>Can't</td>
</tr>
</tbody>
</table>
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 another one’s experiences. ICA also has a recognition system to give due recognition to its service ambassadors (see Figures 4.4.2).

2.2c Describe how the organisation provides access to 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 contact.

Table 2.2.7 Customer Touchpoints and Service Expectations

<table>
<thead>
<tr>
<th>SERVICE INITIATIVES</th>
<th>SERVICE STANDARDS</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICA Homeowners Guide</td>
<td>Dissemination of published materials to target groups.</td>
</tr>
<tr>
<td>Learning Journey (LJ)</td>
<td>Involvement of target groups on policies/ border security issues.</td>
</tr>
<tr>
<td>Singapore eSigns (SSE)</td>
<td></td>
</tr>
<tr>
<td>Community Safety &amp; Security Programmes</td>
<td></td>
</tr>
</tbody>
</table>

Table 2.2.8 ICA Touchpoints

<table>
<thead>
<tr>
<th>INTERFACE</th>
<th>TOUCHPOINTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Counters</td>
<td>Service Recovery</td>
</tr>
<tr>
<td>Service Counters</td>
<td>Service Recovery</td>
</tr>
<tr>
<td>Service Counters</td>
<td>Service Recovery</td>
</tr>
</tbody>
</table>

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;
Overall Logistics Performance Index by World Banks.

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.

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

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>EVALUATE</th>
<th>STRATEGISE</th>
<th>LEARN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Satisfaction</td>
<td>We ensure the process of documenting satisfaction remains effective by constantly evaluating &amp; improving it.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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 2.3.15).

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.

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:

- Overall Logistics Performance Index by World Banks.
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.

![Customer Satisfaction Evaluation Cycle](image-url)
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.

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

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).

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

ICA recognises that engagement of key stakeholders is necessary for its strategy development process to be successful. Table 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 2.4.4 and Category 5.3b for more examples of co-creation with customers and other stakeholders respectively.

Table 3.1.3 Strategic Objectives and Key Performance Indicators

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.
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 4.1.2, 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).

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

IMA's Leadership System (Fig 1.1.1) outlines the attributes and competencies 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).

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.

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.

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.

