



SCDF
The Life Saving Force

**Singapore Quality Award
with Special Commendation (SQASC) 2015**

Executive Summary Report



Life Saving **BEYOND** Borders



**SINGAPORE
QUALITY
AWARD**

2015 WINNER

OUR MISSION

To protect and save lives and property for a safe and secure Singapore

OUR VISION

A World-Leading Life Saving Force Through People, Innovation & Partnership For an Emergency Ready Nation

OUR CORE VALUES

We take **PRIDE** in saving lives and property
We **CARE** for our people and those we serve



In 2015, we applied for and attained the highest and most prestigious Business Excellence (BE) Award in Singapore – the Singapore Quality Award with Special Commendation (SQASC). The BE initiative provides organisations, like the SCDF, with a roadmap for excellence and helps us to further improve our organisational performances by benchmarking them against reputable international standards. Such pursuits are vital for a professional and forward-looking Force whose mission is particularly compelling – to protect and save lives and property.

Achieving this pinnacle BE Award is a significant milestone and it signifies recognition for our world-class standing, practices and outcomes despite being one of the leanest emergency response organisations in the world. The SCDF will continue investing in our people and deepen the innovative spirit. We will continue to benchmark our processes and service standards against international best practices to provide par excellence service to the people we serve.

This SQASC Award would not have been possible without the collective belief, passion and sheer determination of everyone at all levels in the organisation, from the career uniformed and civilian staff, full-time National Servicemen, ORNSmen to our volunteers and partners. I would like to dedicate the award to all our men and women for their passionate and dedicated effort towards our core mission and their unwavering desire to build on each opportunity and learn from every missed opportunity.

As an organisation, we have embarked on a transformation journey towards the 2025 vision of building “A Nation of Lifesavers”, which will see the community and SCDF embracing a new partnership where each other’s response to emergencies are integrated seamlessly and in a sustainable manner to achieve a safer Singapore for all.

We are glad to share our learning experiences through the executive summary report and hope this will inspire your agency towards organisational excellence.

Eric Yap
Commissioner
Singapore Civil Defence Force



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ORGANISATIONAL PROFILE



1. ORGANISATION ENVIRONMENT

The Singapore Civil Defence Force (SCDF) provides critical services like fire-fighting, rescue, hazardous material (HazMat) mitigation and pre-hospital emergency medical care. We formulate, implement and enforce regulations on fire safety and civil defence shelter matters. Separately, we also engage our community actively through a wide-range of public educational programmes and activities to enhance their level of resilience and emergency preparedness. Since the enactment of the Civil Defence (CD) Act in 1986, the SCDF has transformed over the decades to become a trusted, highly professional and future-ready organisation that is firmly committed to the cause of saving lives and protecting property. Our systems, practices and experiences have also been shared regularly at international forums as part of our commitment to contribute in the development of the global emergency services fraternity.

Nature of Main Products and Services

Our key services are:

- a) Fire-fighting, Rescue, HazMat Mitigation and Emergency Medical Services
- b) Civil Protection and Regulation of Fire Safety
- c) Building Community Emergency Preparedness

Our Mission, Vision and Values

We are guided by our Mission, Vision and Values (MVV). The MVV reflects the purpose of our existence, our aspirations for the future, as well as the desired behaviours that we wish to see in our people as we strive to build an emergency ready Singapore (see Table 1). To ensure that the MVV remains relevant, we involve our staff in reviewing these statements regularly.

OUR MISSION	OUR SHARED VISION	OUR CORE VALUES
<i>To protect and save lives and property for a safe and secure Singapore</i>	<i>A World-Leading Life Force Through People, Innovation & Partnership For an Emergency Ready Nation</i>	<i>We take PRIDE in saving lives and property We CARE for our people and those we serve</i>

Table 1: Our Mission, Vision and Values



ORGANISATIONAL PROFILE continued

Our Transformation

The SCDF regularly reviews and reorganises itself to ensure that its services remain relevant to the community it serves. In this respect, we have set for ourselves the bold vision of building “A Nation of Lifesavers” by 2025. This vision guides our transformative efforts¹ with a future-oriented blueprint that is based on two key premises: (1) that a trained community is in the best position to respond to incidents before SCDF’s arrival; and (2) that our existing concept of operations must change and take into account community first response as a key force multiplier.

Our People Profile

Our organisation structure is shown in [Annex A](#).

The SCDF is a lean organisation that comprises 2,196 uniformed officers, 253 civilians and 3,430 NSFs and 10,000 ORNSmen. The SCDF staff strength is further augmented by our committed partners and 1,000 crisis volunteers.

SCDF achieves world-class outcomes despite it being one of the leanest emergency organisations internationally. This is done through innovative approaches, transforming its people and strong leverage of advance technologies. Singapore is consistently ranked as one of the most fire-safe countries globally, with the lowest fire fatalities, fire injuries and number of fires per 100,000 populations since 2010.

Major Facilities, Equipment and Technology Used

Our frontline operation units comprise of 4 divisions and 1 marine command. In total, we have 21 fire stations and 29 fire posts and out of the 21 fire stations, there are 2 fire stations with maritime fire emergency response capability. Our units are manned by well trained and dedicated teams of men and women comprising regulars, NSFs, ORNSmen, and volunteers who are ready to respond swiftly round-the-clock to emergencies throughout the island.

The Civil Defence Academy (CDA) is the premier training institute of SCDF. The Academy conducts a wide range of training courses on disaster management, fire-fighting, urban search and rescue, detection and mitigation of hazardous materials and pre-hospital medical care operations.

The Home Team Tactical Centre (HTTC) provides realistic training simulations and scenarios which can be customised for the individual officer, firefighter and rescuer, as well as for inter-agency operations in major disasters and terrorist attacks.

The National Service Training Institute (NSTI) amalgamates all NS-related training to allow better co-ordination and more effective oversight on the training conducted. The training institute aims to develop young men into fit and proficient rescuers, equipped with the necessary skills and knowledge to carry out their duties efficiently with a high level of service excellence.

With a strong innovation culture, the organisation develops solutions to meet the changing needs of its operating environment. These include the Light Fire Attack Vehicle – 5th Generation Red Rhino (LF5G) and the Responders’ Performance Module. The organisation too leverages on technology and state-of-the-art equipment to enhance its capabilities such as the integration of Compressed Air Foam (CAF) System² in our main firefighting appliances, including the LF5G.

¹ Vision 2025 does not serve to supplant the SCDF’s Corporate Vision but rather to complement it. Our Corporate Mission also remains unchanged.

² CAF is a superior fire-fighting technology that uses 70% less water while extinguishing fire four times faster than water.



ORGANISATIONAL PROFILE continued

Regulatory Environment

We derive our authority from the CD Act (1986), the Fire Safety Act (1993), and the CD Shelter Act (1997) to carry out our duties. As a member of the Singapore Public Service, we adhere to Government Instruction Manuals (IMs), circulars, policies and practices.

2. ORGANISATION RELATIONSHIPS

Relationship with Parent Organisation

SCDF is a member of the Home Team and we are under the purview of the Ministry of Home Affairs (MHA). We work closely with other Home Team Departments and related agencies, leveraging on each other's strengths to achieve the collective goal of ensuring a safe and secure best home.

Customer Relationships

Customers are our focus and we recognise that they all have different needs. We have segmented them based on the 3 broad services required from the SCDF: (1) Provision of Fire-fighting, Rescue, HazMat Mitigation and Emergency Medical Services; (2) Fire Safety regulations and Civil Protection; and (3) Building Community Preparedness. This helps us better engage and cater our services to their needs and thereby enhancing their experiences with us.

Partner/Supplier Relationships

We forge strong synergistic relationships with various sectorial partners to create value-added services to the community.

3. ORGANISATION CHALLENGES

1. Competitive Environment

As the national authority in providing fire-fighting and emergency services in Singapore, we do not face competition in the traditional sense of the word. Nevertheless, we are driven to constantly improve our service delivery and we leverage the international community to share, learn, adopt as well as to innovate best practices.

2. Strategic Challenges

We have identified the key challenges ahead where there may be opportunities for improvements to the way we operate. These include Technological Drivers, Increasing Risks of Catastrophic Events, Demographic Changes and Manpower Constraints.

An increasingly globalised and interconnected world constantly presents new challenges for SCDF. For instance, the threat of terrorism and its associated security challenges has remained unabated. In addition, the growth of key economic sectors has led to the emergence of new safety risks. Singapore's physical infrastructure has also seen significant developments. Increased urbanisation and human congestion, coupled with high traffic volume, have also impacted operational response.

Rapid technological developments have contributed opportunities towards increased computational processing power, and more potent and efficient technological solutions. SCDF constantly have to look for ways to capitalise more effectively on these technologies.



ORGANISATIONAL PROFILE continued

Singapore's population is ageing rapidly. SCDF foresees that the number of Emergency Medical Services (EMS) calls will increase, thereby putting a heavy strain on our resources. In addition, due to an ageing population and falling birth rate, the challenge of a tight labour market will become more acute in future. The local infrastructural landscape is also expected to be more complex with taller and higher density buildings and subterranean structures. Against this backdrop, we will need to transform, yet remain lean and effective, to keep pace with these societal and landscape changes in delivering a consistent level of service excellence.

3. Organisational Directions

We have, therefore, developed four organisation directions to guide our strategies to address the above challenges and these form the basis of our five-year master-planning process:

- Operational Excellence to continually upgrade our capabilities, leverage on new technologies, and to pursue innovations so as to ensure a viable and effective Life Saving Force.
- Public Protection to create paradigm shifts in design requirements and modeling to meet the challenges of new building designs and construction materials used. With the maturing of our expertise, SCDF also seeks to be the premier organisation in sharing our best practices in the regional and international arena.
- Community Preparedness to promulgate continuing interest in safety and security programmes so as to ensure that the population is mentally resilient and conversant in emergency procedures in the event of catastrophic events.
- Organisational Excellence to seek continuous transformation through eliminating red tape, innovating for excellence to meet public expectations of our response times, enhancing our emergency rescue capabilities and integrating knowledge management for organisational effectiveness. We will continue to attract and inject new talent in the renewal and management of our workforce.

4. PERFORMANCE IMPROVEMENT SYSTEM

Our performance improvement system is categorised into 5 areas:

- Monitoring
- Feedback
- Benchmarking Projects for improvement
- Process Reviews
- Training and Development

Under this system, performance is constantly monitored and feedback collected, analysed and reviewed to identify areas that can be improved upon. Training and development are then used and monitored to measure the effectiveness of training methods in improving performance. Acknowledgement of positive performance is also in place to allow staff to learn from others. These help to ensure continuous improvements on the performance of our key services.





1. LEADERSHIP

1.1 Senior Leadership

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

Our Senior Management

Senior Management (SM)¹ comprises Directors of Staff Departments, frontline Division Commanders and Directors of Training Institutions. Together, they work closely as a team and stand guided by our Mission, Vision and Values (MVV) to provide leadership to the SCDF.

Our SM is instrumental in providing strategic directions across different domains of work, ranging from frontline operations to events, projects, and policy development. Some of them are also involved in high-level policy setting with international committees like the International Fire Chiefs Association of Asia (IFCAA), the International Search and Rescue Advisory Group (INSARAG) Asia Pacific Regional Group, the INSARAG Steering Committee under the ambit of the United Nations Disaster Assessment and Coordination (UNDAC) Advisory Board as well as the ASEAN Committee on Disaster Management.

Mission Centric Leadership Framework

We use a Leadership Framework (*see Fig 1.1.1*) to help us identify and assess potential leaders for development to ensure continuity and flow in the leadership pipeline. This framework provides clarity on the leadership attributes to be nurtured and key areas to be further developed.



Figure 1.1.1 – SCDF Leadership Framework

¹ See Annex A for Organisation Chart

LEADERSHIP continued***Our Mission, Vision and Values***

An annual review of the MVV is conducted during the Management Advance to ensure that these critical statements remain relevant and aligned with our strategic goals and objectives. To ensure ownership, the review will always take into account inputs and recommendations from all levels of the organisation. We adopted a new vision statement in 2012 – ‘A World-Leading Life Saving Force’ – which clearly articulates our aspirations to be among the world’s best emergency services provider and to provide leadership at the global level (*see Table 1.1.2*).

Vision – “World Leading” demonstrates SCDF’s aim and determination to become one of the world’s best, able to direct or influence in our field of expertise. It also represents our aspiration to become a leader for others to emulate. “Life Saving Force” is SCDF’s Slogan which encapsulates the spirit of the Force and underscores our commitment to save lives.		
Tenet 1 - People (Strategic Assets) We believe in our people to drive our organisation forward and are committed to invest in our people to develop their fullest potential	Tenet 2 - Innovation (Strategic Enabler) We will continue our relentless pursuit in harnessing innovation and technology as key enablers of a highly effective Force	Tenet 3 - Partnership (Strategic Partnership) We strive to forge strategic partnership with different communities to promulgate interest in safety and security programmes to ensure that the population is familiar with emergency procedures and resilient against contingencies, so as to collectively achieve an emergency ready nation

Table 1.1.2 – Clarity of the Vision Statement

The MVV are frequently communicated to all stakeholders across a variety of channels and forums. This is the common ground upon which staff can work within and across unit and departmental lines to build a professional, forward-looking organisation.

1.1b Describes how the organisation’s Senior Management engages key stakeholders to drive the organisation’s performance

Across the SCDF, we have many engagement scaffolds and formal opportunities for both internal and external stakeholders to be engaged by SM. Besides dialogues, meetings, and conferences, Commissioner also personally pens email messages to his staff and visits Departments/Units to engage the man on the ground and, in so doing, reinforce our MVV. Other members of SM, especially the Division Commanders, also do likewise and leverage face-to-face dialogues as a key platform by which to solicit feedback from staff as well as to share new and important developments in SCDF with our people.

External platforms include local forums like Lionhearters Forum, Fire Safety Manager/ Accredited Training (A-CERTs) Seminar and Pro-Enterprise Results (PER) Survey and international forums like IFCAA, ASEAN Committee on Disaster Management and UNDAC Advisory Board.

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

Leadership at the Front

Our SM demonstrates leadership at the front in the most literal of ways as they are always ready to respond to major incidents and take command of ground operations. One such incident was the Pulau Bukom incident on 28 Sep 2011 where most of the senior leadership were on site during the height of the incident to direct and coordinate the operation. Our Division Commanders have also

personally led 17 overseas humanitarian rescue operations (codenamed ‘*Operations Lionheart*’) to disaster struck countries since 1990.

The visionary leadership is steering the organisation towards the bold vision to transform Singapore through building “A Nation of Lifesavers” by 2025. This vision builds on the tenet that everyone can be a lifesaver in any emergency situation. To be future ready, this systematic and integrated approach will serve to render emergency assistance more effectively through a strong collaboration between SCDF and the Community. The swifter response to emergencies will enable better survival outcomes for those in distress. SCDF structured the Force Transformation Office and Volunteer and Community Partnership Department in 2014 to spearhead the vision. Staff and key stakeholders were also actively engaged to move together, towards transformation.

To highlight the importance of continuous training in order to enhance our life saving skills, SM sets the example by undergoing annual refresher training to be updated on the latest developments in the SCDF. Sometimes these involve practical lessons that require the wearing of personal protective equipment in simulated environments and through this, SM communicates the message that no one is too senior in the organisation to get his hands dirtied to learn.

Grooming Future Leaders

SM is always on the lookout for the next generation of leaders and the annual civil-service based Staff Appraisal Report (SAR) mechanism is a key process that is used to review the work done and more importantly, opportunities for improvement.

In addition, 360 Feedback was done for SM and middle management and targeted professional development programmes were introduced in helping individuals to enhance their leadership qualities. All newly appointed SM members will also undergo professional coaching to equip them to step into the senior leadership role. Customised to individual needs, new leaders are also given opportunities to shadow seasoned ones as part of the mentorship component of the professional coaching.

Further, SM is actively engaged in imparting experiences and leadership skills to the next generation of leaders. This is done through formal training, e.g. Senior Leadership Courses, as well as dialogues like the Fire-Side Chats and also through their personal involvement in guiding young officers at major operations.

1.2 Organisational Culture

1.2a Describes how the organisation aligns to its Mission, Vision and Values

Culture anchored on PRIDE and CARE

Every organisation develops its own unique culture around its set of core values. For us, we have over time distilled the core values of PRIDE and CARE as key to support our life-saving mission, and these values are also aligned to the wider civil service ethos of Integrity, Service and Excellence. The values are translated into policies and desired behaviours and the culture is permeated through sustained practices and programmes (see Table 1.2.1). The system we use to realise our desired culture is as shown (see Figure 1.2.2).



LEADERSHIP continued

VALUES	POLICY	DESIRED BEHAVIOURS	ASPECTS OF CULTURE	PRACTICES AND PROGRAMMES
PRIDE	We take PRIDE in Saving Lives and Property	Professionalism in achieving our Mission	Innovation	Practices • Traditions – Parades, Dining-In, breakfast with new staff • Quarterly – Lunch with recruits • Routines – Drills, Dialogues, Publications • Incentives – Awards, Rewards
		Performing our duty with high standards of Integrity	Learning	
		Relentless pursuit for Service Excellence	Learning and Service	
CARE	We CARE for our People and Those We Serve	Mutual respect and care of our people	Learning and Service	Programmes Events – Family Days, PRIDE and CARE Day, Active Days Initiatives – Blood Donation Drives, Home Adoptions
		Serving the public with empathy		

Table 1.2.1 – Translations of Values into Policies, Practices and Behaviours

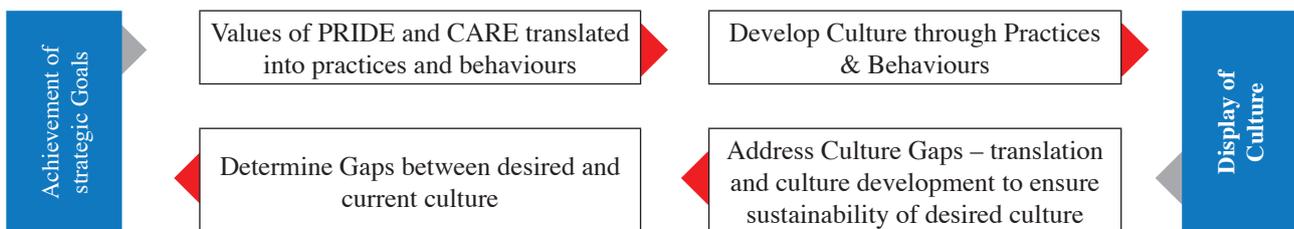


Figure 1.2.2 – Culture Development Framework

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

Our culture enables our officers to demonstrate the attributes of Innovation, Learning and Service towards the achievement of strategic goals (see Table 1.2.3).

ATTRIBUTES	ACTIVITIES AND PROGRAMMES	ACHIEVEMENT OF STRATEGIC GOALS
Innovation	<ul style="list-style-type: none"> Innoventure Scheme – Innovation Enablers (based on the mantra of ‘Everyone has the potential to innovate’) Innovation Process – Idea generation, evaluation, realisation 	<ul style="list-style-type: none"> Strengthen Corporate Governance Enhance consequence management
Learning	<ul style="list-style-type: none"> Comprehensive total learning plan (e.g. Officer Core Development Matrix) Posting of Officers for exposure and learning Soft skills development Benchmarking and comparative studies Study trips (local and overseas) Development of the Advanced Command Training Systems (ACTS) 	<ul style="list-style-type: none"> Leverage technology and creating a lean organisation Sustained community involvement Lifelong learning and employability
Service	<ul style="list-style-type: none"> Optimising operational performance Enhancing customers’ satisfaction Strengthening customers, suppliers and partners relationships Development of Mobile Apps 	<ul style="list-style-type: none"> Responsiveness and transparency in service delivery

Table 1.2.3 – Culture that enables the key attributes towards achievement of strategic goals

1.2c Describes how the organisation embraces organisational change for sustainability

The physical and demographical landscapes in Singapore have been rapidly changing over the years and continue to do so. This is due to trends such as an increasingly aging population and lower birth rate. We have set a 2025 vision to transform Singapore through building “A Nation of Lifesavers”. To prepare for the future and to foster a culture of embracing changes, this integrated approach will see emergency assistance being rendered more effectively through a strong collaboration between SCDF and the Community. A swift response to emergencies will enable better survival outcomes for those in distress.

1.3 Governance and Social Responsibility

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

Our Corporate Governance Framework

The SCDF’s corporate governance framework is set-up to ensure that we are able to consistently deliver on the mission and in accordance to proper standards and controls. The framework is anchored on the principles of accountability, transparency and compliance.

To ensure the robustness of the Internal Controls, different platforms of reporting and monitoring are available to guide SM in accordance to our Governance Framework (see Figure 1.3.1).