Table 4.1.2 ICA HR Plans

<table>
<thead>
<tr>
<th>HR PLANS &amp; REQUIREMENTS</th>
<th>KEY HR ACTIVITIES &amp; PROGRAMMES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PEOPLE ATTRACTION AND SELECTION</strong></td>
<td>Recruit people with the right values and aptitudes</td>
</tr>
<tr>
<td></td>
<td>Optimize manpower to ensure efficient and effective deployment</td>
</tr>
<tr>
<td></td>
<td>Retain and value expertise and experience</td>
</tr>
<tr>
<td><strong>STAFF INVOLVEMENT AND COMMITMENT</strong></td>
<td>Encourage officers to seek continuous improvements (for self and organisation)</td>
</tr>
<tr>
<td></td>
<td>Develop officers to take on greater roles and challenges and instill a commitment to organisation's cause</td>
</tr>
<tr>
<td><strong>TRAINING AND DEVELOPMENT</strong></td>
<td>Enhance relevant competencies to meet ICA's current and future demands</td>
</tr>
<tr>
<td></td>
<td>Develop officer to grow professionally and for a meaningful career</td>
</tr>
<tr>
<td></td>
<td>Identify key leadership positions and competencies as well as candidates for leadership grooming and succession</td>
</tr>
<tr>
<td></td>
<td>Establish leadership direction, learning needs and learning plan for officers</td>
</tr>
<tr>
<td></td>
<td>Conduct competency-based training programmes</td>
</tr>
<tr>
<td></td>
<td>Monitor effectiveness of training programmes</td>
</tr>
<tr>
<td></td>
<td>Enhance career development for officers</td>
</tr>
<tr>
<td></td>
<td>Refine sponsorship programmes</td>
</tr>
<tr>
<td><strong>LEADERSHIP</strong></td>
<td>Refine sponsorship programmes</td>
</tr>
<tr>
<td></td>
<td>Monitor effectiveness of training programmes</td>
</tr>
<tr>
<td></td>
<td>Enhance career development for officers</td>
</tr>
<tr>
<td><strong>MANPOWER RESOURCES</strong></td>
<td>Establish leadership direction, learning needs and learning plan for officers</td>
</tr>
<tr>
<td></td>
<td>Conduct competency-based training programmes</td>
</tr>
<tr>
<td></td>
<td>Monitor effectiveness of training programmes</td>
</tr>
<tr>
<td></td>
<td>Enhance career development for officers</td>
</tr>
<tr>
<td><strong>PERSONAL DEVELOPMENT</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ORGANISATIONAL DIRECTION</strong></td>
<td>A choice employer dedicated to people excellence</td>
</tr>
<tr>
<td><strong>HR STRATEGIC THRUST</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Developing and Raising Our People</td>
</tr>
<tr>
<td><strong>HUMAN CAPITAL TRANSFORMATION</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Workforce Success</td>
</tr>
<tr>
<td></td>
<td>Maximum Potential</td>
</tr>
<tr>
<td></td>
<td>Fulfilling Our Career</td>
</tr>
<tr>
<td><strong>DEVELOP CAPABILITY</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Competent Workforce</td>
</tr>
<tr>
<td></td>
<td>High Performance &amp; Continuous Learning</td>
</tr>
<tr>
<td></td>
<td>Export Expertise</td>
</tr>
<tr>
<td><strong>STRENGTHEN HEARTWARE</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Qualify &amp; Relationships</td>
</tr>
<tr>
<td></td>
<td>Passion for Work</td>
</tr>
<tr>
<td></td>
<td>Team Unity</td>
</tr>
<tr>
<td><strong>OUTCOMES</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Long term and short term HR Workplan (for each division)</td>
</tr>
<tr>
<td></td>
<td>Manpower Management</td>
</tr>
<tr>
<td></td>
<td>Performance</td>
</tr>
<tr>
<td></td>
<td>Development</td>
</tr>
<tr>
<td><strong>INPUTS</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Internal &amp; External Scanning</td>
</tr>
</tbody>
</table>

Figure 4.1.3 Manpower Resource Management Framework

Figure 4.1.4 Desired Profile of Candidates

Table 4.1.6 Feedback Structures

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

ICA TALENT MANAGEMENT SYSTEMS

TALENT IDENTIFICATION
- Talent mapping through multiple feedback channels (e.g., recruitment panel, basic course, internal/external feedback)
- Talent Packaging: Potential through preparatory process, shorter term: lateral postings, secondments and overseas postings

TALENT DEVELOPMENT
- Leadership Development Courses
- Promotional Development Programmes (PDPs)
- Talent Management System

TALENT RETENTION
- Leadership Appointment
- Franchise
- Supervisory Position
- Learning and Development System
- Recruitment and Retention

LEADERSHIP DEVELOPMENT COMPETENCIES
- Leadership Development
- Communication
- Risk Management/�Emergency Management Skills
- Management/Supervisory Skills

TRAINSERS DEVELOPMENT COMPETENCIES
- Knowledge Packages
- Facilitation Skills
- Instructional Design
- Training and Assessment
- Learning Science

GENERIC COMPETENCIES
- Multimedia Skills
- IT Skills
- Innovation and Creative Problem Solving Skills
- New Media Engagement Skills
- Employment Skills
- Professional Effectiveness and Well-Being

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 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

LEADERSHIP DEVELOPMENT COMPETENCIES
- Leadership Development
- Communication
- Risk Management/�Emergency Management Skills
- Management/Supervisory Skills

TRAINSERS DEVELOPMENT COMPETENCIES
- Knowledge Packages
- Facilitation Skills
- Instructional Design
- Training and Assessment
- Learning Science

GENERIC COMPETENCIES
- Multimedia Skills
- IT Skills
- Innovation and Creative Problem Solving Skills
- New Media Engagement Skills
- Employment Skills
- Professional Effectiveness and Well-Being

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 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.
### 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.