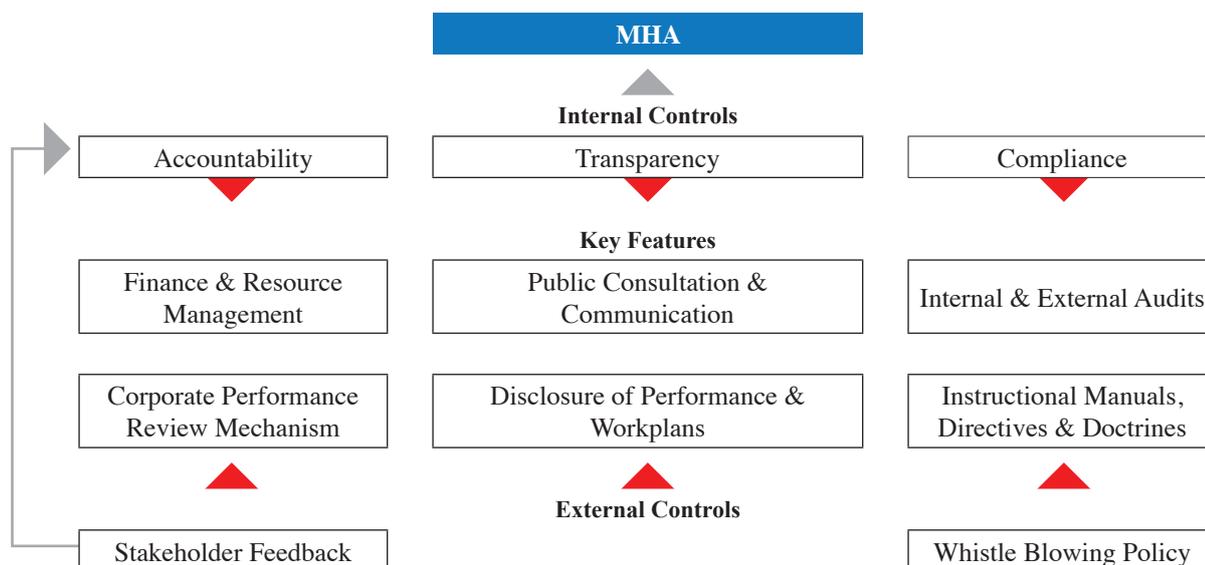


Figure 1.3.1 – Corporate Governance Framework

1.3a Describes how the organisation implements policies, communicates and involves stakeholders to contribute to the community and the environment

Our Corporate Social Responsibility

Anchored around our PRIDE and CARE Values, our Corporate Social Responsibility (CSR) is captured by our policy statement that reads: “We are an organisation that aims to make a difference to Singapore, even if it means going over and above our core mission of protecting and saving lives and property.”

Our CSR policy is translated to specific goals, targets, programmes and initiatives. The SCDF strives to be a socially-responsible organisation where we consciously try to go above and beyond our core mission to make a tangible difference to Singapore.

SM personally takes the lead to communicate, demonstrate and reinforce our CSR policy and goals to our people during regular dialogues and General Staff Briefings. SM will also lead and participate in the CSR activities.

Other examples include, the target to commit at least 5,000 man-hours of community service each year by performing community service at charitable homes and through quarterly blood donation drives and the target to achieve 100% participation in the recycling and waste management programme implemented to facilitate the collection and sorting of recyclables, as well as installation of organic food waste recycling equipment at our training institutions.

Life-Saving Beyond Borders

The SCDF recognises that we have responsibilities not only to our country but also to the wider regional community as a member of the emergency services fraternity.

Beyond national shores, SCDF have also been to numerous overseas rescue missions and unreservedly shared life-saving systems and practices world-wide; because we believe all in the hope that the contributions would save the loved ones of someone, someday.

As part of SCDF’s efforts for Global Humanitarian Outreach, the SCDF’s Operation Lionheart Contingent has obtained the INSARAG External Classification as a Heavy Urban Search Rescue (USAR) Team, being the first in Asia to attain this classification in 2008 and later recertified in 2013. To date, the SCDF Operation Lionheart Contingent has been deployed for 17 overseas missions with the first deployment taking place in 1990. Regionally, the organisation leads the ASEAN Emergency Response and Assessment Team (ERAT). SCDF has an on-going programme with several Asia-Pacific and European countries to exchange views, skills and experiences on emergency preparedness and disaster management. It has UNDAC trained officers on stand-by for deployment under the United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA) to disaster-hit countries for rapid disaster assessment and coordination. Its UNDAC members have participated in several international rescue missions. It is also one of the founding members of the Asia-Pacific Humanitarian Programme (APHP) under UNOCHA to support UNDAC teams. APHP members are also constantly on stand-by for deployments.



The organisation has taken on a global leadership role, where SCDF was invited by INSARAG and United Nations to mentor and provide Classifiers for INSARAG External Certification (IEC). The organisation also provides consultancies to other countries to raise their disaster management capabilities and team proficiency. The organisation was also requested by the United Nations Joint Environment Unit under the United Nations Environment Programme (UNEP) to establish a HazMat Assessment Unit (HAU) to support disaster stricken countries deal with Hazardous Materials (HazMat) incidents.

Involvement and Contributions to the Community, Society and Environment

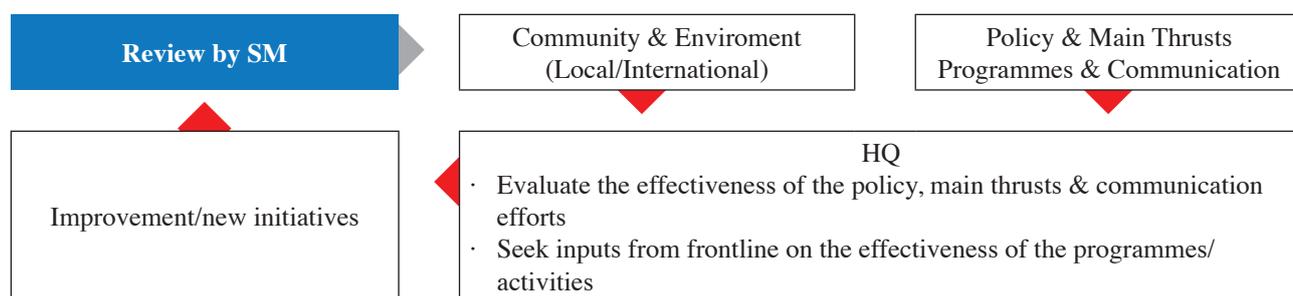


Figure 1.3.2 – Review and evaluation process

We adopt a two-pronged approach where we review our policies and programmes as well as our community and environment efforts at local and international levels, in order to evaluate its effectiveness. This is done annually to ensure that the necessary policies, key thrusts and supporting communication efforts are effective and in place (*see Figure 1.3.2*).

In providing assistance to Adopted Homes, units previously only provided cleaning services. Now, units also initiate efforts to check the fire evacuation plans and fire safety facilities of the Adopted Homes. This allows them to benefit from the professional assistance provided. In addition, by expanding SCDF's outreach to more charities, more recruits are engaged in SCDF's corporate citizenry programme. This benefits the recruits as it adds a fresh dimension to their training.

To inculcate corporate social responsibility in our people, lessons on CSR have been introduced in the Public Affairs Officers Course conducted at CDA, as well as participation in Water and Electricity Conservation. This allows promotion of CSR to be done in a structured and consistent manner and also greater involvement of our people towards Environmental Sustainability Programmes. In addition, all SCDF premises have achieved the Water Efficient Building Award and are certified "Friends of Water" by the Public Utilities Board (PUB).

To improve direct involvement in our contribution to the environment, participation in Environmental Sustainability Programmes was introduced. As such, all SCDF units are stakeholders for the cleanliness and upkeep of various waterways within their territorial boundaries.

CUSTOMERS



2. CUSTOMERS

Integrated Customer Management Framework

We adopt the customer management framework (see Figure 2.1) to guide us in understanding and anticipating the needs of our customers so that we may create value and superior experiences for them. The Director of Service Excellence Department (SED), who is the SCDF’s Service Champion, ensures that our policies, systems, directives and guidelines on providing quality customer service are relevant and widely promulgated to our staff.

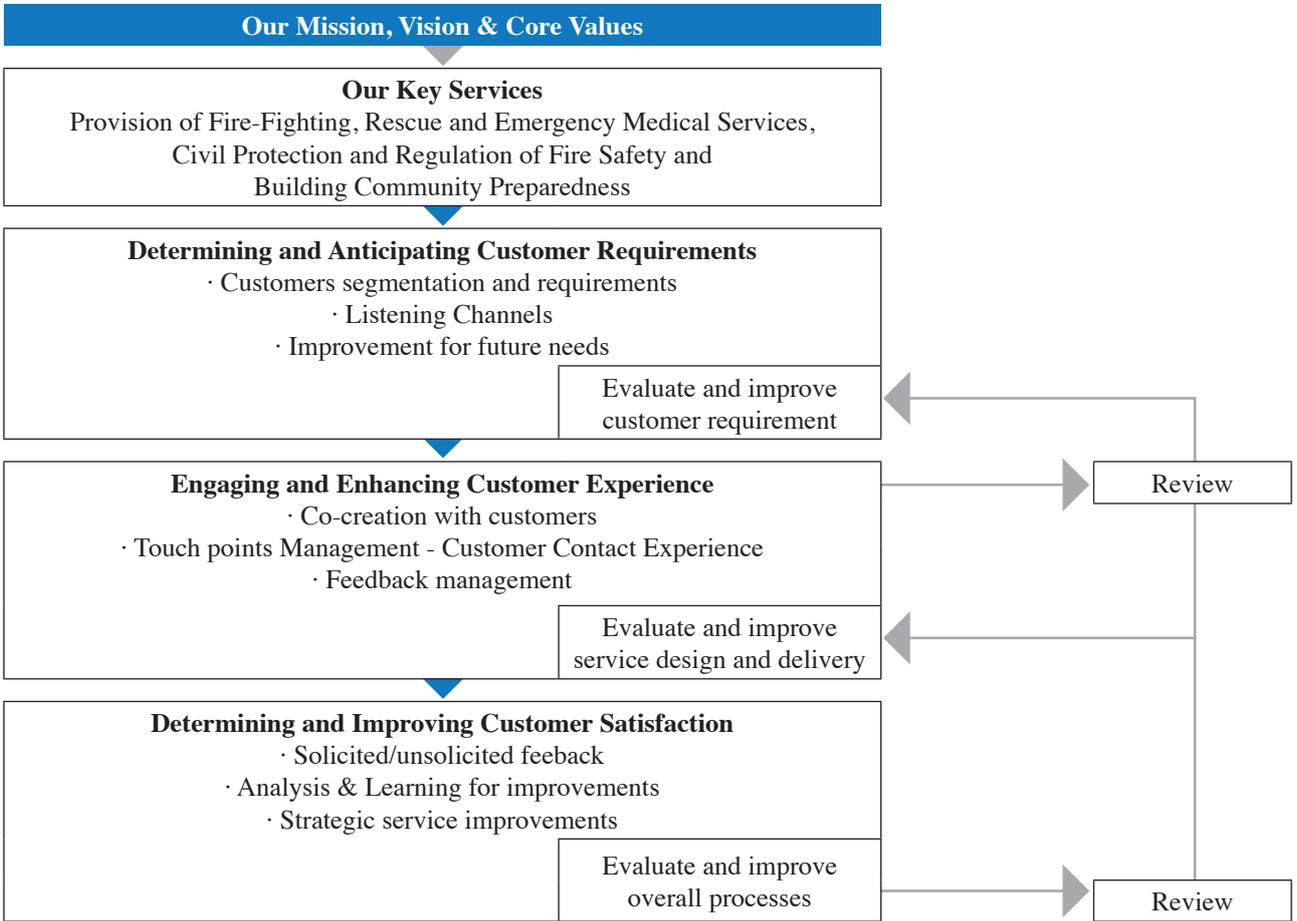


Figure 2.1 – Integrated Customer Management Framework

2.1 Customer Requirements

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

Our customers are segmented according to the key services they require of us (*see Table 2.1.1*). These key services are Provision of Fire-Fighting, Rescue and Emergency Medical Services, Civil Protection and Regulation of Fire Safety and Building Community Preparedness.

CUSTOMER SEGMENT	CUSTOMER REQUIREMENT
Fire-fighting, Rescue, HazMat Mitigation and Emergency Medical Services	
<ul style="list-style-type: none"> · General public · Patients and victims · Next-of-Kin 	<ul style="list-style-type: none"> · Fast response to emergency 995 calls · Fast response to incidents · Professional and compassionate services · Protect life and prevent fire spread · Effective and speedy rescue · Minimal damage to property · Speedy, safe and comfortable conveyance to hospital · Save life / preserve life · Effective pre-hospital care · Fast and easy access to Fire Investigation Report · On-site retrieval and payment for Fire Incident Report and Ambulance Report
Civil Protection and Regulation of Fire Safety	
<ul style="list-style-type: none"> · General public · Permit/waiver Applicants · Building owners · Building Professionals · Fire Safety Offenders 	<ul style="list-style-type: none"> · Prompt counter service · Easy payment through GIRO, credit cards and cheques. · Consultation or queries on Fire Code/ Fire safety related matters · Competent and professional advice · Flexible and autonomous building plans · Prompt processing of plans, enquiry and requests · Prompt processing of certificates, permits and licences application · Clear guidance on fire safety policies / regulations · Performance Based Code · Integrity of shelter that protects against bomb blasts · Provision of Public Warning System (PWS) Coverage · Consistent and fair enforcement regulations
Building Community Preparedness	
<ul style="list-style-type: none"> · Residents · Students · Workers 	<ul style="list-style-type: none"> · Easy accessibility of information and knowledge · Convenient availability of skill learning opportunity · Relevant and contemporary knowledge and skills in basic fire-fighting, CPR, first aid, fire safety and emergency preparedness · Partnership and collaboration in emergency preparedness and response

Table 2.1.1 – Customer Segments and Requirements

Comprehensive Listening Channels

We continue to widen the range of listening channels available for our stakeholders and customers to provide feedback (*see Table 2.1.2*). Social media and mobile applications are also being harnessed to enhance the reach that our customers have with us. SCDF was invited to conduct the session on “Social Media: Reaching Out to Save Lives” to high potential senior officers of the Information Officers Senior Programme (IOSP) in Nov 2015. The session was found to have been inspiring and refreshing.

CUSTOMERS continued

KEY SERVICE	CUSTOMER SEGMENT	LISTENING CHANNEL		CUSTOMER FUTURE NEEDS
		COMMON	SPECIFIC	
Fire-fighting, Rescue, HazMat Mitigation and Emergency Medical Services	<ul style="list-style-type: none"> General Public Patients Victims Next-of-Kin 	<p>Hotlines</p> <ul style="list-style-type: none"> QSM Hotline General Enquiries Hotline <p>Mobile App</p> <ul style="list-style-type: none"> NSmen mServices Fire Extinguisher CPR, Automated External Defibrillator (AED) and Choking SCDF Annual Report, Emergency Handbook and Rescue 995 	<p>24-hr Emergency Hotline (995)</p> <p>Emergency Ambulance Service Feedback Form</p> <p>Fire Operations Feedback Form</p> <p>Ops focus groups with other govt agencies, industries, hotels, mega-malls and multi-agency taskforces</p> <p>Pre-hospital Emergency Care taskforce with MOH</p> <p>Focus groups and meetings with the Medical Advisory Committee (MAC)</p>	<p>Enhanced capabilities to manage evolving security threats</p> <p>Effective means of fire extinguishment with minimal water usage</p> <p>Tiered ambulance response system with priority dispatch for life-threatening medical emergencies</p>
Civil Protection and Regulation of Fire Safety	<ul style="list-style-type: none"> General public Permit/ waiver Applicants Building Owners Building Professionals Fire Safety Offenders 	<p>Written correspondence via mail, fax and email</p> <p>Walk-in or face-to-face</p> <p>Mass media platforms (TV, print, broadcast)</p> <p>Social media tools</p> <p>Feedback form</p> <p>Public consultation</p> <ul style="list-style-type: none"> Online consultation 	<p>24-hr Fire Hazard Feedback Hotline</p> <p>Mobile App – Fire Safety Feedback</p> <p>Counter Service Feedback Form</p> <p>Focus Groups and regular meetings with various professional bodies</p> <p>On-going Fire Code Review meetings with Qualified Person (QP)</p>	<p>Improved efficiency in responding to customer's needs</p> <p>Increased competency in responding to public queries</p> <p>Professionalism in dealing with the public when conducting checks at their premises</p> <p>Continuing education to facilitate compliance to fire safety requirements</p> <p>Streamlined processes to increase productivity</p>
Building Community Preparedness	<ul style="list-style-type: none"> Residents Students Workers 	<p>Public perception survey</p> <ul style="list-style-type: none"> Measures civil defence, emergency preparedness Conducted once every three years 	<p>SCDF Emergency Information Hotline</p> <p>Community Involvement Programmes Feedback Form</p> <p>Meetings with stakeholders such as community, grassroots leaders and schools on Civil Defence (CD) Ready programmes</p>	<p>Information available through wide array of platforms</p> <p>Public Education (PE) programme to cater to foreign workforce</p> <p>Fun & interactive learning experience</p>

Table 2.1.2 – Listening Channels and Customer Future Needs



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

The Corporate Planning Process is the platform where our customer's current requirements and projected future needs are integrated into strategic plans. Vision 2025, which we unveiled in 2014, will provide us with the impetus to engage our customers more deeply because of the strategy of integrating community first response with that of the SCDF to create a more holistic and responsive emergency response model. The direction that we are taking will strengthen our response to the prevailing customer need for swifter responses to emergencies and better outcomes for those in distress.

The Corporate Quality Service Manager (QSM) drives the review and evaluation of customer requirements and expectations. The outcomes are tabled at various forums and presented to Senior Management (SM) for deliberation and approval.

2.2 Customer Experience

Align with our core values, our Service Intent demonstrates our commitment to meet our customer's needs and deliver a personalised experience as written below:

OUR SERVICE INTENT

"We are committed to leave a professional impression on every customer. Customer's needs are attended to by competent and caring staff, guided by our Quality Service Indicator targets."

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

Proactive Engagement and Co-creation with Customers

We reach out to our customers via various platforms to facilitate consultative discussion and to engage them in co-creating products, services or experiences.

Members of the general public are involved in public consultations involving collaborations related to the provision of fire-fighting, rescue and emergency medical services.

Dialogues and consultations are conducted with relevant stakeholders to gather feedback and suggestions before implementation of frameworks.

In building community preparedness, co-creation with the community is done through partnerships and collaborations with various educational institutes, agencies and strategic partners.

CUSTOMERS continued

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

Centralised Framework for Customer Relationship Management

The Centralised Customer Relationship Management Framework (*see Fig 2.2.1*) is captured in the Management of Feedback Directive. Key features include the automated consolidation of feedback through multiple access points, routing, tracking, categorisation and sorting to facilitate data analysis for strategic service reviews. This ensures that all complaints are attended to according to the standard set out in our Quality Service Indicators (QSIs).

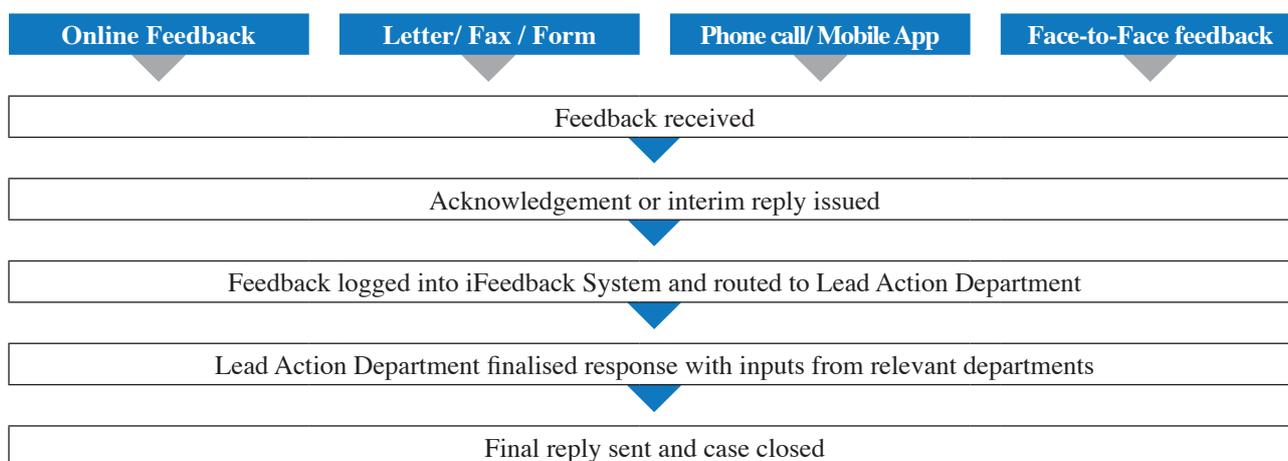


Figure 2.2.1 – Customer Relationship Management Framework

Whole-of-Government Approach in Feedback Resolution

Our processes are aligned with the Public Service Division's (PSD) commitment to improve public service delivery through better coordination among public agencies at a Whole of Government (WoG) level. The 'No Wrong Door' (NWD) policy was first introduced by the PSD in 2004 to deal with misdirected feedback or cross-agency issues more effectively. The First Responder Protocol (FRP) was later introduced to augment the NWD by enabling agencies to provide quick initial responses to complex issues which require coordination among several agencies.

Professional and Caring Feedback Management

Director SED has the responsibility to ensure that complaints are resolved in a timely manner and that concerns voiced by our customers are comprehensively addressed.

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

Multi-tiered Touch Points

The multi-tiered touch points that we have in place for access to seek assistance and information is as below (*see Table 2.2.2*).



PRE- CONTACT TOUCH POINTS

- Media reports on SCDF operations
- Mention of SCDF on social media platforms
- Publications – Annual Report, Public Education materials
- Fire safety radio advertisements during festive seasons
- SCDF Internet Webpage
- SCDF Mobile Apps

CONTACT TOUCH POINTS**Usage of Emergency Services**

- First line of contact for customers using our emergency services, the '995' hotline is manned 24/7 by competent staff from SCDF Operations Centre
- Depending on the nature of the call, Operators will dispatch relevant emergency vehicles to the incident

For information on SCDF

- Hotlines to provide public with information are the Emergency Information & General Enquiries hotlines
- Customers may also write-in to us via email, fax or mail. Our contact addresses are widely available in various sources such as the Government Directory, SCDF Internet and public education materials
- Social media platforms are also available for the internet savvy customer to contact the SCDF

E-Services

- 39 e-services that target all segments of the population is available round the clock on the SCDF website

Visits to SCDF Facilities

- Fire Station visits – every Saturday morning for general public and organised groups
- Heritage Gallery – opens Tuesday to Sunday
- Community Emergency Preparedness Programmes – classes held at the four Division HQs, participants can arrange to attend at a time convenient to their schedule or have it arranged to be conducted at their premises

Customer Service Counter

- Located at HQ SCDF, this counter provides services for customers relating to fire safety matters as well as to make payments for SCDF services
- Dedicated meeting rooms are also available for detailed consultations with our fire safety consultants

POST CONTACT TOUCH POINTS**Feedback Channels**

- QSM Hotline – Customers who wish to provide feedback on our services can do so at our QSM hotline
- Written feedback can be submitted at our website or via social media apps
- Various feedback forms are available for all customer groups

Table 2.2.2 – Touch Point Management

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

We constantly review and upgrade our access channels and contact points to remain relevant and responsive to our customers' need to reach us. There are service standards established for these contact points known as Quality Service Indicators (QSI) which are publicly declared. These QSIs demonstrate our service commitment to provide professional and caring services for our customers. The list of channels and contact points to ensure ease of accessibility is as below (see Table 2.2.3).



CUSTOMERS continued

ACCESS CHANNELS	CONTACT POINTS	SERVICES/ INFO PROVIDED
Telephone	· 24-hr Emergency Hotline '995'	· Fire-fighting, rescue & emergency ambulance service
	· 24-hr Fire Hazard Reporting Hotline (1800 2800000)	· Reporting of fire hazards
	· General Enquiries (1800 2865555)	· General civil defence information
	· Fire Safety and Shelter Department (FSSD) Duty Officer Hotlines	· Fire Code clarification · Plan submission/ Audit · CD Shelter · Plan Search
	· QSM Hotline (1800 3826792)	· Feedback/ Compliments/ Complaints
Written Correspondence (letters/ faxes/ emails)	· SCDF HQ · 2 Training Institutions · QSM/ Public Affairs Department (PAD) · 4 Divisions · 1 Marine Command · 21 Fire Stations · SCDF feedback forms	· General civil defence information · Feedback/ compliment/ complaint · Reporting of fire hazards & other fire safety related matters · Enquiry on job opportunities · Enquiry on courses
Electronic Services	· SCDF Internet · Fire Safety On-line Operating System (FISOPS) · On-Line forms · Social media tools	· SCDF on-line feedback · 39 SCDF e-services · Reporting on fire hazards · Updates on SCDF happenings
Service Counters	· SCDF HQ	· Walk-in consultation · Plan submissions · Payments
Visits to SCDF Facilities	· 4 Divisions · 21 Fire Stations (2 fire stations located on Jurong Island are not open to public)	· Learn Emergency Preparedness skills and knowledge · Learn about latest fire fighting and rescue technology · Learn history of SCDF

Table 2.2.3 – SCDF Key Contact Points

The SCDF has also established a range of mechanisms, including Service Excellence Awards (SEAs), a structured training framework and internal communications channels to foster a culture of service excellence in the organisation.

2.3 Customer Satisfaction

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

Customer satisfaction information is derived via our listening mechanisms (*see Table 2.1.2*) to gauge the success of our services. These indicators are detailed as below (*see Table 2.3.1*).



CUSTOMER	SATISFACTION CRITERIA	MEANS OF DETERMINING SATISFACTION	SATISFACTION INDICATOR
Fire-fighting, Rescue, HazMat Mitigation and Emergency Medical Services			
<ul style="list-style-type: none"> · General public · Patients · Victims · Next-of-Kin 	<ul style="list-style-type: none"> · Fast response to call and incident site · Professional and compassionate service · Minimal damage to property · Effective pre-hospital care 	<ul style="list-style-type: none"> · Calls · Online feedback · Feedback forms 	<ul style="list-style-type: none"> · Overall service ratings · Response time to emergency calls
Civil Protection and Regulation of Fire Safety			
<ul style="list-style-type: none"> · General public · Permit/waiver Applicants · Building owners · Building Professionals · Fire Safety Offenders 	<ul style="list-style-type: none"> · Prompt counter service · Competent and professional advice · Prompt processing of enquiry, requests, certificates, permits and licences application · Consistent and fair enforcement regulations 	<ul style="list-style-type: none"> · Calls · Counter service feedback · Online feedback · Feedback forms 	<ul style="list-style-type: none"> · Waiting time ratings · Serving time ratings · Approval time ratings
Building Community Preparedness			
<ul style="list-style-type: none"> · General public · Residents · Students · Workers 	<ul style="list-style-type: none"> · Easy accessibility of information · Availability of learning opportunities · Multi-languages public education displays 	<ul style="list-style-type: none"> · Calls · Online feedback · Feedback forms 	<ul style="list-style-type: none"> · Public Perception Survey (PPS)

Table 2.3.1 – Determining Customer Satisfaction

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

In addition to using the listening channels (see Table 2.1.2), we also leverage a wide-range of learning approaches to analyse and determine future drivers of customer satisfaction (see Table 2.3.2).

KEY SERVICE	LEARNING METHOD	FUTURE DRIVER OF CUSTOMER SATISFACTION	
		COMMON	SPECIFIC
Fire-fighting, Rescue, HazMat Mitigation and Emergency Medical Services	<ul style="list-style-type: none"> · After Action Reviews · Review of Performance Indicators · Quality Service Community 	<ul style="list-style-type: none"> · Improved efficiency in responding to customer's needs · Better trained staff for increased competency in responding to public queries 	<ul style="list-style-type: none"> · Enhanced capabilities to manage evolving security threats · Tiered ambulance response system with priority dispatch for life-threatening medical emergencies
Regulation of Fire Safety and Civil Protection	<ul style="list-style-type: none"> · Management Advance · Risk Assessment & Horizon Scanning · Benchmarking Projects · Study Visit/ Exchanges (both local or overseas) 	<ul style="list-style-type: none"> · Enhancement of electronic services to provide convenient and accessible service anytime and anywhere 	<ul style="list-style-type: none"> · Professionalism in dealing with the public when doing checks at their premises · Continuing education to foster compliance to fire safety regulations
Building Community Preparedness	<ul style="list-style-type: none"> · International counterparts, committees and conferences 	<ul style="list-style-type: none"> · Re-organisation to streamline processes to increase productivity 	<ul style="list-style-type: none"> · PE programmes to cater to foreign workforce · Fun and interactive learning experience

Table 2.3.2 – Learning Methods for Determining Future Drivers of Customer Satisfaction

CUSTOMERS continued

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

Comprehensive Distilling of Learning into Continuous Improvements

How information and findings on customer satisfaction (both solicited and unsolicited through multiple sources) are managed and monitored is as below (see Figure 2.3.3). It also states how new initiatives are incorporated into the strategic plans of the relevant departments. Customer satisfaction information is compiled into a monthly Quality Service Report and this is shared and reviewed at the Quality Service Forum and Senior Management Meeting (SMM) to drive service improvement across the SCDF.

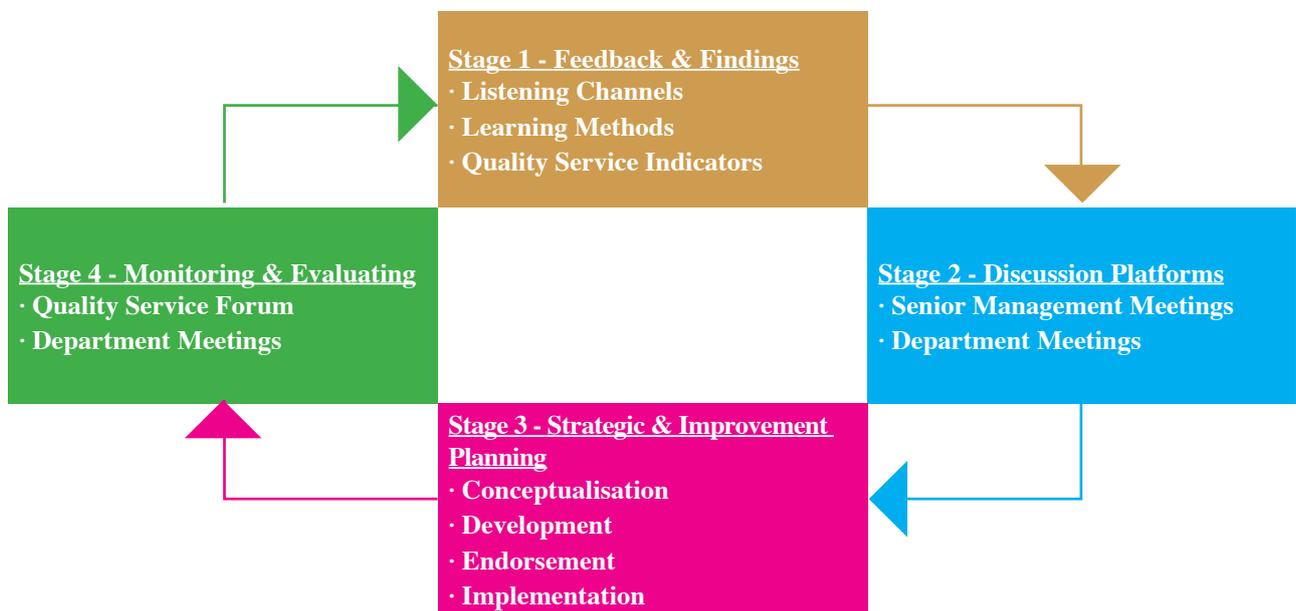


Figure 2.3.3 – Translation of Customer Satisfaction Information into Strategic Plans

Every year, inputs pertaining to customer satisfaction as well as their feedback are translated into strategic and improvement related plans for the Force. Results of the customer satisfaction survey are disseminated to the SM as input for developing our annual workplan. Armed with this information, SM sets appropriate directions to guide the respective Units and Departments to formulate their own workplans. Once endorsed, the plans are then implemented and tracked across the workyear.

The distinct needs of our different customer segments are evaluated and reviewed by the respective Units and Departments that have direct contact with our customers. This approach helps us to be more focused in monitoring and managing their satisfaction levels.



3. STRATEGY

Corporate Planning Process (CPP)

The overview of the SCDF's Corporate Planning Process (CPP) is illustrated as shown below (see Figure 3) while the key activities and participants involved in the five stages of the CPP (see Figure 3.1.1).

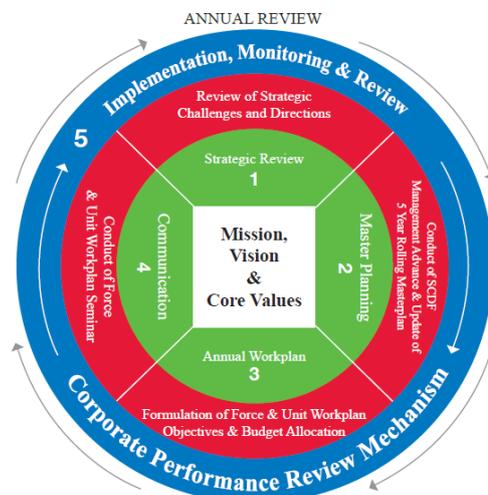


Figure 3 – Our Corporate Planning Process

3.1 Strategy Development

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

Horizon Scanning

In 2014, we established a transformative 2025 vision of building “A Nation of Lifesavers” to prioritise the Force’s efforts towards becoming a future-ready organisation. We also formed a Force Transformation Office to strategise, drive and coordinate the change efforts both within and beyond the SCDF in a comprehensive and holistic manner.

STRATEGY continued

To keep the Force abreast of the latest emerging trends, a bi-weekly publication of “Trendwatch”, a collection of articles of relevant trends and developments is produced and shared across all departments. A yearly Horizon Scanning report is also developed to inform and shape Senior Management (SM)’s decision-making at the Management Advance.

The organisation implements capabilities in anticipation of future threats and risks. The development and implementation of the Emergency Medical Technician (EMT) scheme which cross-trains fire response specialists with medical skills, and the Unmanned Firefighting Machine (UFM) are illustrations of SCDF’s efforts to be future ready to meet the increasing and aging population with its limited resources and the increasing risks of the growing chemical and biomedical industries respectively. Coupled with a strong continuous innovation culture, the organisation develops solutions to meet the changing needs of its operating environment.



Figure 3.1.1 – Summary of key participants and activities of the SCDF Corporate Planning & Enterprise Risk Management Processes

3.1b Describes how the organisation develops strategic goals, and long and short term strategies to address the vision and mission

Strategic Challenges and Directions

To meet existing and future challenges, we have developed four Strategic Directions and eight Force broad strategies (see Figure 3.1.2 and Table 3.1.3) to support SCDF’s Mission, Vision & Values (MVV) and its transformative 2025 vision.



Figure 3.1.2 Our Strategic Development Framework

IDENTIFIED STRATEGIC CHALLENGES	IMPACTS	FORCE STRATEGIES TO ADDRESS CHALLENGES
Technological drivers and increasing risks of catastrophic events	<ul style="list-style-type: none"> · Leveraging on technology and innovation · Increasing risks of attacks on Info-Comms Technology (ICT) systems and virulent spread of misinformation · Greater HazMat safety risks · Increasing terrorism threats · Greater epidemiological challenges · Increasing complex buildings and physical infrastructures · Increasing urbanisation, traffic volume and congestion 	<ul style="list-style-type: none"> · Effective Response to Threats · Risk Management-based Civil Protection · Forging Strategic Partnerships · Leveraging on Emerging Technologies and Innovations



IDENTIFIED STRATEGIC CHALLENGES	IMPACTS	FORCE STRATEGIES TO ADDRESS CHALLENGES
Demographical changes and manpower constraints	<ul style="list-style-type: none"> · Increasing and ageing population · Tightening of labour market · Need to galvanise community first response · A public that is more vocal about public policies and performance of the agencies · Dwindling manpower resources 	<ul style="list-style-type: none"> · Enhanced Community Self-help · Effective Resource Management · Engaged and Competent Workforce · Service Responsiveness and Transparency · Forging Strategic Partnerships · Leveraging on Emerging Technologies and Innovations

Table 3.1.3 Force broad Strategies to meet Challenges

Integrated Enterprise Risk Management (ERM) & Business Continuity Management (BCM) Framework

To enhance our ability to respond to potential disruptions to its emergency services, we instituted a BCM framework based on international standards (see Figure 3.1.4).

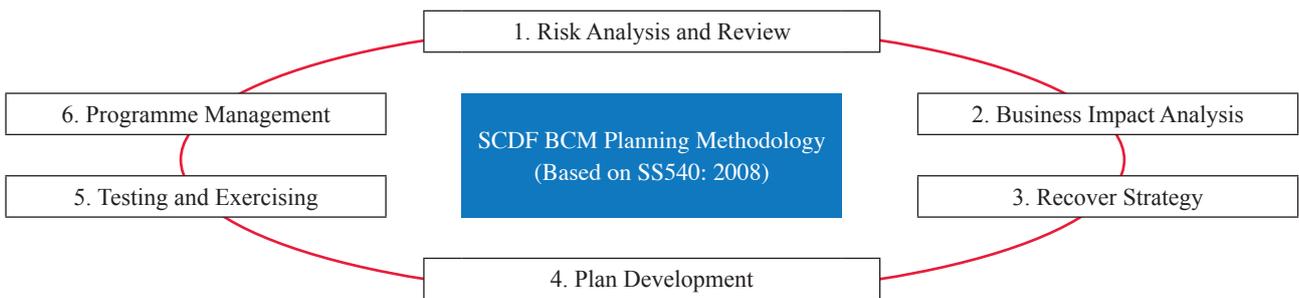


Figure 3.1.4 – BCM Planning Methodology

The BCM planning methodology was integrated with the existing Enterprise Risk Management (ERM) framework as part of our Corporate Planning Cycle. Through incorporating risk management into our corporate planning, this provided us with a comprehensive and intuitive approach to manage potentially disruptive risks under the BCM framework. The integrated Corporate Planning Process is depicted below (see Figure 3.1.5) while the ERM activities that are conducted alongside the Corporate Planning Cycle are described above (see Figure 3.1.1).

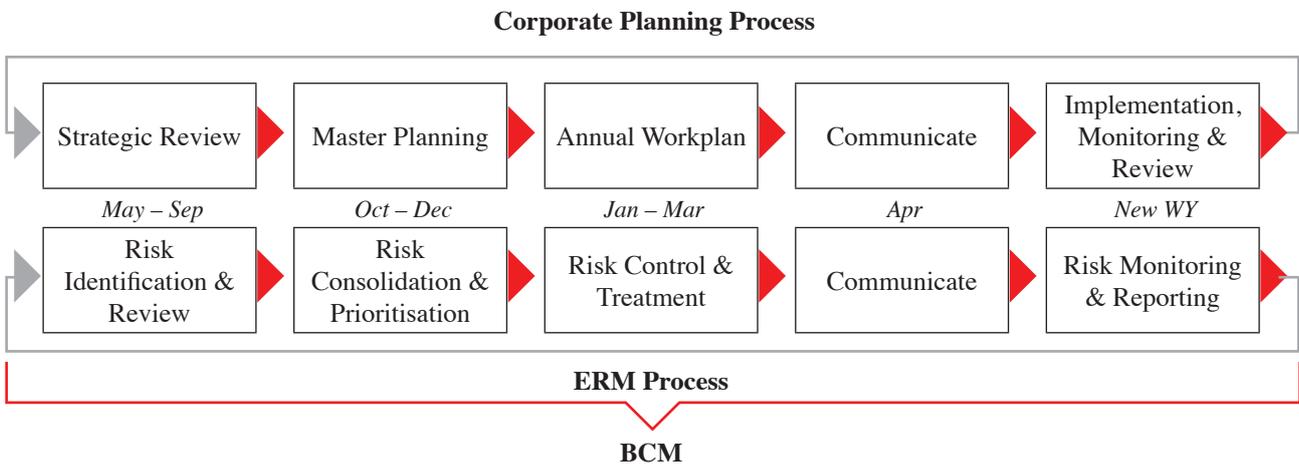


Figure 3.1.5 – ERM and BCM Integrated Corporate Planning Cycle

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

We see the importance of co-creating our strategies development and implementation with our stakeholders, partners and customers. At the strategic level, we have formulated eight broad Force's strategies emphasising the importance of engaging our key stakeholders (*see Table 3.1.6*).

FORCE'S STRATEGIES	DEFINITION	STAKEHOLDERS
Effective Response to Threats	Organisational resilience in the face of new threats will be strengthened through robust contingency planning as well as the development of a business continuity plan encompassing personnel, systems, processes, facilities and equipment.	<ul style="list-style-type: none"> · Related government agencies · Local and overseas institutions/ suppliers/ partners/ associations
Enhanced Community Self-help	The thrust of our publicity efforts, public education, emergency skills training and conduct of community-based exercises will focus on enhancing the ability of the community-at-large to maintain an attitude of readiness, alertness and preparedness; and also to equip them with the skills proficiency to enable them to contribute significantly in times of emergencies.	<ul style="list-style-type: none"> · Community
Risk Management-based Civil Protection	A risk management-based approach will be actively pursued in the review of fire safety precautions and shelter design guidelines, as well as the implementation of the performance-based fire code and the conduct of licensing and enforcement activities. The industry professionals and building owners will benefit with more flexibility and options in meeting regulatory requirements as well as possible costs savings.	<ul style="list-style-type: none"> · Building industry players
Leveraging on Emerging Technologies and Innovations	An energetic surveillance of the technological and professional fronts, both locally and in the international arena, will be made to keep abreast of relevant developments that would be able to enhance the efficiency and effectiveness of our people, processes and programmes. With a vested interest as end-users, we will actively seed and grow new innovations and adaptations to generate breakthroughs in our operations and services.	<ul style="list-style-type: none"> · Local and overseas suppliers and partners
Engaged and Competent Workforce	To continue to attract and retain the best people in SCDF, we must offer a career that meets their aspirations. In addition, we operate in a dynamic environment, plagued by new threats to our mission of saving lives and properties. Developing our staff to meet these threats is critical to our mission. Having an engaged and competent workforce would not only enhance the resilience of SCDF, but also position SCDF as a choice employer to continue to attract the quality manpower we need.	<ul style="list-style-type: none"> · Staff · NSF and NSmen
Effective Resource Management	In line with the sustained economy drive and productivity push, the Force will continue its efforts and emphasis on streamlining and optimising work processes and workflow to create synergy with our operations.	<ul style="list-style-type: none"> · Staff · NSF and NSmen · Suppliers and contractors

STRATEGY continued

FORCE'S STRATEGIES	DEFINITION	STAKEHOLDERS
Service Responsiveness and Transparency	We abide by a customer-centric strategy that promises the prompt delivery of emergency services, the seamless conduct of administrative procedures and a transparent development process for public policies. This is to ensure a holistic and integrated customer-service solution that is convenient, cost effective and satisfying for the public.	· SCDF's Customers
Forging Strategic Partnerships	We will strive towards broadening the reach and depth of our partnerships with local, regional and international agencies, business entities, and academic institutions in order to promote informational cross-sharing and exchange of expertise, and learn/adopt best practices toward talent development, process reengineering, media management, etc.	· Local and overseas partners including public agencies, business entities, and academic institutions

Table 3.1.6 – Force broad Strategies to engage key stakeholders

3.2 Strategy Implementation

3.2a Describes how the organisation develops and implements long and short term action plans

Resource Management Framework

Under the SCDF Resource Management Framework (*see Figure 3.2.1*), the masterplans will be translated into individual sets of initiatives and projects to be executed at the departmental and unit levels.