#### EXECUTIVE SUMMARY

- **CORPORATE ALIGNMENT**
  - Ensure that all officers know the strategic directions and understand how they contribute to the ICA shared vision

- **KNOWLEDGE SHARING/LEARNING CULTURE**
  - Tap into the wealth of knowledge and experience within and outside of ICA to support improvement initiative
  - Implement a progressive learning system/process/structure

- **CONTINUOUS IMPROVEMENT**
  - Be a progressive organisation through breakthrough and continuous improvements to system/process/structure

- **PEOPLE NURTURER AND ACTIVE CITIZENRY**
  - A caring organisation that looks into the well-being of officers as well as the well-being of the nation

- **Communication**
  - Target and goal setting (to align efforts of all officers)
  - Feedback (to ensure officers’ bonds to the department, instil genuine pride and passion in their work and foster greater unity as a team)

- **Team/NPS**
  - Platform for knowledge sharing
  - Systems to encourage reviews and reflection

- **Dialogue**
  - Focus Group Interviews

- **Appraisal and Coaching**
  - On-boarding for New Officers

- **Measures**
  - ICA Portal
  - Learning Sessions
  - Leadership Forums
  - E-Learning Platforms
  - Best Practice Sessions
  - MHA Job Workshop

- **WPS**
  - Corporate AAR

- **OHS**
  - BSC

### Table 4.2.7 Evaluation of Overall Training & Development Process

<table>
<thead>
<tr>
<th>Strategic Focuses: Border Security and Identification</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Approach</strong></td>
</tr>
<tr>
<td>• Communication</td>
</tr>
<tr>
<td>• Target and goal setting (to align efforts of all officers)</td>
</tr>
<tr>
<td>• Feedback (to ensure officers’ bonds to the department, instil genuine pride and passion in their work and foster greater unity as a team)</td>
</tr>
<tr>
<td>• Setting of strategic direction for knowledge sharing</td>
</tr>
<tr>
<td>• Platforms for knowledge sharing</td>
</tr>
<tr>
<td>• Systems to encourage reviews and reflection</td>
</tr>
<tr>
<td>• Encouraging innovation through breakthrough and continuous improvements to system/process/structure</td>
</tr>
<tr>
<td>• Structured implementation by dedicated project teams</td>
</tr>
<tr>
<td>• Improvement from all (encourage all officers to take ownership for improvement)</td>
</tr>
<tr>
<td>• Security-focused, Service-conscious</td>
</tr>
<tr>
<td>• Promote overall well-being of staff</td>
</tr>
<tr>
<td>• Being an exemplary corporate citizen through community involvement</td>
</tr>
<tr>
<td>• Training Seminar</td>
</tr>
<tr>
<td>• OHS/NPS</td>
</tr>
<tr>
<td>• Dialogue</td>
</tr>
<tr>
<td>• Focus Group Interviews</td>
</tr>
<tr>
<td>• Appraisal and Coaching</td>
</tr>
<tr>
<td>• On-boarding for New Officers</td>
</tr>
</tbody>
</table>

**Operational Engagement and Feedback Sessions**

- **Monitoring and analysis of HR and training indicators**
- **Coordination and implementation issues on people development systems and programmes**

#### 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 guidance of service leaders and strategic objectives. ICA has also introduced mechanisms that promote knowledge sharing and continuous improvement among officers so as to achieve excellence in innovation and service (see Figure 4.3.1).
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.

Table 4.3.4 Modes of HR Communication to All Staff

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

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.

Table 4.3.5 Employee Satisfaction Management

<table>
<thead>
<tr>
<th>EMPLOYEE SATISFACTION ASSESSMENT TOOLS</th>
<th>DIRECT</th>
<th>INDIRECT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Survey</td>
<td>OHS</td>
<td>Staff Turnover</td>
</tr>
<tr>
<td>Feedback</td>
<td>Dialogue Sessions</td>
<td>Exit Interview</td>
</tr>
<tr>
<td>Workforce Safety</td>
<td>Workplace Incidents</td>
<td></td>
</tr>
</tbody>
</table>

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.