Figure 3.2.1 – SCDF Resource Management Framework

Performance Review Mechanism

The key characteristics of the Performance Review Mechanism in the SCDF are its flexibility and readiness to meet unexpected events because of the dynamic environment we operate in. The key activities that are carried out are described below (*see Table 3.2.2*).

FREQUENCY	KEY ACTIVITIES
Fortnightly	Reports on innovation, customer and human resource
Monthly	Reports on status of innovation projects and units' readiness
Bi-Monthly	Track and monitor status of innovation projects
Quarterly	Budget Review
	Performance of individual departments and units are reported and reviewed
Annually or when required	Audits to validate operational and administrative readiness of the units

Table 3.2.2 – Summary of key activities of our Corporate Performance Review Mechanism

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

Our Performance Scorecard System

In our Performance Scorecard System, Force strategies are translated into departmental objectives via the Strategic Articulation Maps (SAMs) that guide the allocation of resources. Annually, we conduct an extensive review of both the corporate and departmental Key Performance Indicators (KPIs) and targets are sometimes deliberately stretched to push for higher levels of performance in key functional areas (see Figure 3.2.3).

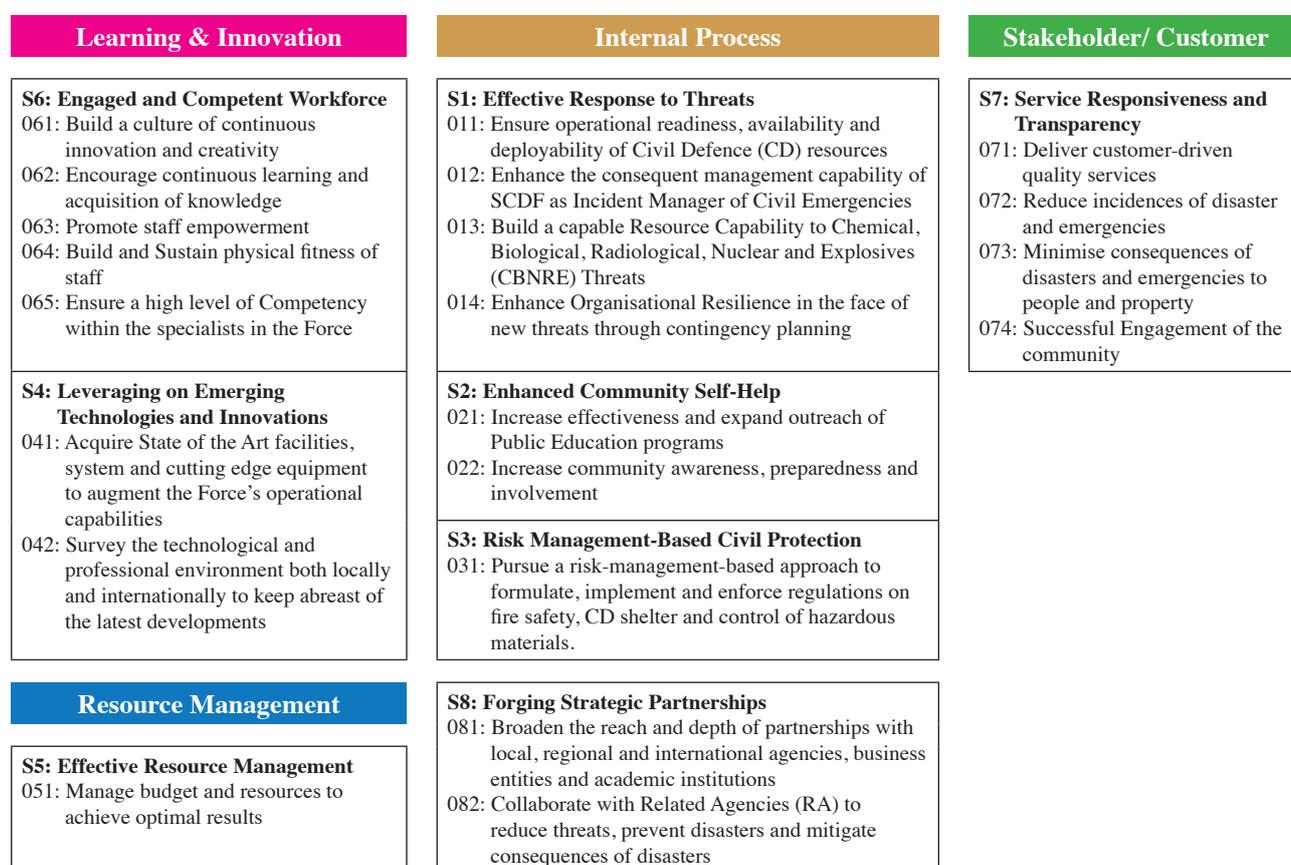


Figure 3.2.3 – Our Corporate Level Strategic Articulation Map

3.2b Describes how the organisation engages key stakeholders in the strategy implementation process

Annual Review

We review the CPP annually to ensure its robustness and effectiveness. Before starting a new corporate planning cycle, we will engage the respective stakeholders, e.g. customers, government agencies, partners from the industry and institutional organisations, as well as the general public to gather their feedback. We use the inputs gathered to help us in evaluating and improving the key processes of the CPP. The respective stakeholders are also engaged for strategy implementation. (See Table 3.2.4 for recent examples)

INPUTS FOR REVIEW	STAKEHOLDERS	FOLLOW UP ACTION PLAN	OUTCOMES/ IMPROVEMENT
“Save a Life” initiative (2015)			
<ul style="list-style-type: none"> · In the case of a cardiac arrest, rapid and effective CPR and AED intervention from bystanders increases the chances of survival by as much as 30%-pts · Ageing population · A significant proportion of cardiac arrest cases take place at home 	<ul style="list-style-type: none"> · Community Volunteers · Members of public · MOH, HDB, Town Councils and People’s Association and Grassroots Organisations 	<ul style="list-style-type: none"> · Train, equip, and organise a network of community responders that will be able to respond quickly and effectively to cardiac arrest cases in the community 	<ul style="list-style-type: none"> · Initiative was conceived · Target to implement at all constituencies by 2018 by growing the pool of community responders, training them in CPR and operation of AEDs, and making AEDs more accessible at HDB blocks · Pilot in mid-2015 in 6 constituencies
Neighbourhood Active Responder Programme (NEAR) (2015)			
<ul style="list-style-type: none"> · Safety and security of the community is our collective responsibility 	<ul style="list-style-type: none"> · Community Volunteers · SPF 	<ul style="list-style-type: none"> · Greater ownership for community for its security and emergency response · Fundamental shift in the roles that volunteers play in the community – from passive to active first responders 	<ul style="list-style-type: none"> · NEAR with SPF was conceived for implementation · Complements the “Save a Life” initiative · Piloted in 2 constituencies from Mar 2015 · NEAR volunteers trained and equipped to respond to residential fire incidents and medical cases including cardiac arrest cases
R-AEDi Project (2015)			
<ul style="list-style-type: none"> · Low Out-of-Hospital Cardiac Arrest (OHCA) survival rate · Rapid first response, good quality CPR and early defibrillation of an AED are proven factors to improve OHCA survival rates 	<ul style="list-style-type: none"> · Singapore Heart Foundation (SHF) · Members of public 	<ul style="list-style-type: none"> · To improve availability of the 3 factors so as to improve OHCA survival rates 	<ul style="list-style-type: none"> · Project was conceived to improve out-of-hospital cardiac arrest survivability rates by developing a comprehensive online AED registry in Singapore · Tapping on the registry, the RAEDi app will be created to notify the registered CPR-AED responders on ‘real time’ cardiac arrest cases and the nearest available AED



INPUTS FOR REVIEW	STAKEHOLDERS	FOLLOW UP ACTION PLAN	OUTCOMES/ IMPROVEMENT
CERT in PIBs and National CERT Standard			
<ul style="list-style-type: none"> · Varying Company Emergency Response Team (CERT) standards across in terms of training and equipping · No mandatory requirements to have Company Emergency Response Teams (CERT) in Public and Industrial Buildings (PIB) 	<ul style="list-style-type: none"> · Building owners and CERTs 	<ul style="list-style-type: none"> · Mandate through legislation · To enhance the level of preparedness of the CERTs in managing emergencies effectively prior to SCDF's arrival 	<ul style="list-style-type: none"> · The Fire Safety Act (FSA) (Amendments) Bill was passed in Parliament in 2013 · National CERT standard established · Mandatory to have CERT in all 2200 Public and Industrial Buildings (PIB) established in accordance with the established national CERT standard by 1 Apr 15

Table 3.2.4 – Examples of stakeholder engagement for strategy implementation.



PEOPLE



4. PEOPLE

4.1 Human Resource Planning

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

Our People Our Strength

SCDF has a strong belief that our people can drive our organisation forward and we are committed to invest in them to develop their fullest potential. As our HR needs are more complex with emergency operational roles, we have in place a dedicated structure for HR planning. Manpower Dept (MPD), Training Dept (TRG) and the National Service Personnel Dept (NSPD) would develop HR strategies, policies and plans (see *Figure 4.1.1*).

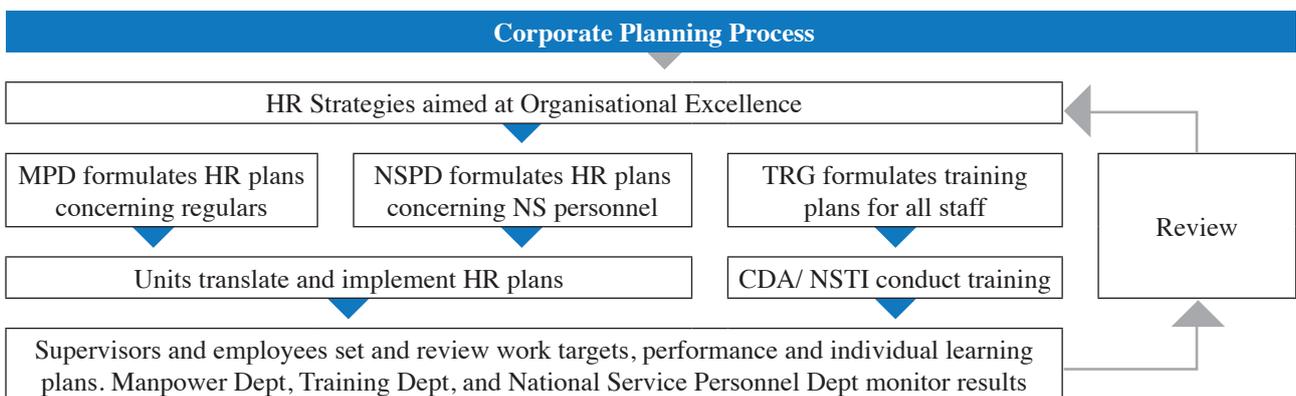


Figure 4.1.1 – Dedicated structure for HR planning and review

Our HR strategies are aligned to two of our Force strategies, “Developing an Engaged and Competent Workforce” and “Effective Resource Management”. We anticipate our HR needs and develop our long-term and short-term HR plans accordingly. HR Key Performance Indicators (KPIs) are monitored and tracked to ensure that the outcomes are aligned to our strategic goals.

Agility to respond to changes in staffing needs

Business Continuity Plans

We prepare HR contingency plans for major civil emergencies, such as Low Intensity Conflicts

(LICs) and pandemics. We have developed Business Continuity Plans (BCPs) in contingency of staff absenteeism, segregation and contact tracing during pandemics. Through regular simulation exercises, we constantly validate and improve on our plans.

Job Redesign

We proactively redesign existing jobs to tailor them to changing operational requirements. The Emergency Medical Technician (EMT) scheme introduced in Work Year 2013/14 which cross-trains the fire response specialists with medical skills, offers greater depth in the development of medical skills and career progression opportunities for our Fire and Rescue Specialists (FRS). With their expertise in firefighting and medical care, they can confidently respond to medical cases in which time is of the greatest essence.

By 2017, some of these EMTs will be deployed back to fire & rescue response and they shall be attending to certain categories of medical emergencies together with Medical and Fire & Response appliances and the response model is designed to better serve the public, in preparation for the increasing growth of demand for EMS. This is an illustration of SCDF's efforts to be future ready to meet the increasing and ageing population with its limited resources.

To ensure that the wealth of experience accumulated by mature and experienced officers is not lost upon retirement, we emphasise on the sharing of experience through mentoring and instructorship. Selected positions are identified and re-designed such that they can be helmed by experienced and senior staff, even if they are no longer active on the frontlines.

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

Robust Recruitment and Selection of Talents

We aim to recruit the right people for the right job. This is done with the help of a robust recruitment selection process to assess the behaviours and reactions of candidates in various job-related scenarios (see Figure 4.1.2). Relevant competencies such as ability to lead, customer focus, teamwork, communication, foresight, risk-taking and tenacity are tested in this process. Structured and behavioural-based interviews further verify a candidate's suitability and capability to support our objectives and culture. Selected candidates are given further insights into the job requirements and work environment when they visit the actual workplaces during the Realistic Job Preview (RJP).



Figure 4.1.2 – Robust Recruitment Selection Process

Our pool of Career Counsellors, made up of Senior Officers and Emergency Response Specialists act as ambassadors of our organisation. They provide guidance at the initial point of recruitment (eg during career fairs), and help in identifying suitable candidates. After which, line managers and immediate supervisors are closely involved in the selection of potential candidates during interviews and RJPs.

Structured talent management and leadership succession

All regular staff undergo the Force Development Programme (FDP) – a structured foundation

PEOPLE continued

programme where young officers undergo mentorship and group project assignments in their first four years. Talent is identified through performance and assessment of leadership qualities. The structured Talent Management Framework (*see Figure 4.1.3*) ensures that a structured leadership pipeline is in place to groom the right people for key leadership appointments. Leadership skills would be personally imparted by the Senior Management to promising young leaders.

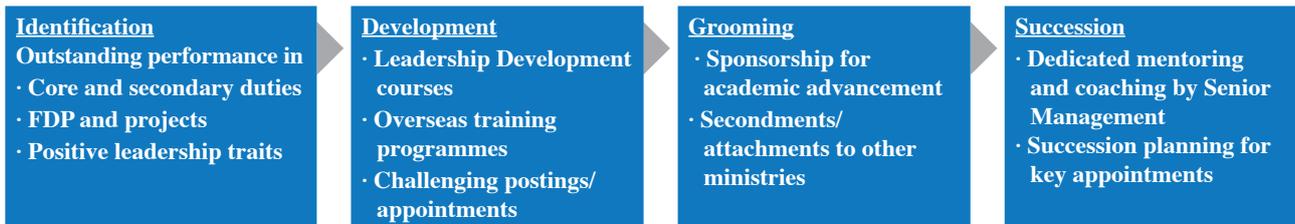


Figure 4.1.3 – Talent Management Framework

We extend our talent management framework to Emergency Rescue Specialists (ERS) by introducing the four-year i-LeaD programme. Through i-Lead, we ensure that junior officers are not forgotten when it comes to cultivating talent. Promising ERS are given more opportunities to showcase their capabilities and develop their careers, through regular projects and assignments.

4.2 Employee Learning and Development

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

Comprehensive Total Learning Plan

Our staff is given significant autonomy in charting their individual learning paths, which motivates them to work towards Organisational Excellence. Learning Needs Analysis will be initiated by individual staff to determine their current competency level. Their direct supervisors will then work with them to identify gaps which can be bridged through training. In addition, a Soft People-Skill Matrix (SPSM) has also been developed to polish the soft skills of our staff, particularly in the aspect of supervisory management and communication.

4.2b Describes how the organisation provides learning and development opportunities to employees to drive organisational productivity, innovation and personal growth

Holistic “Train As We Operate” to drive organisational productivity

To sharpen the skills and strengthen the foundation of our frontliners, we have invested heavily in upgrading the training areas and simulators in Civil Defence Academy (CDA) for more holistic, immersive and realistic training. Our philosophy of “Train As We Operate” prepares officers to respond to real-life incidents. Such multi-dimensional training will maximise the operational potential of our people and equip them with diverse skills to drive high performance and productivity. Operational scenario-based exercises are carried out to test the readiness of the units. These exercises and their evaluation are excellent means to test and validate the competencies of our frontliners. Our attainment of United Nations (UN) International Search and Rescue Advisory Group’s (INSARAG) Heavy Urban Search and Rescue (USAR) Team recertification in 2013 and CDA’s ISO recertification

in 2013 are the best testament to the effectiveness of CDA's training methodology. CDA's expertise in providing quality training has also gained international recognition from international trainees.

Furthermore, with the opening of Home Team Tactical Centre (HTTC) which is equipped with the state-of-art simulators for comprehensive and progressive training, the centre covers a wide spectrum of fire-fighting, search and rescue operations, tactics and techniques, scenario-based command and control. Through this, the officers' skills are validated to ensure a high level of competency. A performance improvement cycle is also in place through action reviews to reinforce learning. This will enable the officers to deliver a higher service level to our community, whom we serve.

Innovation at work

We believe everyone can innovate and devote resources to innovation. We have a supportive environment comprising training, customised systems like Pi-Cube, purpose-built physical space like Innoventureland, and Force-wide innovation-focused activities like Ideathon and Innoventure Club. Each Unit has its own Innovation Officer, who steers ideas and projects to fruition, with the support and ancillary resources provided by our Chief Innovation Officer.

Personal growth through career development and progression

In line with our objective of Life-Long Learning, we provide our staff with numerous learning and development opportunities throughout their career. Fundamental induction courses serve to orientate and familiarize new staff, who are closely coached and mentored by supervisors at this stage. Since 2014, all newly appointed Management Executives and Senior Officers will undergo the Management, Administrative, STaff work & EXecutive (MASTEX) Course to hone their skills in staff work and event organisation. The training is tailored for all staff to upgrade their skills as they take on higher appointments (*see Table 4.2.1*).

AREAS OF DEVELOPMENT	STRUCTURED LEARNING AND DEVELOPMENT OPPORTUNITIES	INFORMAL LEARNING OPPORTUNITIES
Induction	Induction courses for orientation and familiarisation (eg Rota Commander Course for SO, Section Commander Course for ERS) MASTEX course, Force Development Programme (FDP)	
Operational Training	Realistic training with CDA Simulators Advanced Command Training System (ACTS) Scenario-based exercises at Division, SCDF and Home Team levels After Action Reviews (AARs) for exercises and actual operations	Seminars, forums and dialogues
Career Development	Officer Core Development Matrix (OCDM) courses SPSM Courses Staff and Specialist development paths	On-the-job training
Personal Development	Study awards & scholarships General Process Skills courses E-prep courses	Observations Peer sharing
Leadership and Talent Development	Command Track Overseas courses and trips External postings iLeaD	
Pre-retirement	2nd Career Training Opportunities Career Transition Services	

Table 4.2.1 – Learning opportunities over various areas

PEOPLE continued

Apart from the developmental courses shown above, our officers also undergo various milestone courses. These milestone courses ensure that personal and professional growth is readily available for all staff throughout their careers.

4.3 Employee Engagement and Well-Being

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

Enhanced Engagement with CARE

Based on the five strategies of Know, Grow, Involve, Reward and Inspire, we have developed a staff engagement framework as shown below (see Figure 4.3.1). It was enhanced in Oct 2012 to incorporate the principles of CARE (Communicate, Advocate, Recognise and Empathy) which are crucial ‘heartware’ for driving various engagement programmes and initiatives. With senior management championing these principles of CARE and leading by example, this would gradually cascade down the organization, transforming us into a highly engaged workforce.

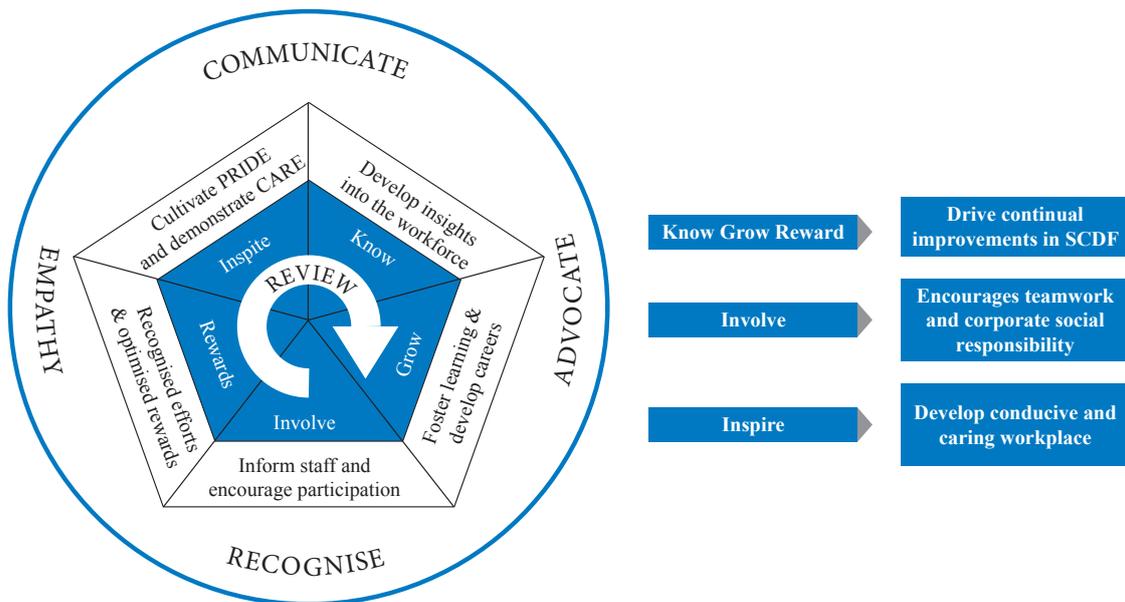


Figure 4.3.1 – CARE Engagement Framework

Staff-Driven Engagement

Our staff engagement mechanisms are implemented and led by the different departments/units. Using various broadcast channels, we communicate our latest initiatives to our staff. Senior Management also firmly champion engagement activities through participation and interaction. These initiatives engage our staff on numerous levels, such as beyond their own departments or Force-wide. The numerous engagement strategies, as well as their effectiveness are summarised as below (see Table 4.3.2).

MECHANISM	REVIEW
KNOW – Develop insights into workforce	
· Getting to know staff and letting them know more about the organisation	
Organisational Health Survey (OHS)	OHS results and improvements implemented
Dialogue and feedback sessions	Quality of feedback
Force Development Programme Seminar	Quality and content of dialogues with young officers during FDP seminar
OHS Dialogues	Quality of feedback and participation
GROW – Foster learning and development	
· Growing staff to their fullest potential	
Study Awards and reimbursements	Enhancement of competencies relevant to SCDF's objectives
Project Study Teams	New initiatives developed to address key issues in SCDF. Evaluated by management at presentations
Horizon scanning groups	Identification of future challenges and management strategies presented during Management Advance
INVOLVE – Inform staff and encourage participation	
· Involving staff in collaborative partnerships	
SPICE programme	Activities reviewed during Social Well-being Sub-comm Meetings
Physical activities	Breadth of participation and results evaluated during Physical Well-being Sub-comm Meetings
Staff Forums, Frontliner Forums, Ops Forum	Thoroughness of implementation of measures shared during forums
Workplan Seminar	Participation rate from internal parties
Participation rate from internal parties	Home Team activities Quality of Inter-Home Team activities mooted at Home Team Sector Committee meetings and evaluated at AARs
REWARD – Recognise efforts and optimise rewards	
· Recognising efforts and rewarding performances	
Formal and informal means of rewards and recognition	Highest rewards accorded to high performers who contribute to the organisation
INSPIRE – Cultivate pride and demonstrate care	
· Inspiring staff to give their best	
Staff benefits	Breadth of benefits and take-up rate
Career Counselling scheme	Volunteer participation by career counsellors and recruitment rate during career exhibitions and events
Paracounselling scheme	Case-load of paracounsellors and completed cases reviewed at Care Management Team Meetings
Holistic staff well-being	Activities organised and participation rate
Community service activities	Participation rates evaluated at meetings
Parades and ceremonies	Organisation and participation rate of key parades and ceremonies evaluated during AARs

Table 4.3.2 Employee Engagement Strategies, Mechanisms, and review of their effectiveness

Staffs are empowered to drive engagement activities (bottom-up) through the Staff Participating In Co-Employment (SPICE) programme. This programme allows staff with common interests to organise sporting or social activities for mass participation. It works on a co-sharing concept where cost and time spent on SPICE activities are shared by both the staff and the organisation. While

conceptualising and organising a recreational event, our staff would gain valuable organisational skills and build strong bonds with colleagues sharing similar interests.

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

Recognising that a conducive and friendly work environment is vital to morale and productivity, we have developed a comprehensive Staff Well-being Process to ensure the well-being and physical health of all staff. The Staff Engagement and Competency Committee (SECC) chaired by Senior Director (SD) Policy & Corporate Services (PCS), oversees the overall process as shown below (*see Figure 4.3.3*).

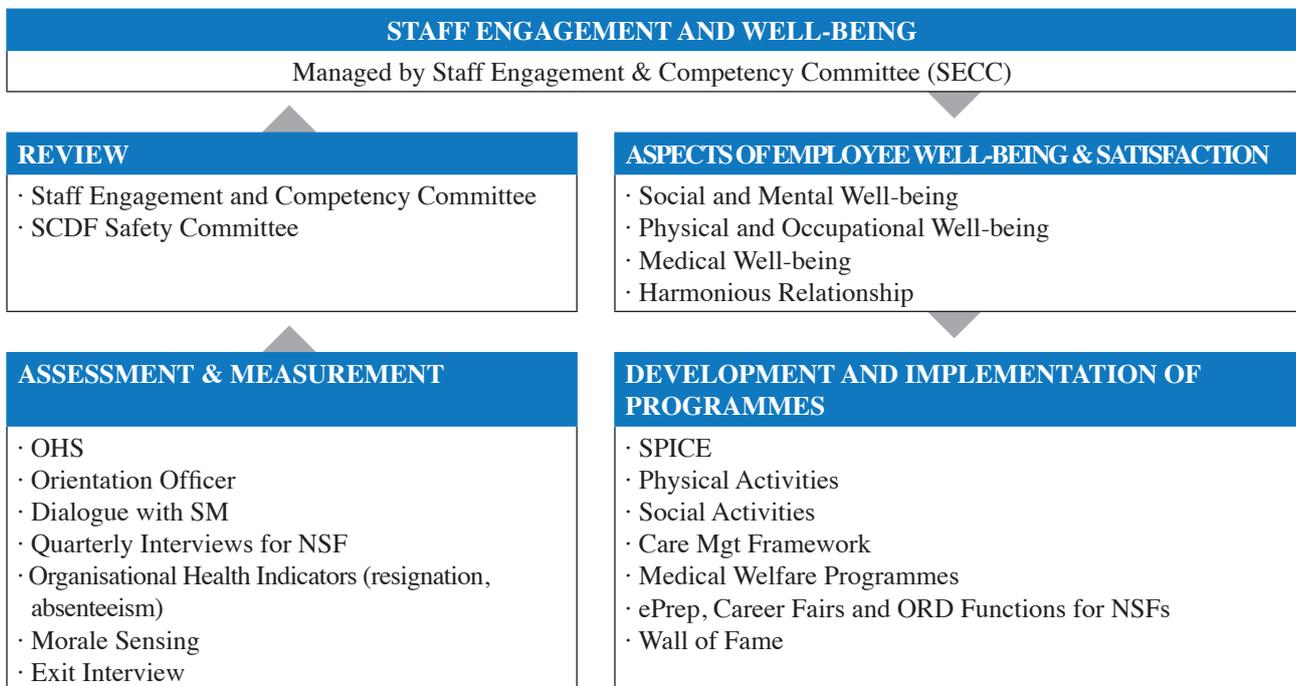


Figure 4.3.3 – Staff Engagement and Well-being Process

Holistic Well-Being Framework

We emphasise on a holistic well-being framework, which covers all aspects of well-being and satisfaction. Spanning over key areas such as personal health, workplace cohesiveness and recreation, the framework aims to nurture a conducive working environment. Staff would then feel cherished, engaged and appreciated at work. The available mechanisms and review indicators of well-being are summarised as below (*see Table 4.3.4*).



HOLISTIC STAFF WELL-BEING AND SATISFACTION

SOCIAL AND MENTAL WELL-BEING	MEDICAL WELL-BEING	PHYSICAL AND OCCUPATIONAL WELL-BEING	HARMONIOUS WORKING RELATIONSHIPS
<p>Organised activities</p> <ul style="list-style-type: none"> · SPICE Programme · Flexi-Work-Life Programme · Annual Family Days · Inviting family members to share in NSF promotions <p>Benefits</p> <ul style="list-style-type: none"> · Emergency Behavioural Sciences and Care Unit (EBSC) · Paracounsellors in every unit 	<p>Organised activities</p> <ul style="list-style-type: none"> · Medical screening and inoculations · Health talks <p>Benefits</p> <ul style="list-style-type: none"> · Medical benefits for staff and dependents · Group Insurance schemes 	<p>Organised activities</p> <ul style="list-style-type: none"> · Training audits · Individual Physical Proficiency Test (IPPT) · Inter-unit competitions · Active Days <p>Benefits</p> <ul style="list-style-type: none"> · Training safety regulations · Personal Protective Equipment 	<p>Organised activities</p> <ul style="list-style-type: none"> · Mentorship scheme · Staff Forums and Dialogues · Dialogue with Commissioner · Joint participation by Senior Management and staff in SPICE activities, Family Days, Active Days <p>Benefits</p> <ul style="list-style-type: none"> · Cordial working relationships among staff · Unity and greater sense of a common purpose

Table 4.3.4 – Staff Well-being Mechanisms

As a crucial part of the Mental Well-being aspect, our Emergency Behavioural Sciences and Care (EBSC) Unit was formed in 2013, comprising trained psychologists, as well as a network of CARE officers and Paracounsellors to provide support to staff in need. Paracounsellors are our officers who have volunteered their services to counsel troubled staff, over and above their normal duties.

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

The Organisational Health Survey is our main channel of capturing staff satisfaction on various aspects. Through forums, dialogues, morale-sensing, personal mentoring sessions, and ground feedback, we have more avenues to assess staff satisfaction and degree of engagement. The online OHS Portal is in place to communicate the latest follow-up actions to all staff.

Focused Assessment of NSF Engagement and Well-being

We have increased the coverage of the NSF population in OHS to reflect the large proportion of NSFs and the importance of their role in the SCDF to include NSFs of all vocations, giving an accurate gauge of NSF engagement. Apart from the OHS, NSF well-being is assessed constantly, through the Orientation Officer at NSTI and interviews with supervisors.

4.4 Employee Performance and Recognition

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

Our core values of PRIDE and CARE are the main motivations behind our drive for performance, productivity and innovation. Apart from consistent staff engagement, we also have a system of rewards and recognition to align our staff to these values. They encourage staff to take pride in their work and hone their skills in a bid for excellence. Other awards aim to cultivate care and concern

PEOPLE continued

among staff, so that they will develop as compassionate and gracious people. Those with a flair for innovation would also be encouraged to exercise their creativity, by the various innovation awards.

By emphasising on the skills, proficiency and well-being of our people, our performance recognition system is geared towards our strategic goal of Organisational Excellence.

4.4b Describes how the organisation reinforces desired behaviours and organisational values

We believe strongly in recognising and celebrating desired traits of our staff through positive reinforcement. When their achievements are formally recognised and rewarded, our staff would be motivated to repeat their accomplishments.

Effective communication plays a key role in conveying to our staff, the forms of desired behaviours, as well as the link between excellence and rewards. Instances of exceptional performance and good service would be communicated to staff Force-wide through numerous channels. Apart from the award ceremonies, appreciation is shown to them through our Bouquets, Newsflash, bi-monthly newsletter and the monthly Wall of Fame.

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

Rewards and Recognition System

A comprehensive system of rewards and recognitions (*see Table 4.4.1*) are in place to encourage desired behaviours and support corporate objectives. These awards are given out to both individuals and teams for outstanding performance, demonstration of innovative behaviours, core values and service excellence.

PERFORMANCE ASPECT	REWARDS AND REOGNITION
Achievement of strategic goals	<ul style="list-style-type: none"> · Overseas Service Medal · Good Service Medal · Long Service and Good Conduct Medals and Clasps · Home Team Achievement Award
High performance	<ul style="list-style-type: none"> · The Commendation Medal · The Efficiency Medal · NSmen of the Year Award · MHA National Day Awards
Innovative and creative behaviour	<ul style="list-style-type: none"> · Outstanding Suggestion Award · Outstanding 3I Project Award
Demonstration of core values	<ul style="list-style-type: none"> · MHA Operational Excellence Award · Pride and Care Award
Service Excellence	<ul style="list-style-type: none"> · SCDF Service Excellence Award · Excellent Service Award (EXSA) (Administered by SPRING) · Public compliments and commendations · MHA Star Service Award

Table 4.4.1 – Rewards and Recognition Framework in SCDF



5. PROCESSES

5.1 Innovation Capabilities

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

Tenet 2 of our vision drives our relentless pursuit that “Everyone has the potential to innovate”. The process is captured in the Innoventure Scheme which represents the Enablers and Process we have established to create the desired environment in SCDF (see Fig 5.1.1 and Table 5.1.2).

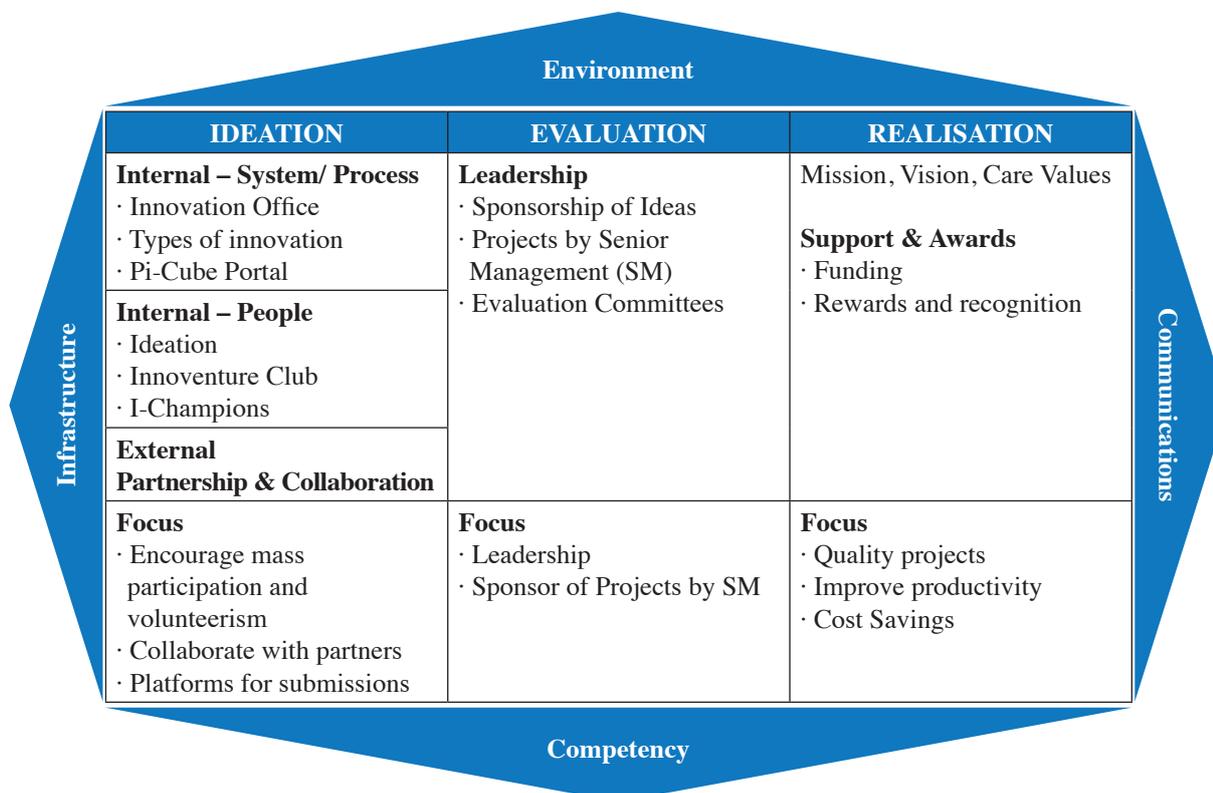


Figure 5.1.1 – SCDF’s Innoventure Scheme

PROCESSES **ES** continued

Innovation Enablers in SCDF				
	Environment	Communications	Competency	Infrastructure
Objective	<ul style="list-style-type: none"> · Develop innovation capacity and capability · Nurture innovation teams and subject experts · Promote value of Innovation · Reward & recognise projects that make a breakthrough 	<ul style="list-style-type: none"> · Cascade innovation strategy · Develop learning alliances · Harvest workable ideas 	<ul style="list-style-type: none"> · Innovation focused training · Promote experiential learning · Monitor performance of innovation teams 	<ul style="list-style-type: none"> · Pioneering innovation programmes · Dedicated space for innovation · SM sponsoring of projects
Mechanism	<ul style="list-style-type: none"> · Mass participation in Innovation (including NSFs) · Innovation Communities of Practice (CoP) – for sharing best practices, cross-pollinate ideas · MHA Innovation Fund (MIF) · Co-Innovation (CI) Partnership · I-Champions · Mega Ideathon and road shows · Structure to drive innovation at various levels, ICE, Unit 3I Sub-committee · Innovation awards for NSF Projects – Best NSF 3I Team Award 	<ul style="list-style-type: none"> · In-house Newsletters · Annual 3I Conventions – for top projects for external exposure · MHA Excel Fest · Innovation Aide Memoire · CDTV · E-Book · Shine event · Overcoming challenges through Innovation · Embrace change to enhance effectiveness 	<ul style="list-style-type: none"> · Innovation induction programme – for new officers · Monthly project report update · Training & courses · Workshops and visits · Innovation Tools · LEAN Management 	<ul style="list-style-type: none"> · Innovation, Enterprise and Creativity Committee (ICECOM) · SCDF Innovation Office (I-Office) · Innoventure Club · 3-stage innovation process · Ideas Management System · SCDF Innoventure

Table 5.1.2 – SCDF's Innovation Enablers

5.1b Describes how the organisation involves key stakeholders (e.g. customers, employees) in generating and implementing innovative ideas and solutions

To engage our key stakeholders, we rely on a three-step Innovation Process – Ideation, Evaluation and Realisation (*see Figure 5.1.1*). Some examples of Innovation Projects and their Value Creation for the last five years are provided as below (*see Table 5.1.3*).

Innovation Project - Value Creation

5th Generation Light Fire Attack Vehicle (LFAV)

- In 2014, we launched the first compact urban fire-fighting vehicle in the world – an improved version of our Light Fire Attack Vehicle (LFAV)/ Red Rhino - with a fully integrated Compressed Air Foam (CAF) pump system.
- Able to extinguish fire four times faster than water while making more efficient use of the latter
- In 2015, we roll-out our latest version. In addition to the integrated CAF system, the 5th Generation LFAV is designed and equipped with both fire-rescue and medical capabilities to provide enhanced support during emergencies.

SCDF's Emergency Short Messaging Service SMS 70995

- This service is specially catered for people who are deaf, hard-of-hearing and speech impairment (DHS).
- Members of the DHS community can use a mobile phone to send an SMS to SCDF during emergencies such as a fire and/ or a medical condition requiring an SCDF emergency ambulance to convey them immediately to hospital.

Innovation Project - Value Creation

Responder Performance Module

- Equipment with features to cool body temperatures and monitor vital signs of responders
- Improves the turnaround time for frontliners
- Help to minimise their risk of heat injuries

Multi-Utility Vehicle (MUV)

- Modules can be configured for vegetation fires and water supply to meet the unique needs of different incidents.

MyResponder Mobile App

- Lists out the locations of Automated External Defibrillators (AEDs) at public places
- Members of the public can also register themselves as a Community First Responder via the app and be a lifesaver when called upon.

Table 5.1.3 – Examples of Innovation Projects and their Value Creation

Review and Improvements

Our Innoventure Scheme is reviewed and driven by the I-Office. The highlights of some of the key improvements are as below (see Table 5.1.4).

AREAS OF REVIEW & IMPROVEMENT	ACTIONS
· 3-Stage Innovation Process	
Ideas Management Workflow	<ul style="list-style-type: none"> · One-stop idea submission portal · Centralise the idea submission process · Allow ad hoc functional team formation instead of fixed Work Improvement Teams (WITs) · Focus on quality of ideas and not the quantity
Sources of Ideas	<ul style="list-style-type: none"> · Encouraged the participation of external stakeholders
Idea Evaluation System	<ul style="list-style-type: none"> · Introduced a simplified evaluation process and to shorten the idea development stage in product lifecycle
Five-Step Design Process	<ul style="list-style-type: none"> · Five-step Design, Development and Delivery process was reviewed for clarity of the role of the stakeholders at every step
· Enablers	
Competency	<ul style="list-style-type: none"> · New staff are inducted into SCDF innovation culture
Cultivation of Innovative Culture	<ul style="list-style-type: none"> · An Innovation Book “Breaking Boundaries” was launched in 2010 · Road shows were done to introduce Pi-Cube to all units · Ideathon · Unit 3I Committee

Table 5.1.4 – Table showing Review of Innoventure Processes

5.2 Process Management

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

The process requirements and performance measures are summarised as below (see Table 5.2.1 and Table 5.2.2).