4.4c Describe how the organisation measures employee engagement and well-being.

4.4 Employee Performance and Recognition

ICA actively reviews its schemes of service to provide its officers with equitable remuneration. Officers are kept updated on 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.

4.4a 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

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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.

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

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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.

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.
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 operational and support requirements.

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.

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 5.2.2). 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.

Figure 5.3.1 Engagement Framework for Strategic Partners

5.3c Describe how the organisation sustains key processes in times of emergency management

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.

Table 5.2.3 Process Monitoring/Maintenance

Table 5.2.4 Process Management Performance

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.

Table 5.2.2 Process Monitoring/Maintenance

<table>
<thead>
<tr>
<th>PLATFORM</th>
<th>DESCRIPTION</th>
<th>ACTIVITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meetings chaired/ attended by LG</td>
<td>Discussion of operational and HR issues, Discussion and review of strategic plans</td>
<td>• 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/upgraded processes, trends and issues</td>
</tr>
<tr>
<td>Dialogue sessions between senior management and middle-level or ground officers</td>
<td>• Platform to share and update officers on new issues • Gathering of ground feedback</td>
<td></td>
</tr>
<tr>
<td>Process Interview</td>
<td>Officers interviewed by supervisors</td>
<td>• Monitoring officers’ knowledge on work procedures • Resolving identified ground-level process shortcomings • Gathering ground feedback</td>
</tr>
<tr>
<td>Routine Shift Inspection</td>
<td>Random inspection conducted by supervisors on officers performing duty</td>
<td>• 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</td>
</tr>
<tr>
<td>Team Learning Session</td>
<td>Briefing and communication of work procedures, intelligence trends and relevant issues to ground officers</td>
<td>• Briefing officers on new/upgraded processes, trends and issues • Reminding officers on work procedures and issues</td>
</tr>
</tbody>
</table>
5 - PROCESSES

ICT Vendors

- Provide technological support for both hardware and software development
- Sharing of latest technological developments
- Recommendations to improve system efficiency
- 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

WHOLE OF GOVERNMENT (WGO)

Ministries & Statutory Boards

- Competent in their respective functional areas to bring about a safe and secure best home for Singapore
- Complement ICA in operations and achieving its objectives as a border security agency
- Share relevant information
- Ensure coordination and WOG approach to achieve mission of ICA

- Process streamlining to provide a convenient one-stop service for ICT Vendors
- Joint development of SOPs
- Establish joint contracts for demand agreements

- Time savings in streamlined processes
- Take up site of one-stop services
- Number of joint SOPs
- Number of joint contracts

- Dialogue sessions
- Meetings
- Joint operational exercises
- Seminars

- Satisfactory provision of services
- Efficiency and timeliness in delivery of duties
- Cohesiveness of community
- Number of foreign practices adopted locally

- Meetings and dialogue sessions
- Periodic review of key performance requirements
- Audits
- Email correspondences

- On-time delivery of goods and services, especially during downtimes/emergencies
- 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 relations for development projects

- Project briefings
- Meetings
- Dialogue sessions
- Feedback channels (e.g. email, phone, surveys)
- Supplier Report Cards (half-yearly)

- Meets
- Seminars
- Conferences
- Exchange programmes

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.

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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.

- 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.

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.

- 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.

- Frequent exchanges and contacts
- Meetings
- Dialogue sessions
- Feedback channels (e.g. email, phone, surveys)
- Supplier Report Cards (half-yearly)

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.

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), ICO will arrange regular meetings at the senior management and working level staff from both ICA and the suppliers.

- Frequent Exchanges and Contacts
- Partners
- Alignment of Objectives
- Suppliers
- Regular Review

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.

- 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.

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 ICO.

- 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 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 and improving 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 suppliers, thereby providing direct and structured feedback for them to improve their goods and services.
6.1 KNOWLEDGE MANAGEMENT

Approach to Information & Knowledge Management

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

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 and decision making capabilities.

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

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

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.
6.2 ANALYTICS FOR PERFORMANCE MANAGEMENT

6.2.1 Describe how the organisation leverages an 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).

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.
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.

**Table 6.2.3 Explicit and Tacit Knowledge in ICA**

<table>
<thead>
<tr>
<th>Explicit</th>
<th>Tacit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal</td>
<td>Dissemination</td>
</tr>
<tr>
<td>Internal</td>
<td>Dissemination</td>
</tr>
<tr>
<td>Resource</td>
<td>Exchange</td>
</tr>
<tr>
<td>- Shared Folders</td>
<td>- Leadership Forum</td>
</tr>
<tr>
<td>- Repositories</td>
<td>- Command Meeting</td>
</tr>
<tr>
<td>- Manual Filing</td>
<td>- Meet-the-Officers Sessions</td>
</tr>
<tr>
<td>- Systems</td>
<td>- Action Review</td>
</tr>
<tr>
<td>- Cloud Storage</td>
<td>- Benchmarking</td>
</tr>
<tr>
<td>- Systems</td>
<td>- Overseas Study Trips</td>
</tr>
<tr>
<td>- Systems</td>
<td>- Learning Journeys</td>
</tr>
<tr>
<td>- Cloud Storage</td>
<td>- Roadshows</td>
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<td>- Systems</td>
<td>- Meetings</td>
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<td>- Forums/Seminars</td>
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<td>- Systems</td>
<td>- Sharing</td>
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<td>- Cloud Storage</td>
<td>- Learning Journeys</td>
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<td>- Systems</td>
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<tr>
<td>- Systems</td>
<td>- Overseas Study Trips</td>
</tr>
<tr>
<td>- Cloud Storage</td>
<td>- Learning Journeys</td>
</tr>
</tbody>
</table>

**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 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 focus 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).

**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 7.1.3) 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, 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 has 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.
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-conscious.

ICA abides by MPM’s financial directives in procurement. ICA also undertakes economic 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

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).

Innovative systems like the eIAS 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).

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

<table>
<thead>
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<tr>
<td>2nd</td>
<td>Kuala Lumpur International Airport</td>
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</tr>
</tbody>
</table>