PROCESSES continued

PERFORMANCE REQUIREMENT	PERFORMANCE MEASURE
Fire-fighting, Rescue, HazMat Mitigation and Emergency Medical Services	
Response to incidents and ensure operational readiness	<ul style="list-style-type: none"> · Emergency response · % of ORNSmen reporting to Mob Centre within timeframe · % of civil resource that meet operation requirements · Fire/Rescue response time · Ambulance response time
Civil Protection and Regulation of Fire Safety	
Ensure a fire safe environment	<ul style="list-style-type: none"> · No. of compliance to Fire Hazard Abatement Notices (FHANs) issued · % of buildings with trained Fire Safety Managers (FSMs) · No. of enforcement checks conducted
Provide shelters during emergency	<ul style="list-style-type: none"> · % of Public Warning System (PWS) sirens tested and found operational · % of population covered by PWS · % of public shelter inspected that are operationally ready · Shelter waiver processing time
Building Community Preparedness	
Work with community to deal with emergency	<ul style="list-style-type: none"> · No. of Community Safety and Security Programs (CSSP) carried out · % of population aware of the need and importance of civil defence and emergency procedures · Emergency Preparedness Day Programme

Table 5.2.1 – Process Requirements and Performance Measures (Key Processes)

PROCESS/PERFORMANCE REQUIREMENT	PERFORMANCE MEASURE
Manpower Provide effective HR services	<ul style="list-style-type: none"> · Turnaround time for applications for staff benefits · Turnaround time for study loans/grant applications · No. of allocated training places utilised · No. of family life programme activities
Training Provide safe, realistic and effective training	<ul style="list-style-type: none"> · % of pass in certification tests · IPPT · Competency Index of front line staff · Training Performance Index · Number of preventable training accidents
Logistics Provide effective service support	<ul style="list-style-type: none"> · Target turnaround time for repair · Target turnaround time for servicing · Responding time of Civil Resources Mobilisation
Technology Provide effective Info-Comms Technology (ICT) services	<ul style="list-style-type: none"> · Availability of key IT systems · Response to ICT requests
Finance Provide effective Financial services	<ul style="list-style-type: none"> · Other Operating Expenditure (OOE) & Expenditure on Manpower (EOM) utilisation · Development fund utilisation innovation index · On-time payment to suppliers · % of internet payment received · Budget Variance · Late Payments · Percentage of transactions performed electronically

PROCESS/PERFORMANCE REQUIREMENT	PERFORMANCE MEASURE
Service Quality Ensure SCDF provide quality service to our customers	<ul style="list-style-type: none"> · Quality Service Indicators · Public satisfaction with Emergency Medical Services (EMS) · Quality certifications of key systems and processes · Internal Audit Checks

Table 5.2.2 – Process Requirements and Performance Measures (Support Processes)

5.2b Describes how the organisation drives process improvement to improve productivity and ensure timely delivery

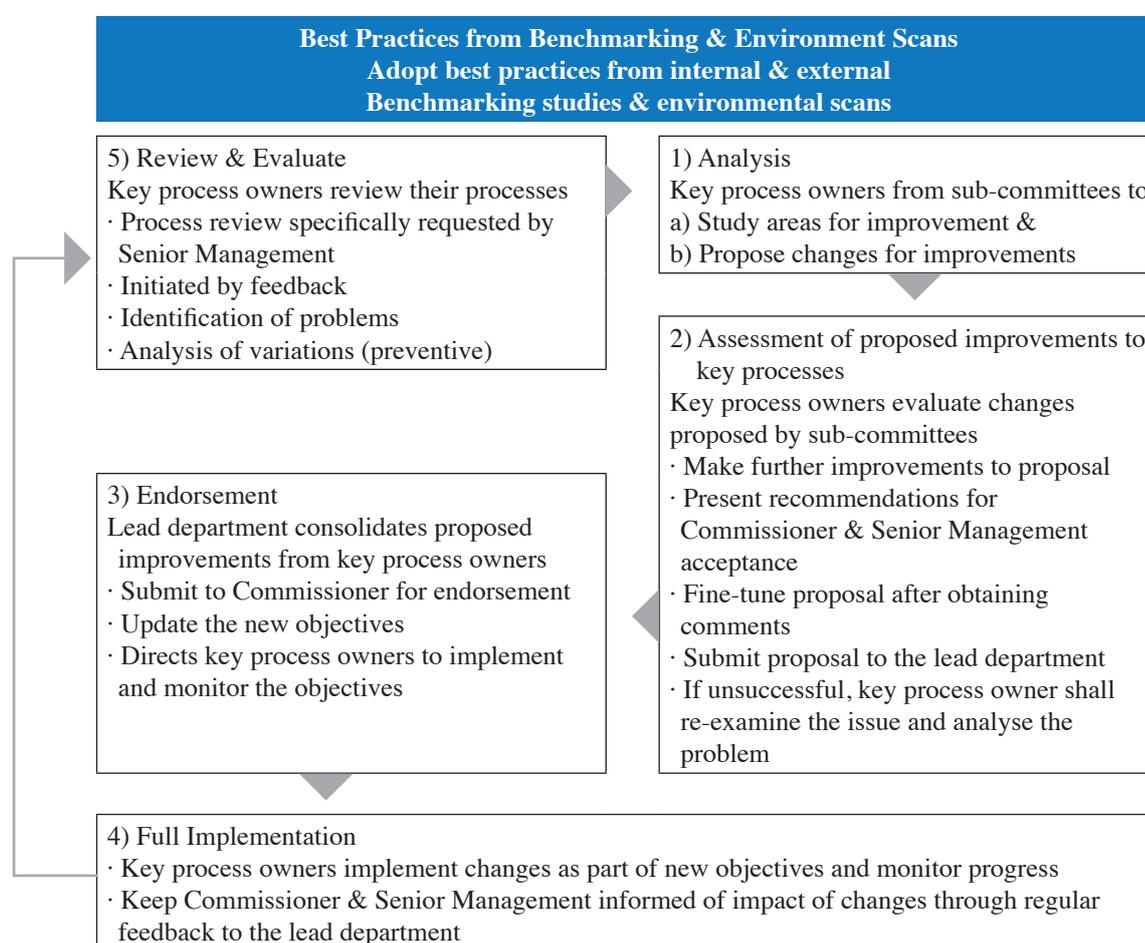


Figure 5.2.3 – Review and Improvement of Key Processes

All the processes mentioned are monitored closely, reviewed and analysed to ensure that they continue to meet the process requirements. We adopt both top-down and bottom-up approaches to review and improve our key processes (see Figure 5.2.3).

Productivity is realised through leveraging state-of-the-art equipment and technologies, research and development, process improvement tools, comparative studies and by developing our people. Examples include the dual-skilled Fire and Rescue Specialists (FRS) – Emergency Medical Technician (EMT) for fire-fighting and Emergency Medical Service (EMS) roles, as well as the outsourcing of non-core services such as IPPT training and testing so that our NSF pool could be better deployed.

PROCESSES **ES** continued

Some of the key productivity initiatives are as below (*see Table 5.2.4*).

Productivity Initiatives/Impact
<p><u>Emergency Medical Technician Scheme</u> Scheme launched in Apr 2013 to give the FRS capabilities to provide initial medical aid to casualties until the arrival of paramedics during emergencies.</p> <ul style="list-style-type: none"> · FRS are dual-trained in fire-fighting cum rescue operation as well as to render medical treatment (e.g. conduct independent patient assessment, provide medical intervention and stabilise condition) · Since Jan 2014, the FRS-EMTs have been part of the SCDF EMS crew
<p><u>Using freezer containers in food factory units</u> · Collaboration with Singapore Food Manufacturers' Association, HDB/ JTC Corporation and AVA to address the issue by giving food factory units tenants some flexibility to convert their parking spaces to cold room/ storage space · This balances fire safety and business through operational flexibility and maximisation of space utilisation · This initiative received the Public Sector Pro-Enterprise Initiative Silver Award at the Pro-Enterprise Panel (PEP) – Singapore Business Federation (SBF) Awards 2015</p>
<p><u>Use of plastics in building construction</u> · A set of fire requirements were issued in October 2014 to facilitate use of plastics in building construction following a review after the PEP received feedback from the Singapore Chemical Industry Council (SCIC) concerning a problem faced with installation of a certain flooring material · The review has benefitted businesses by providing them with greater flexibility in the choice of construction materials without compromising fire safety · This initiative received the Best Suggestion Award (Supporting Agency) at the PEP-SBF Awards 2015</p>
<p><u>Design options on shielding walls to Household Shelter (HS) wall as permissible variations in lieu of setback distance requirement</u> Six design options available for adoption as shielding walls to HS walls based on a risk-management approach and backed up by full-scale explosive test data.</p>
<p><u>Supporting efforts to improve construction productivity via the use of Cross Laminated Timber (CLT)</u> Collaborative efforts with Building and Construction Authority (BCA) - led Building Innovation Panel (BIP) to permit use of CLT to improve construction productivity.</p>
<p><u>Fire Bikers</u> · Concept introduced in 1998 to help fire-fighters cut through traffic and get to incidents faster · Two three-wheeler Fire Bikes and two Fast Response Paramedic (FRP) bikes became operational in SCDF in Sep 2010. They replaced the two-wheeler bikes currently used by the Fire Bikers and FRPs. The three-wheeler Fire Bike is equipped with a Backpack Compressed Air Foam (CAF) system that effectively extinguishes fires using less water, while the FRP bike carries an Automatic External Defibrillator for cardiac cases</p>
<p><u>Unmanned Firefighting Machine (UFM)</u> · The UFM is a versatile fire-fighting unit that is able to operate under extreme conditions as well as complex and hazardous environment · It can be deployed for a variety of fire-fighting operations such as the ventilation of a smoke-logged area using high velocity airflow, and fire-fighting using intense water mist, jet or foam · It is designed to easily draw water directly from the hydrant or even sources like reservoirs and swimming pools · The deployment of the remote controlled UFM enhances fire-fighting operations in a myriad of ways</p>

Table 5.2.4 – Productivity Initiatives

5.2b Describes how the organisation drives process improvement to improve productivity and ensure timely delivery

Business Continuity Management (BCM)

SCDF has implemented Business Continuity Management to ensure that the organisation is able to sustain its delivery of emergency services in the event of any major disruption or crisis. BCM is an ongoing process of impact assessment if crises materialise, and involves a planned response to

resume the critical functions within a predetermined recovery time requirement. An overview of our BCM Framework which ensures the continuous delivery of critical services in a crisis is as below (see Figure 5.2.5).

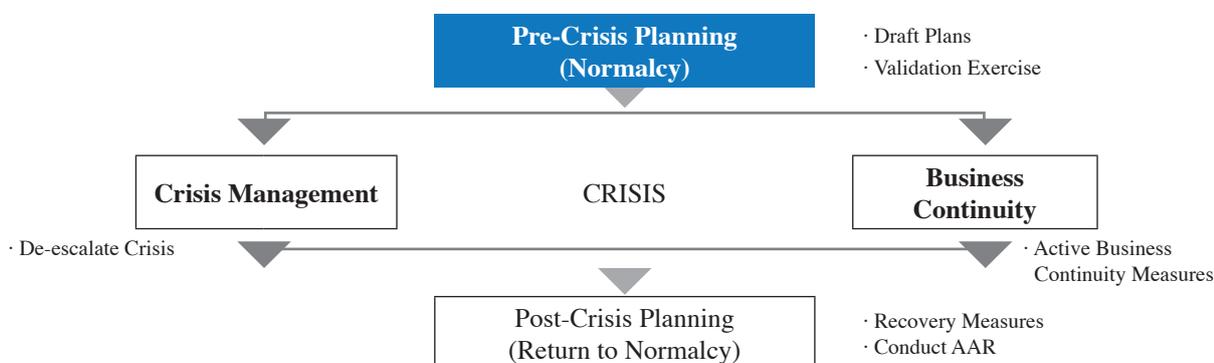


Figure 5.2.5 – BCP Response Framework

SCDF's Business Continuity Plans (BCPs) are developed to meet an array of major disruptions, including natural disasters, man-made incidents and IT failures. The plans specify and allocate the resources in view of the priority of the recovery activities, and thereby build up the capacity of the organisation to respond to any of these adverse events. The business continuity measures for selected adverse events are as below (see Table 5.2.6).

EVENTS	SCDF BCP MEASURES
Natural Events (E.g. Flu Pandemic)	<ul style="list-style-type: none"> · Staff Segregation · Alternative Site Operations · Vaccination of Key Personnel · Personnel Screening · Disinfection Measure · Travel Advisory
Human Events (E.g. Fraud and Terrorism)	<ul style="list-style-type: none"> · Transparent System of Governance · Enterprise Risk Management Framework · Enhanced Security Measures
Technological Events (E.g. Power Outage)	<ul style="list-style-type: none"> · Alternative Site Operations · Backup Systems · Termination of Non-Critical Services/Functions · Uninterrupted Power Supply · Dedicated Communications Network

Table 5.2.6 – SCDF BCP Measures

5.3 Supplier and Partnership Management

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

We manage our suppliers/partners based on the framework as below (see Figure 5.3.1). The basic guiding principle for forging alliances with our local and overseas partners is to leverage mutual strengths and expertise to achieve our operational objectives and common goals.

PROCESSES continued

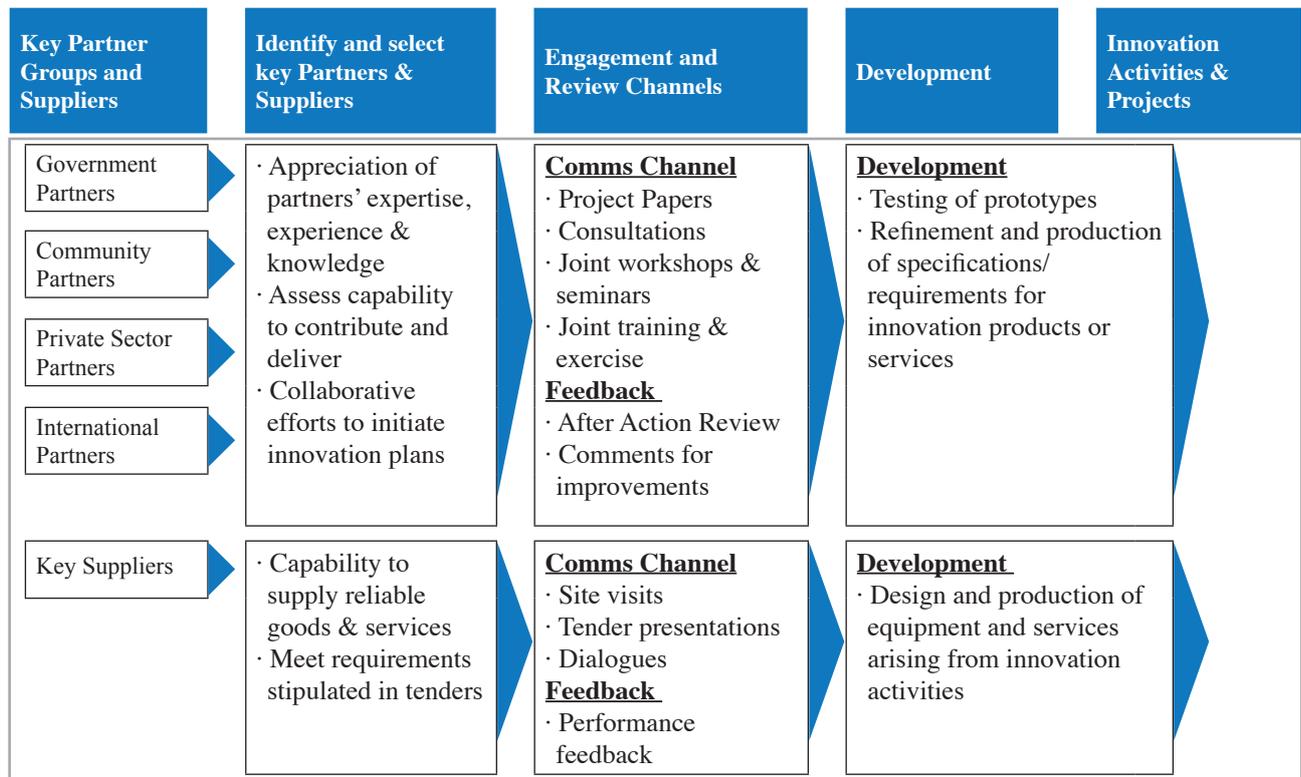


Figure 5.3.1 – Supplier & Partnership Management Framework

Strategic Partnership & Supplier Management Framework – Identification and Selection of Partners & Suppliers

We identify and select our key partners and suppliers based on their strategic fit to our mission and vision (see Table 5.3.2). Through our engagement with our strategic partners, we anticipate that our core functions and expertise would be enhanced. For the partnership to be fruitful as well as to stand the test of different crises, we also expect it to be a long term engagement that involves various activities to cultivate the relationship.

STRATEGIC FIT	PERFORMANCE REQUIREMENT	COMMUNICATION CHANNELS/ FEEDBACK	CAPABILITY DEVELOPMENT	OUTCOME
GOVERNMENT				
<ul style="list-style-type: none"> · Draw on the government agencies key functions and capabilities to achieve SCDF's operational goals 	<ul style="list-style-type: none"> · Ability to deploy resources on site during operations and exercises · Well-defined duties and responsibilities of respective agencies involved · Coordinated activities during incidents · On-time completion of programme 	<ul style="list-style-type: none"> · Joint Exercises, to test the effectiveness of the various agencies in handling different types of emergencies · After Action Review · Exercise Debrief 	<ul style="list-style-type: none"> · Standard Operating Procedures (SOP) for effective operations during incidents · Heightened level of readiness to incidents · Developed integrated manual · Improved competency of personnel during operations 	<ul style="list-style-type: none"> · Strengthened emergencies response capabilities · Shared operational knowledge with SCDF's counterparts · Honed multi-agencies coordination



STRATEGIC FIT	PERFORMANCE REQUIREMENT	COMMUNICATION CHANNELS/ FEEDBACK	CAPABILITY DEVELOPMENT	OUTCOME
COMMUNITY				
<ul style="list-style-type: none"> Expand SCDF's reach to the public Deployment of trained volunteers as our agents to reach out to the ground on safety and security matters 	<ul style="list-style-type: none"> Increase public awareness of Emergency Preparedness (EP) issues Well attended EP events Ability to mobilise the community during emergencies 	<ul style="list-style-type: none"> Community Safety and Security Programme (CSSP) CD Lionhearter Forum Meetings Appreciation receptions NCDCC Affirmation Day 	<ul style="list-style-type: none"> Competence in basic CD / Emergency Preparedness / Fire Safety knowledge & Skills to assist SCDF in handling incidents Trained members in first-aid, AED and CPR, fire safety, emergency procedures and unconventional threats Created awareness in safety and security to enhance preparedness of community in incidents 	<ul style="list-style-type: none"> Raised the level of community emergency preparedness Community responders who are trained and equipped with life-saving skills
PRIVATE SECTOR				
<ul style="list-style-type: none"> Expand SCDF's reach to customers 	<ul style="list-style-type: none"> Sharing of professional knowhow and services Sharing of knowledge in areas of their capabilities Established commercial network 	<ul style="list-style-type: none"> SCDF Fire Safety Standing Committee meeting Fire Safety Consultation Services Fire Safety Lectures Fire Safety and Shelter Seminar Fire Codes Review Committee 	<ul style="list-style-type: none"> Updates to Fire Code Improved Fire Safety guidelines Revisions to Household Shelter Code 	<ul style="list-style-type: none"> Updated Fire Code Improved Fire Safety guidelines Updated Household Shelter Code
INTERNATIONAL				
<ul style="list-style-type: none"> Exchange of experience and learning Tap on partners' knowledge and expertise 	<ul style="list-style-type: none"> Exchange of knowledge Sponsoring of activities, courses and seminars Enhancing SCDF's reputation on the international stage 	<ul style="list-style-type: none"> Memorandum of Understanding (MOU) Meetings Corporate Visits Membership in International Bodies Bilateral Exchanges Conduct joint training courses and seminars Joint Working Group 	<ul style="list-style-type: none"> Collaborations with overseas counterparts Benchmarking of Performance Improve consultancy expertise and training services Contributed to mutual development of core functions at international level Signed MOUs Attachment of officers 	<ul style="list-style-type: none"> Shared expertise Benchmarking of Performance Contributed to mutual development of core functions



PROCESSES **ES** continued

STRATEGIC FIT	PERFORMANCE REQUIREMENT	COMMUNICATION CHANNELS/ FEEDBACK	CAPABILITY DEVELOPMENT	OUTCOME
SUPPLIERS				
<ul style="list-style-type: none"> Operational Efficiency Project Management Support Innovation 	<ul style="list-style-type: none"> On time delivery Quality consistency Response to instruction Incident/ issue management Compliance to rules, regulations and contractual requirements Competency of contractor staff Proactive in providing feedback to SCDF 	<ul style="list-style-type: none"> Tender briefings Dialogues Site Visits SCDF Workplan Seminar Design and prototypes 	<ul style="list-style-type: none"> Extended in-house training courses to suppliers International Organisation for Standards (ISO) certifications 	<ul style="list-style-type: none"> Developed the supplier's technological expertise Optimised costs for SCDF

Table 5.3.2 – Identification and Selection of Key Partners & Suppliers

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

SCDF manages our partners and suppliers through various communication channels to co-create products & services and the meeting of performance requirements. These include regular engagement activities such as committee meetings, working groups, dialogues, workplan seminars, knowledge sharing sessions, site visits, etc. Such communication and feedback channels provide a platform for understanding and assisting the needs of the suppliers & partners and also to ensure timely and actionable feedback is provided.



6. KNOWLEDGE

6.1 Knowledge Management

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

Integrated Information Management System

There is a lot of information that goes into running the SCDF from the strategic to the operational levels, and how the information is used can be broadly categorised into the functional areas of strategic planning, day-to-day management and performance improvement.

Collectively, this information is harnessed and processed within a structure known as the Information Management System (IMS) (see Figure 6.1.1).