#### 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)

ICA’s Achievements & Awards since 2009

<table>
<thead>
<tr>
<th>AWARD/COMENDATIONS</th>
<th>YEAR</th>
<th>AWARDED TO BY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Quality Award (Diamond) - International Airport Immigration Service</td>
<td>2009</td>
<td>Centre for Customer Satisfaction and Loyalty (Carro CCL)</td>
</tr>
<tr>
<td>Singapore Quality Award (SQA)</td>
<td>2010</td>
<td>CIO Asia</td>
</tr>
<tr>
<td>Singapore Infocomm Technology Federation (SITF) Award - Government category - e-Visitor Programme</td>
<td>2011</td>
<td>CIO Asia</td>
</tr>
<tr>
<td>Government Web Excellence Awards (Merit)</td>
<td>2011</td>
<td>Singapore Infocomm Technology Federation</td>
</tr>
<tr>
<td>ASOCIO ICT Best Practices Award 2010</td>
<td>2011</td>
<td>CIO Asia</td>
</tr>
<tr>
<td>Public Service (PS) Premier Award</td>
<td>2011</td>
<td>Singapore Infocomm Technology Federation</td>
</tr>
<tr>
<td>CID 100 Honoree – Deployment of biometric-based solutions for identification and border security</td>
<td>2012</td>
<td>Regional</td>
</tr>
<tr>
<td>Singapore Infocomm Technology Federation (SITF) Award - Government category - ENCORE (Enquiry, Collect, the Alternate Site Collection and Return) Initiative</td>
<td>2012</td>
<td>National</td>
</tr>
<tr>
<td>Best Practice Award (Regulation) – e-Visitor Programme</td>
<td>2012</td>
<td>National</td>
</tr>
<tr>
<td>CID 100 Honoree - ENCORE (e-Enquiry, Collect, e-Return)</td>
<td>2012</td>
<td>CIO Asia</td>
</tr>
<tr>
<td>MHR Awards 2012 – Innovation in HR Award</td>
<td>2012</td>
<td>Singapore HR Institute (SHRI)</td>
</tr>
<tr>
<td>National Infocomm Award – Most Innovative Use of Infocomm Technology (Public Sector) Merit Award – Mobile Automated Verification and Identification System (MAVIS)</td>
<td>2013</td>
<td>National</td>
</tr>
<tr>
<td>2nd International Best Practices Competition 2013 – 1st “3 M” Service Principle (Multiple Channels, Minimum Visits, Maximum Benefits)</td>
<td>2013</td>
<td>Centre for Organisational Excellence research (COER) and supported by SPRING Singapore and the Singapore Productivity Association.</td>
</tr>
<tr>
<td>ASEAN ICT Awards (AICTA) – Public Sector Category – Silver - Collect</td>
<td>2014</td>
<td>ASEAN Telecommunications Ministers/AICTA secretariat</td>
</tr>
<tr>
<td>CID 100 Honoree – e-Appointment</td>
<td>2014</td>
<td>Regional</td>
</tr>
<tr>
<td>eGovernment Excellence Award (GEA) 2014 Merit Award – e-Services for Excellence in Delivering Government e-Services – e-Appointment</td>
<td>2014</td>
<td>Regional</td>
</tr>
<tr>
<td>Singapore Infocomm Technology Federation (SITF) Gold Award – e-Government category – Collect</td>
<td>2014</td>
<td>National</td>
</tr>
<tr>
<td>The Service Partner Award – Changi Airport (Airport Command)</td>
<td>2014</td>
<td>National</td>
</tr>
<tr>
<td>Singapore Infocomm Technology Federation</td>
<td>2014</td>
<td>Singapore Infocomm Technology Federation</td>
</tr>
<tr>
<td>Excellence in Border Management Award</td>
<td>2014</td>
<td>International</td>
</tr>
<tr>
<td>World Information Technology and Services Alliance 2014 Merit Award – Collect</td>
<td>2014</td>
<td>World Information Technology and Services Alliance</td>
</tr>
<tr>
<td>Service Quality Award (Diamond) - Immigration Counter Service</td>
<td>2014</td>
<td>National</td>
</tr>
<tr>
<td>CIO Top 5 Honoree – Collect</td>
<td>2015</td>
<td>CIO Asia</td>
</tr>
<tr>
<td>ASEAN ICT Awards (AICTA) – Public Category - Gold - BIKES</td>
<td>2015</td>
<td>ASEAN Telecommunications Ministers/AICTA secretariat</td>
</tr>
<tr>
<td>Singapore Infocomm Technology Federation (SITF) Award - Best Public Sector Product Silver Award - Biometric Identification of Motorbikers (BIKES)</td>
<td>2015</td>
<td>National</td>
</tr>
<tr>
<td>Excellence in Public Service Award (EPSA) Best Practice Award (Service Delivery) - Collect</td>
<td>2015</td>
<td>National</td>
</tr>
<tr>
<td>Singapore Infocomm Technology Federation (SITF) Award - Best Innovative Use of Infocomm Sector Public Gold Award - Flexible Immigration Clearance System (FICS)</td>
<td>2015</td>
<td>National</td>
</tr>
<tr>
<td>Singapore Infocomm Technology Federation</td>
<td>2015</td>
<td>National</td>
</tr>
<tr>
<td>Singapore Infocomm Technology Federation (SITF) Award - Best Innovative Use of Infocomm Sector Public Gold Award - Flexible Immigration Clearance System (FICS)</td>
<td>2015</td>
<td>National</td>
</tr>
<tr>
<td>Singapore Infocomm Technology Federation</td>
<td>2015</td>
<td>National</td>
</tr>
</tbody>
</table>

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 service to its customers. ICA’s efforts have been widely recognised and commended, as evidenced 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.

Employee Engagement – Continuous Improvement

ICA consistently surpasses its internal target of 6 SSS per staff and achieves its internal target for WITs project 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.

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

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).

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.

7.3b Employee learning 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 FY10 (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 officer, 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).

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).

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).

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.

Besides departmental awards, ICA officers are also recognised for providing excellent customer service (refer tp Category 7.1a) and contributing to ICAs’ 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 10 countries).

### 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](image)

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

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

<table>
<thead>
<tr>
<th>Country</th>
<th>2010</th>
<th>2012</th>
<th>2014</th>
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</thead>
<tbody>
<tr>
<td>Rank</td>
<td>Score</td>
<td>Rank</td>
<td>Score</td>
</tr>
<tr>
<td>Singapore</td>
<td>1</td>
<td>6.06</td>
<td>1</td>
</tr>
<tr>
<td>Hong Kong</td>
<td>2</td>
<td>5.7</td>
<td>2</td>
</tr>
<tr>
<td>Denmark</td>
<td>3</td>
<td>5.41</td>
<td>3</td>
</tr>
<tr>
<td>Sweden</td>
<td>4</td>
<td>5.41</td>
<td>4</td>
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<tr>
<td>Switzerland</td>
<td>5</td>
<td>5.17</td>
<td>5</td>
</tr>
<tr>
<td>New Zealand</td>
<td>6</td>
<td>5.35</td>
<td>6</td>
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<tr>
<td>Norway</td>
<td>7</td>
<td>5.32</td>
<td>7</td>
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<tr>
<td>Canada</td>
<td>8</td>
<td>5.29</td>
<td>8</td>
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<tr>
<td>Luxembourg</td>
<td>9</td>
<td>5.28</td>
<td>9</td>
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<tr>
<td>Netherlands</td>
<td>10</td>
<td>5.26</td>
<td>10</td>
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</tbody>
</table>

ICA helps to enforce more than 30 legislations on behalf of different Controlling Authorities (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 7.4.3 No. of Agency Cases Detected at the Checkpoints per 100,000 checks](image)

The eIACS (Checkpoint Clearance Process) - 1st immigration checkpoint system in the world to automate the immigration clearance of motorists 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 pillon riders (BIKES 2), thus boosting the take-up rate of the system even further.

### Identification (Registration Process)

ICA is a leading immigration authority in the world to offer online facilities for passport application and photo submission.

*Figure 7.4.6 e-IACS Usage at Land Checkpoints*

**BIKES (Checkpoint Clearance Process)**

- 1st immigration checkpoint system in the world to automate the immigration clearance of motorists 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 pillon riders (BIKES 2), thus boosting the take-up rate of the system even further.

### 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 90% 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.

### Government system and contribution to the community, society and the environment

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).

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).
also demonstrated by the conducting of competency courses for its international counterparts that helps contribute to their overall 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 international community. It proactively conducts regular document examination courses for other Home Team Departments (HTDs) ICA is committed to help establish/raise prevailing standards on areas pertaining to identity and border security of the local and training exchanges – a Strong Brand name in Border Security