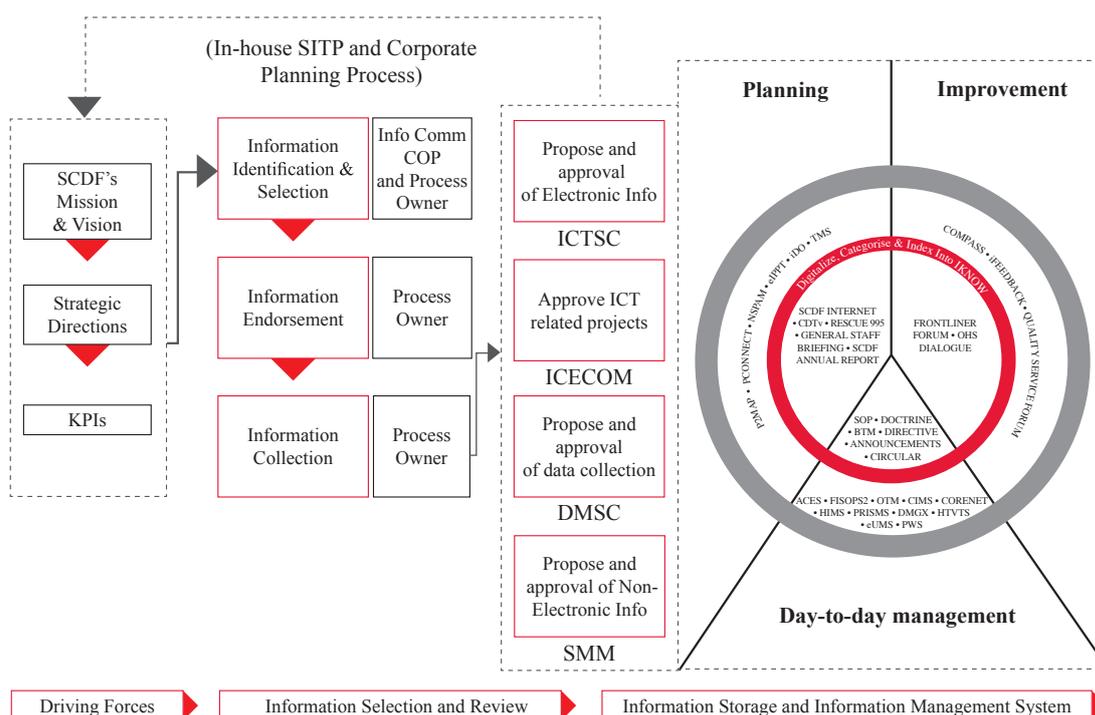


Figure 6.1.1 – SCDF Information Management System (IMS)

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

Our IMS is driven by both the Technology and the Strategic Planning Departments, with the former concerned with the IT platforms and related policies, while the latter oversees the management of the content and critical records (*see Table 6.1.2*).

POLICY		ELECTRONIC MEANS (IT SYSTEM)	NON-ELECTRONIC MEANS (FILING SYSTEM)
Reliability	Business Continuity Measures	<ul style="list-style-type: none"> · Built-in redundancy to cater to disaster · Recovery and rollback mechanisms · No single point of failure for critical system · On-site technical support team · Preventive and corrective maintenance put in place · Conduct of disaster recovery exercise 	<ul style="list-style-type: none"> · Proper storage · Retrievable referencing system
	Security Measures	<ul style="list-style-type: none"> · Strict access control 	<ul style="list-style-type: none"> · Government Instruction Manuals (IMs) and Guidelines
	References	<ul style="list-style-type: none"> · Government IMs and Guidelines 	<ul style="list-style-type: none"> · Government IMs and Guidelines
Accessibility	Internal	<ul style="list-style-type: none"> · User access rights · Remote Access 	<ul style="list-style-type: none"> · SCDF Guidelines
	External	<ul style="list-style-type: none"> · SCDF e-Services · SCDF Website · SCDF Social Media · Gebiz 	

Table 6.1.2 – Reliability & Accessibility of Information

Prompt Dissemination of Information

We have in place systemic structures and information systems to facilitate prompt and efficient dissemination of information (*see Table 6.1.3*).

FOR OUR MINISTRY	FOR OUR PEOPLE	FOR OUR SUPPLIERS/ PARTNERS	FOR OUR CUSTOMERS
<p>Meetings</p> <ul style="list-style-type: none"> · Ministerial · Group Tech · Dept Exco · Executive Group <p>Forum</p> <ul style="list-style-type: none"> · Organisational Excellence Forum <p>Quarterly Reports</p> <ul style="list-style-type: none"> · Organisational Review · Staff Well-being · Service Improvement Unit <p>ICT Sstem</p> <ul style="list-style-type: none"> · Project Monitoring and Prioritisation System (PROMPT) 	<p>Systems</p> <ul style="list-style-type: none"> · SCDF intranet and applications · Email System for all staffs · Daily newsflashes –“Force in the News”, e-Routine Orders (RO) <p>Publications</p> <ul style="list-style-type: none"> · Bi-monthly internal publications · Bi-monthly news bulletin · SCDF Annual Report <p>Briefings</p> <ul style="list-style-type: none"> · General Staff Briefing · Comr Dialogue sessions with the ground 	<p>Regular dialogue sessions/ briefings/seminars</p> <ul style="list-style-type: none"> · Fire Safety and Shelter Department (FSSD) seminars · Quarterly supplier dialogue sessions by Logistics Dept · Invitations to annual Workplan Seminars for Community Emergency and Engagement Committee (C2E) and NSmen · Focus Group Discussions with grassroots leaders · Tea sessions and ad-hoc media briefings · Bi-monthly Home Team newsletters to NSmen · NSmen Forums 	<ul style="list-style-type: none"> · SCDF Internet · Media Releases · Fire-safety exhibitions · Seminars · Emergency Handbook · Public Education Programme · Community Emergency Preparedness Programme · Emergency Preparedness Day · Heritage Gallery

Table 6.1.3 – Modes of Information Dissemination

Improvements in Information and Knowledge Management (KM)

We actively build and reinforce a culture of knowledge sharing within the SCDF with the aim of encouraging the creation, sharing and application of knowledge to drive the organisation towards its goals. To this end, several initiatives have been rolled out.

The Knowledge Management Steering Committee (KMSC), convened in 2012 and chaired by our Deputy Commissioner (DC), is the engine of KM initiatives and activities across the SCDF. It is responsible for the overall KM Framework and has representation across all staff departments and ground units. Our KM initiatives and activities are based on 3 main pillars of Systems, Culture and Processes.

Effective and Wide-ranging Platforms for Sharing and Learning

The established platforms to promote sharing and learning cut across all the main service domains of the SCDF and collectively provide ample opportunities for stakeholders to share, learn and co-create value to improve our operations.

6.2 Analytics for Performance Management

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

Leveraging Business Intelligence and Business Analysis

We analyse key information to derive business intelligence and facilitate informed decision-making. A range of business analysis tools have been employed to crunch data and generate forecasts to this end. The Operational Analysis (OA) Model we developed is an example. The SCDF analysed more than half a million emergency incident data over half a decade and this gave us powerful insights to the root causes of the demand for our services.

Continual investment in operational analytics and research capabilities enables the organisation to achieve greater operational effectiveness. For example, the Resource Simulation Model (RSM) was developed in 2011 and has been used since to leverage on scientific models and operational analytics for sense-making and strategic planning to optimise location of fire stations and fire fighting resources.

The study also took into account future projections of Singapore's demography and urban developments. Armed with this information, we developed strategic plans to ramp up capacity and optimise resources to better meet the demands downstream and thus 'future-proof' our emergency services provision. Other initiatives where information has been rigorously analysed to support organisation planning and review are as below (*see Table 6.2.1*).

S/N	KEY SERVICES	INITIATIVE	DESCRIPTION
1.	Fire-fighting, Rescue, HazMat Mitigation and Emergency Medical Services	SCDF Operational Analysis	The objective of the studies was to discover the insights and root causes of the demand for SCDF emergency services. The information will assist us in resource planning to meet future demands and ensure that we are "Future Ready".
Ambulance Breakdown Studies		Detailed analysis and studies on the breakdown of our emergency ambulances will assist us in implementing measures to minimise the number of breakdowns.	

S/N	KEY SERVICES	INITIATIVE	DESCRIPTION
2.	Civil Protection and Regulation of Fire Safety	Development of Fire Code to improve Fire Safety design in buildings	Fire modelling tools used to validate the design of fire safety plans submitted by Qualified Persons (QPs). We also use various fire modelling tools to understand and analyse fire and smoke spread of fire incidents as part of fire investigation. As part of the review of Fire Code, SCDF uses analytical tools to study the setback distances required and vertical fire spread.
3.	Building Community Preparedness	SCDF Public Perception Study	The study gathers public perceptions on the following attitudes on civil defence and emergency preparedness as well as public opinion and confidence in the capabilities of SCDF to help us shape our public engagement and outreach efforts.
4.	Support	Organisational Health Survey (OHS)	The OHS serves as a diagnosis of the current state of culture in the SCDF and identifies where the potential gaps are so that relevant interventions may be made as part of organisational development.

Table 6.2.1 – List of Initiatives and outcomes

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

As an organisation looking to extend our influence onto the international front, we must look beyond the civil service and maintain an external focus that would allow us to glean best practices from organisations that are deemed to be best in class. Our selection of study partners are either contemporaries of international standing from the civil defence confraternity or are global leaders in their respective niche service areas. In this regard we achieve performance improvements through benchmarking and comparative studies (*see Table 6.2.2*). These efforts help us ascertain our relative strength in terms of performance, processes and services, improve our systems and most importantly, establish new benchmarks that would meet future strategic and operational challenges.

S/N	INITIATIVE	OBJECTIVE(S)	CRITERIA FOR SELECTION OF PARTNERS
1.	Study Visits	To explore potential areas of collaboration or learn about policy/systems and process/service in other related or non-related organisations	Good industry practices in policy/systems and processes/service pertaining to service, innovation, HR &/or Organisational Learning
2.	Benchmarking ¹ / Comparative Studies	<ol style="list-style-type: none"> To ascertain our relative strength/ position in terms of performance, services and processes To set targets for improvement or comparison To explore, review and establish new targets/ benchmarks to meet future strategic and operational challenges, and for comparisons To improve key systems and processes and services by seeking Best Practices in services and/or processes. 	<ol style="list-style-type: none"> Demonstrated best in class performance in the processes or attained the various recognised standards such as business excellence certification/award Enjoyed international repute

Table 6.2.2 – Objectives and Criteria for Comparative and Benchmarking Information

¹ Benchmarking is the process of comparing one's organisational processes and performance metrics to industry bests or best practices from other establishments.

Robust Benchmarking Framework

Our four-stage benchmarking process illustrated (*see Figure 6.2.3*) is designed to help the SCDF identify the operational gap to be studied, improve work processes for greater efficiency/effectiveness, address the gap from the resultant review of Key Performance Indicator (KPI) processes and create value for our customers.

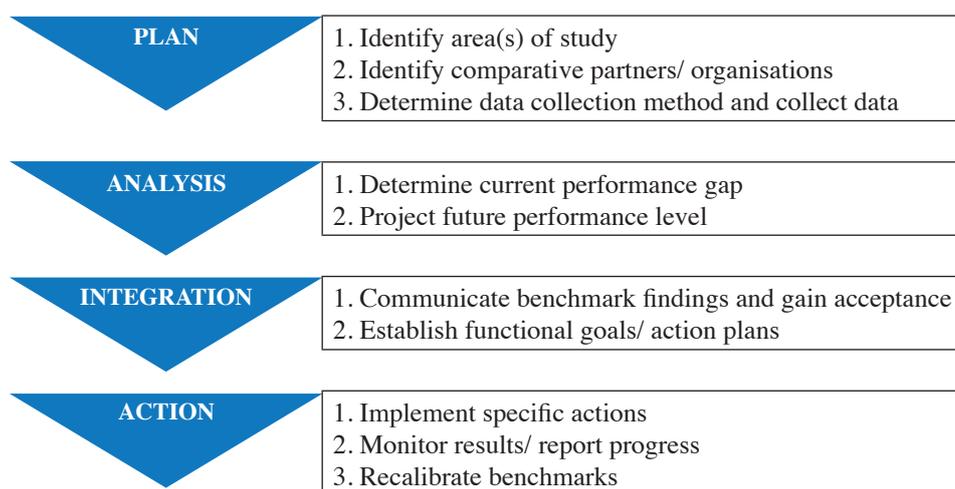


Figure 6.2.3 – Benchmarking Process

Insightful Benchmarking and Study trips

A summary of our key study visits and comparative studies/ benchmarking projects are as below (*see Table 6.2.4*).

Benchmarking Projects

PROJECT TITLE	BENCHMARKING PARTNERS	IMPROVEMENT(S) MADE
995 Call Processing (Operations Department - 2013)	<ul style="list-style-type: none"> · Hong Kong · United States of America (USA) 	<p>The SCDF Ops Centre will establish two new KPIs to ensure that the processes are efficient. These new KPIs would be for the time taken to process a call and the time taken to dispatch resources.</p> <p>The KPIs are set against the benchmarks set by other emergency service providers and associations in other countries.</p>
Enhancement to Consultation Service (Fire Safety & Shelter Department - 2014)	<ul style="list-style-type: none"> · Local Government Agencies 	<p>Fire Safety and Consultation Branch conducted a review of its consultation process mainly on the key performance indicator for the response timing to fire safety enquiry.</p>

Table 6.2.4 – Benchmarking Projects

RESULTS



7. RESULTS

7.1 Customer Results

7.1a Customer Satisfaction and Experience

Fire-Safe and Emergency Ready Singapore

Our stringent fire safety standards and regulations allow us to create a fire-safe environment for Singaporeans to live and work in. In fact, Singapore is consistently ranked as one of the most fire-safe countries globally (see *Figure 7.1.1* and *Figure 7.1.2*).

Fire Fatalities

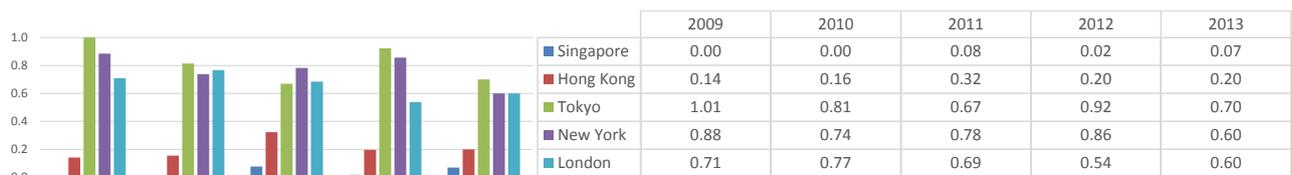


Figure 7.1.1 – Fire Deaths per 100,000 Population (IFCAA Fire Statistics)

We have consistently been ranked as the most fire-safe country in the world with the lowest fire deaths per 100,000 population since 2009 according to the International Fire Chiefs' Association of Asia (IFCAA) fire statistics.

Fire Injuries

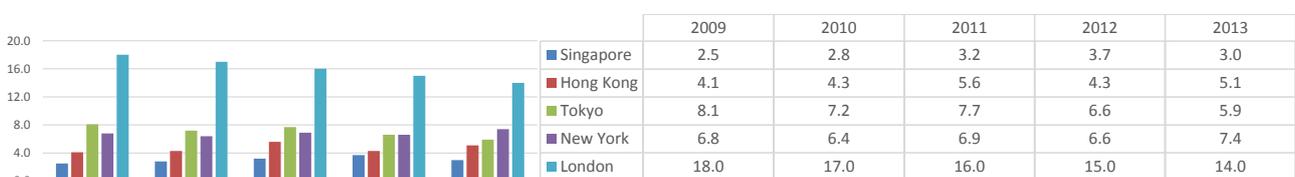


Figure 7.1.2 – Number of Fire Injuries per 100,000 Population (IFCAA Fire Statistics)

The IFCAA Fire Statistics is testimony of Singapore as a leading fire-safe country as we have consistently found to have the lowest fire injuries per 100,000 population across other class-leading jurisdictions over the last five years.

7.1b Product and Service Performance

Public Impression of SCDF

Public Perception Surveys over the years (see Figure 7.1.3 – Figure 7.1.5) show that public impression of us and our emergency services remains exceptionally high, way beyond the ninetieth percentile.

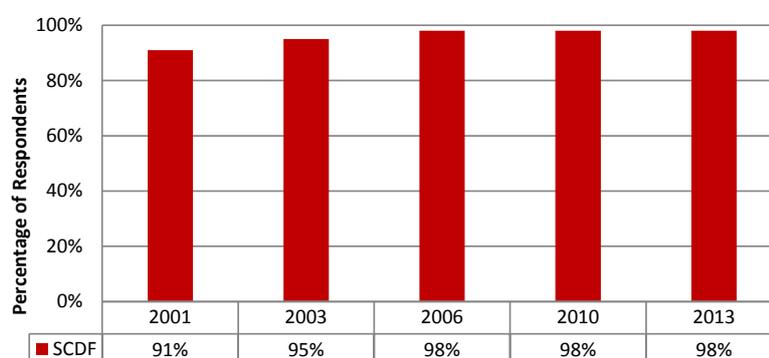


Figure 7.1.3 – Public Awareness of SCDF

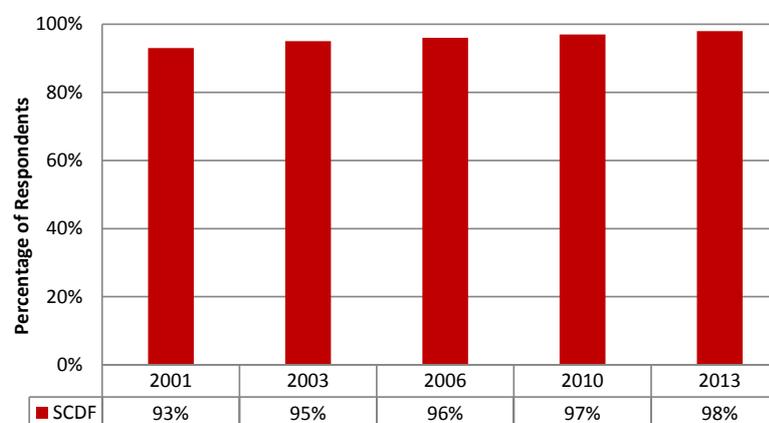


Figure 7.1.4 – Public Confidence in SCDF's ability to cope with emergencies

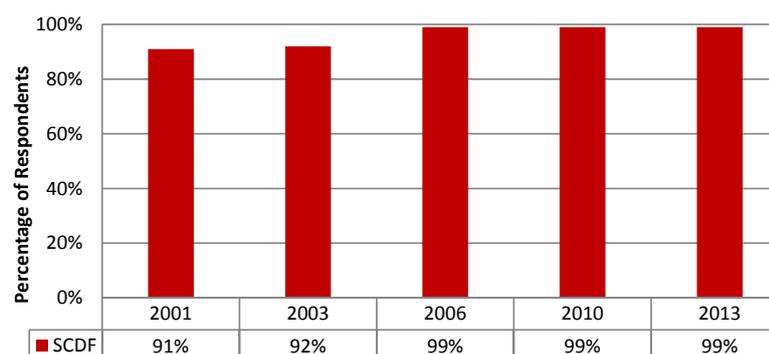
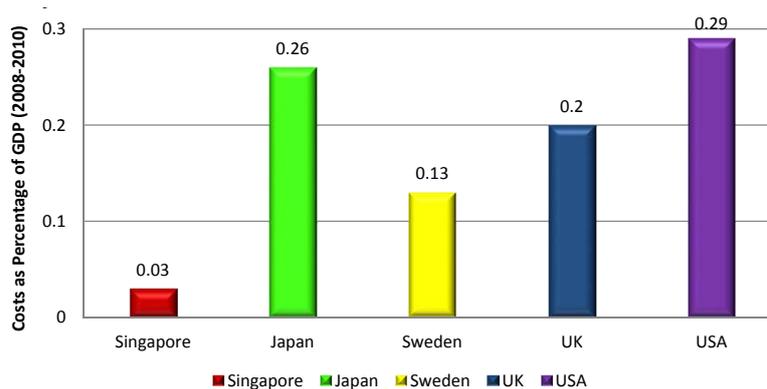


Figure 7.1.5 – SCDF is important because it provides safety and security for the people

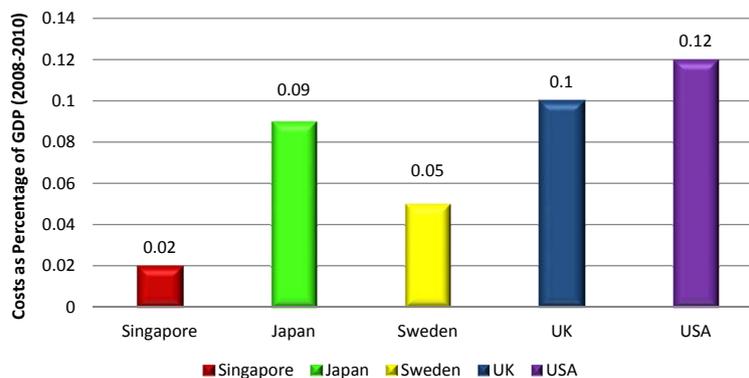


RESULTS continued**7.2 Financial and Market Results****7.2a Financial Performance, including financial results and economic value*****Fire-Fighting Cost Efficiency and Effectiveness***

Singapore is consistently rated one of the most economical fire-fighting organisations in the world. Results published by the World Fire Statistics are as below (see *Figure 7.2.1 – Figure 7.2.3*) (Source: World Fire Statistics Bulletin No. 29, Apr 2014). At its 24-26 Sep 2012 session, the UN Economic Commission for Europe Committee on Housing and Land Management received the World Fire Statistics Centre (WFSC) report on ‘Study of Fire Statistics’, which covered the 2007-2009 period. In 2013, the WFSC was again invited to submit a similar updated report for the years 2008-2010 and the result is as below (see *Figure 7.2.1*).

Costs of Fire Service*Figure 7.2.1 – Costs of Fire Service*

Singapore’s low costs reflect efficient coverage of fire services in the country. We continue to be rated the lowest in terms of costs among other leading fire services globally.