<table>
<thead>
<tr>
<th>PERIODS/VENUES</th>
<th>PLATFORMS</th>
</tr>
</thead>
<tbody>
<tr>
<td>May 2014</td>
<td>China</td>
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<tr>
<td></td>
<td>International Forum on Immigration Inspection 2014</td>
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<tr>
<td></td>
<td>- ICA presented on its development in the use of technology and how technology was deployed to improve service efficiency, responsiveness and customer satisfaction.</td>
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<tr>
<td>September 2014</td>
<td>Brunei</td>
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<td></td>
<td>Denmark</td>
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<td></td>
<td>18th ASEAN DGCIM and 10th AIF</td>
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<tr>
<td></td>
<td>- At the 10th AIF, ICA presented on ICA’s multi-pronged approach to combat people smuggling.</td>
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<tr>
<td>October 2014</td>
<td>Poland</td>
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<tr>
<td></td>
<td>22nd International Border Police Conference (IBPC)</td>
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<tr>
<td></td>
<td>- ICA representative was one of the panellists for the discussion on “False Document/Identity Detection in the First Line of Border Control”.</td>
</tr>
<tr>
<td>November 2014</td>
<td>South Korea</td>
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<tr>
<td></td>
<td>7th Future Immigration Leader (FIL)’s Conference</td>
</tr>
<tr>
<td></td>
<td>- ICA presented on Singapore’s immigration issues and challenges.</td>
</tr>
<tr>
<td>December 2014</td>
<td>Hungary</td>
</tr>
<tr>
<td></td>
<td>3rd World BORDERPOL congress</td>
</tr>
<tr>
<td></td>
<td>- ICA representative was one of the panellists for the discussion on “Adapting to the changing environment: what border security administrations must do to remain effective”.</td>
</tr>
<tr>
<td>May 2015</td>
<td>Australia</td>
</tr>
<tr>
<td></td>
<td>Biometrics Institute Asia-Pacific Conference 2015</td>
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<tr>
<td></td>
<td>- ICA representative presented on ICA’s achievements in the area of biometrics</td>
</tr>
<tr>
<td>June 2015</td>
<td>Poland</td>
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<tr>
<td></td>
<td>Frontex Global Conference on the Future of Border Checks</td>
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<tr>
<td></td>
<td>- 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”.</td>
</tr>
<tr>
<td>September 2015</td>
<td>Cambodia</td>
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<tr>
<td></td>
<td>19th DGCIM and 21st AIF</td>
</tr>
<tr>
<td></td>
<td>- At the 21st AIF, ICA presented on document and identity frauds.</td>
</tr>
<tr>
<td>November 2015</td>
<td>South Korea</td>
</tr>
<tr>
<td></td>
<td>8th Future Immigration Leaders’ Conference</td>
</tr>
<tr>
<td></td>
<td>- ICA presented on forgery detection cases, challenges and its future plans.</td>
</tr>
<tr>
<td>December 2015</td>
<td>Netherlands</td>
</tr>
<tr>
<td></td>
<td>4th World BORDERPOL Congress</td>
</tr>
</tbody>
</table>
|                | - 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).

<table>
<thead>
<tr>
<th>TYPES OF PROGRAMMES</th>
<th>DETAILS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Immigration &amp; Checkpoints Competencies Training Programme (ICCTP)</td>
<td>- Conducted since 2005 for ASEAN countries and Australia, the annual programme helps to train their officers’ competencies in border security.</td>
</tr>
<tr>
<td>- In 2012, the training was also extended to the Bhutan Department of Immigration.</td>
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<tr>
<td>Singapore Cooperation Programme (SCP) - Checkpoints Competencies (Goods or People) Modules</td>
<td>- 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.</td>
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<tr>
<td>ASEAN Border Leadership Exchange Programme (ABLE)</td>
<td>- The annual ABLE Programme, conducted since 2009, aims to enhance the relations and co-operation amongst ASEAN leaders in the governance of border security.</td>
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<tr>
<td>Checkpoints Competencies - Passenger Clearance Modules for Indonesian Directorate General of Immigration (DGI)</td>
<td>- 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.</td>
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<tr>
<td>- 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.</td>
<td></td>
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</tbody>
</table>

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:

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

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

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

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

**Community Involvement and Engagement – Public Education**

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.

**Giving back to Society – Fund Raising & Community Service**

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 – Reduce, Reuse and Recycle. The key efforts undertaken by ICA are illustrated below.

**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 – Reduce, Reuse and Recycle. 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 FY12 - 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.

**Results**

<table>
<thead>
<tr>
<th>YEAR</th>
<th>SHARE AWARD</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>Silver</td>
</tr>
<tr>
<td>2011</td>
<td>Gold</td>
</tr>
<tr>
<td>2012</td>
<td>Gold</td>
</tr>
<tr>
<td>2013</td>
<td>Gold</td>
</tr>
<tr>
<td>2014</td>
<td>Special Event Bronze</td>
</tr>
</tbody>
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*Is island wide distribution of simplified Homeowner’s guides.

**Figure 7.4.12 SHARE Award**

**Figure 7.4.13 Funds Raised for Charity/Self help Group**

**Figure 7.4.11 Participants reached through Community Outreach Programmes**