Costs of Fire Insurance Administration*Figure 7.2.2 – Costs of Fire Insurance Administration*

Through stringent fire safety regulations and standards, we are able to keep fire damages to a minimal, and hence, suppress the cost of fire insurance administration in Singapore.

Costs of Direct Fire Losses

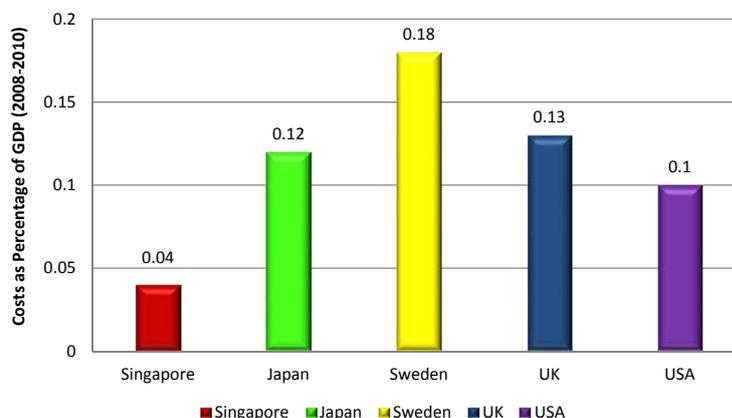


Figure 7.2.3 – Costs of Direct Fire Losses

Singapore continues to be rated the lowest in terms of ‘cost of direct fire losses’, thus reflecting a highly effective fire safety standard and level of fire protection in the country.

7.2b Marketplace Performance, including growth and market share, position and acceptance

We Train, We Share

Growing Training Footprint

The demand from overseas participants for our courses conducted in CDA has increased steadily over the years (*see Figure 7.2.4*). The number of countries trained in CDA now spans across six continents i.e. North America, South America, Europe, Africa, Australia and Asia.

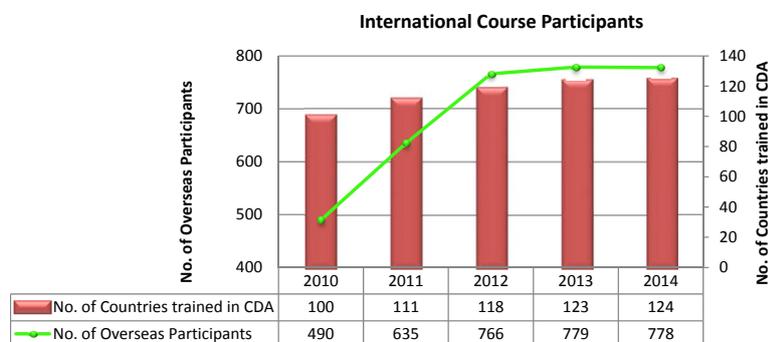


Figure 7.2.4 – International Course Participants

Awards Garnered to Demonstrate our Marketplace Performance

Our people have garnered numerous awards which reflect our active participation, involvement and contribution in areas promoting charity, healthy lifestyle, service excellence and innovation (*see Figure 7.2.5*).

RESULTS continued

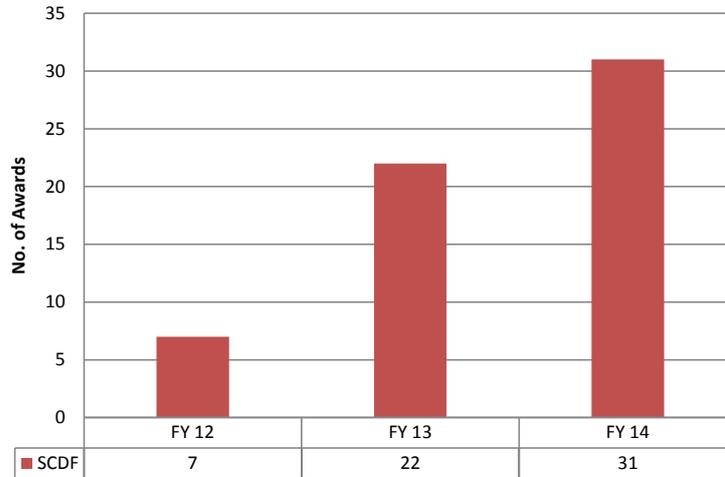


Figure 7.2.5 – MHA Star Service Award

SCDF has been consistently improving with the number of MHA Star Service Awards increasing over the years. One of our winners was also among 3 recipients of a new and higher tiered award known as the MHA Distinguished Star Service Award.

7.3 People Results

7.3a Financial Performance, including financial results and economic value

Our People, Our Strength

Organisational Health Survey (OHS)

Our people are our strength and we value every individual. We strive to engage them to create a conducive and happy work environment. The favourable results from the 2014 Organisational Health Survey (OHS) provide clear indication that we are on the right path in building a positive work culture.

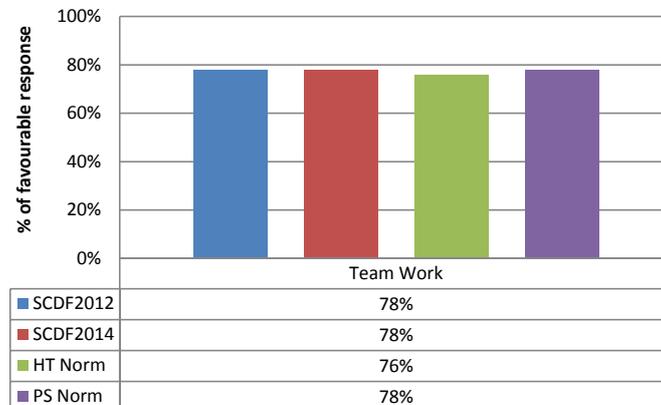


Figure 7.3.1 – Staff Response to OHS under “Team Work”

Strong teamwork in SCDF is evident from the 2014 and remains consistent with the 2012 result and is level with the 2014 Public Service norm.

7.3b Employee Learning and Development

Our People, Our Strength

Cross-Training for Operational Efficiency

The rapidly evolving operating environment requires our frontliners to continuously upgrade their skills to stay sharp and relevant. Besides DART and HazMat Specialists, our Fire and Rescue Specialists (FRS) are also being cross-trained with skills in other specialist domains. One area is marine¹ firefighting and the operation of marine crafts while another area is the training of the FRS to undertake medical response as Emergency Medical Technicians (EMTs). A summary of the number of different domain specialists we have built up over the years is as below (see Figure 7.3.2). SCDF will continue to invest in our staff to maintain our edge in operations.

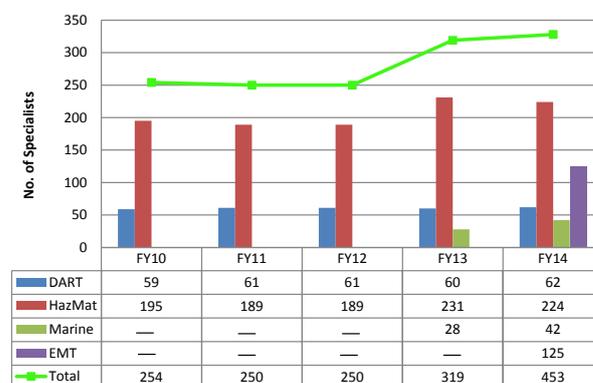


Figure 7.3.2 – Summary of Cross-Trained Specialists

7.3c Employee Performance and Recognition

Our People, Our Strength

Organisational Health Survey (OHS)

The mission of the SCDF is a noble yet demanding one. Because of the sacrifices that our people have to make, we strive to keep them satisfied and ensure that their welfare is taken care of. Even though the workload is heavy, the 2014 OHS result for this category (see Figure 7.3.3) generated a higher percentage of favourable responses as compared to 2012. Notably, the outcome is also higher than the 2014 Home Team norm and stands on par with the Public Service norm.

¹ Marine firefighting specialists and EMT specialist cross-training was only introduced in FY13 and FY14 respectively

RESULTS continued

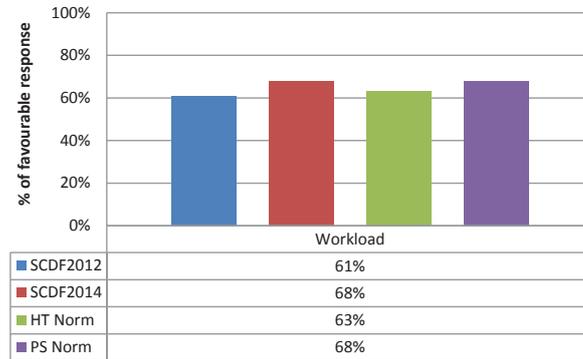


Figure 7.3.3 – Staff response to OHS under “Workload”

7.4 Operational Results

7.4a Process Performance

Operational Readiness

Our mission is to protect and save lives and property for a safe and secure Singapore. Maintaining a high level of operational readiness is important to achieve our mission as it can make a difference between life and death. Through stringent and well-defined processes as well as motivated and competent staff, we have consistently achieved our mission with high levels of responsiveness and effectiveness. The following charts show our results in the area of operations.

Provision of Fire-fighting, Rescue and Emergency Medical Services



Figure 7.4.1 – Activation Time within 1 minute

All first responders (fire and EMS crews) are expected to leave the fire station and fire post within a minute upon activation. Frontliners continue to demonstrate their high level of readiness and responsiveness by exceeding our high target of 99%.

Civil Protection and Regulation of Fire Safety

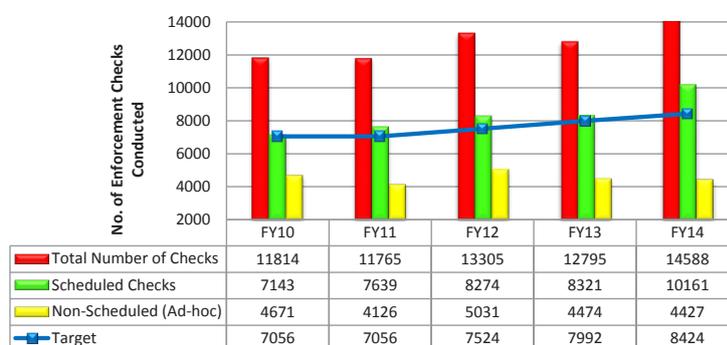


Figure 7.4.2 – Number of Enforcement Checks

Fire-safety enforcement checks are important in maintaining the high state of fire safety in Singapore. While the number of non-scheduled checks is based on ad-hoc fire-safety feedback from our partners and community and these tend to vary, the number of scheduled checks by the SCDF has been steadily increasing over the years and we are committed to exceed our targets because we recognise that especially in fire safety, prevention is always better than cure.

Building Community Preparedness

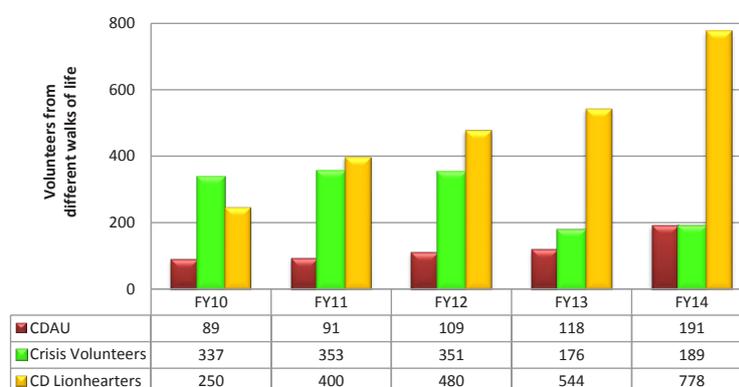


Figure 7.4.3 – Volunteers from different walks of life

Volunteers are important to us in our life saving mission. As we embark towards achieving our 2025 Vision, we have created many avenues for different segments of the community to join us, whether as part of our CD Auxiliary Unit (CDAU), as Crisis Volunteers² or even as CD Lionhearters. The pool has been growing steadily and we will continue to recruit more volunteers to increase the numbers of trained community first responders on the ground.

Productivity

Fire Personnel per 100K Population

It is worth noting that the SCDF maintains one of the lowest numbers of fire personnel per 100,000 population when compared to major cities around the world (*see Figure 7.4.4*), thus making what we have been able to achieve in Singapore so far quite remarkable.

² The drop in numbers for this segment of volunteer in FY13 was due to a review to maintain only a core pool of Crisis Volunteers with relevant specialist skill sets (rescue engineering, psychology and others such as IT expertise) that the SCDF may tap on during crises.

RESULTS continued

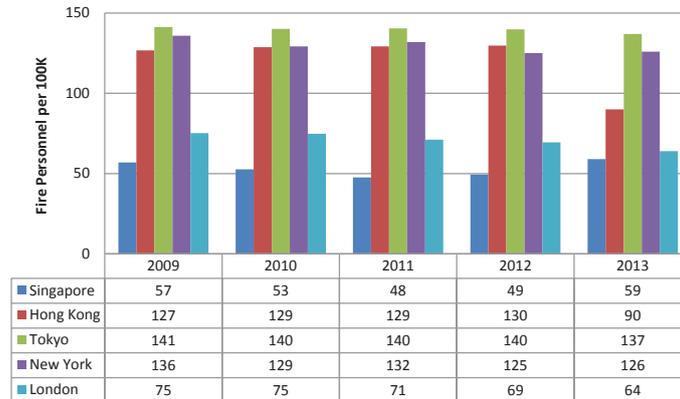


Figure 7.4.4 – Number of Fire Personnel per 100K Population (IFCAA Fire Statistics)

We are proud to be among the most effective and efficient emergency services around the world while maintaining one of the leanest manpower rosters around.

7.4b Suppliers and Partners Performance

Supplier Performance

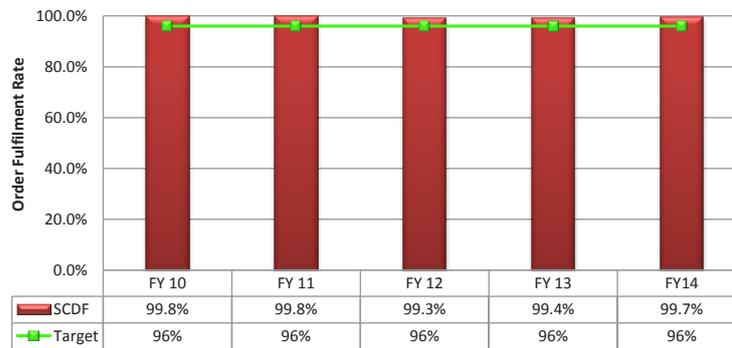


Figure 7.4.5 – Order Fulfilment Rate

Our suppliers have consistently been able to meet and even exceed the KPI for SCDF to maintain its operational readiness.

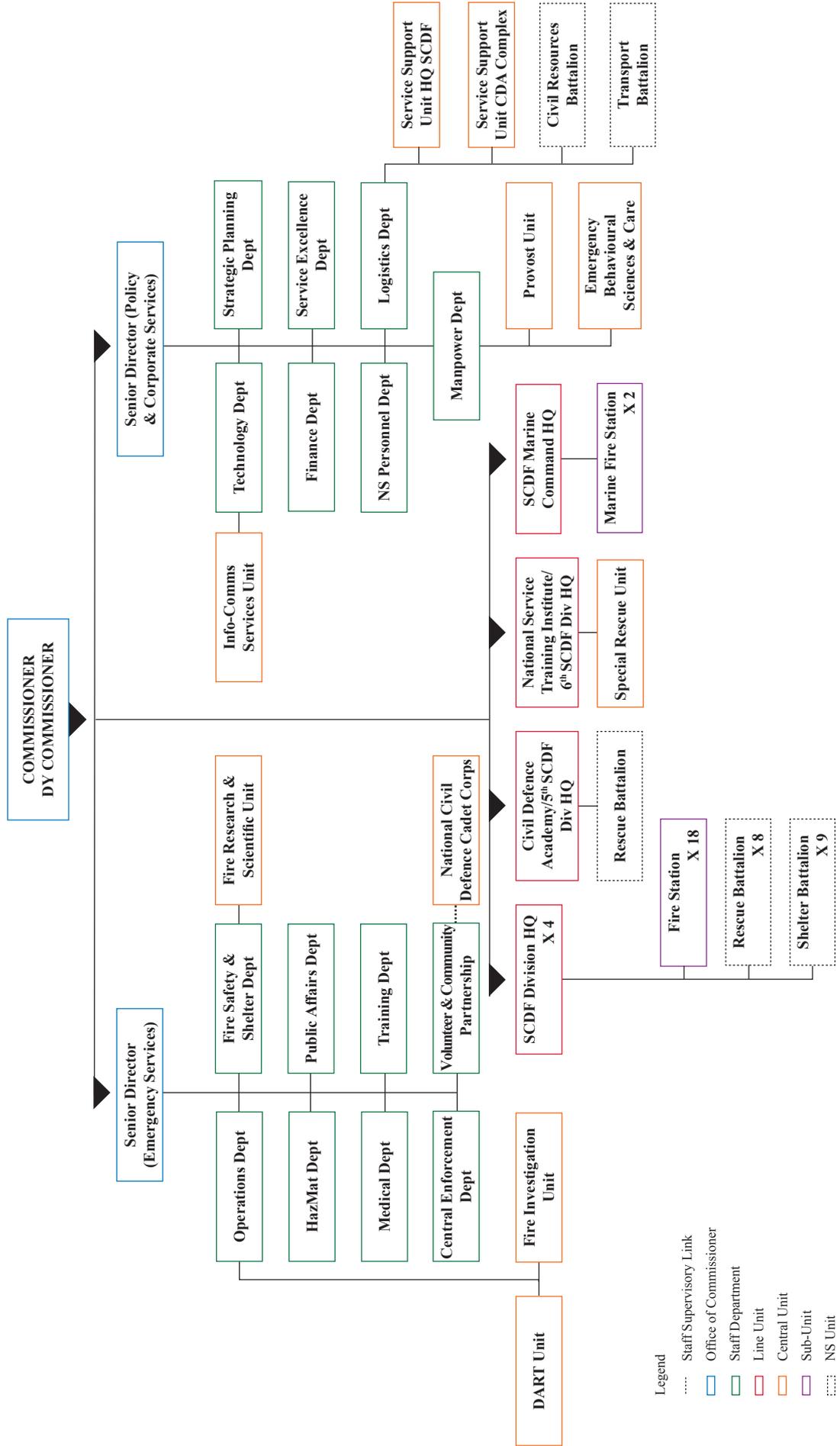
7.4b Governance system and contribution to the community, society and the environment

Initiatives to Conserve our Environment

	FY10	FY11	FY12	FY13	FY14
% of Buildings participating in Earth Hour (No. of Buildings)	-	-	100% (20)	100% (21)	100% (22)
Appointment of Energy Water Controllers	6	7	7	7	7
% of Buildings participating in Recycling Program (No. of Buildings)	100% (18)	100% (19)	100% (20)	100% (21)	100% (22)
No. of Green Educational Visits & Talks	0	2	3	5	7
No. of Green Educational Visits & Talks	28	28	28	28	28

Figure 7.4.6 – Initiatives to Conserve our Environment

ORGANISATION STRUCTURE OF SINGAPORE CIVIL DEFENCE FORCE



LIST OF ABBREVIATIONS

AAR	After Action Reviews	CBRNE	Chemical, Biological, Radiological, Nuclear and Explosives	ED	Economy Drive
AADMER	ASEAN Agreement on Disaster Management and Emergency Response	CCED	Channel for Confidential ethical Disclosure	EMA	Energy Market Authority
ACDM	ASEAN Committee on Disaster Management	CD	Civil Defence	EMS	Emergency Medical Service
ACES	Advanced C3 Emergency System	CDA	Civil Defence Academy	EMT	Emergency Medical Technician
ACES	Association of Consulting Engineers, Singapore	CDAU	Civil Defence Auxiliary Unit	EOM	Expenditure on Manpower
ACTS	Advanced Command Training System	CEA	China Earthquake Administration	EP	Emergency Preparedness
A-CERT	Accredited Training Organisations for Company Emergency Response Team	CED	Central Enforcement Department	EPC	Emergency Preparedness Centre
ADRC	Asian Disaster Reduction Centre	CEPP	Community Emergency Preparedness Programme	ERAT	Emergency Response and Assessment Team
AED	Automated External Defibrillator	CERT	Company Emergency Response Team	ERM	Enterprise Risk Management
AGD	Accountant General Department	CFS	Commander Fire Station	ERS	Emergency Response Specialist
AGO	Auditor General Office	CI	Co-Innovation	EVs	Emergency Vehicles
AHA	Centre ASEAN Coordination Centre for Humanitarian Assistance on Disaster Management	CIMS	Crisis Information Management System	EVD	Economy and Value Drive
AMMDM	ASEAN Ministerial Meeting on Disaster Management	CK	Contextual Knowledge	eUMS	Electronic Unit Management System
ANMC21	Asian Network of Major Cities 21	CLT	Cross Laminated Timber	EXCO	Executive Committee
APEC	Asia Pacific Economy Committee	CNB	Central Narcotics Bureau	EXSA	Excellent Service Award
APHP	Asia-Pacific Humanitarian Partnership	Comd	Commander	FB	Fire Bikes
AQSM	Assistance Service Quality Manager	Comms	Communications	FCM	Finance Committee Meeting
ARDEX	ASEAN Regional Disaster Emergency Response Simulation Exercise	Comr	Commissioner	FDP	Force Development Programmes
ARF	ASEAN Regional Forum	COP	Community of Practice	FFC	Fire Fighting Course
ArcGIS	ARC Geographical Information System	COP	Conference of Parties	FGD	Focus Group Discussion
AVL	Automatic Vehicle Location	CORENET	Construction and Real Estate Network	FHAN	Fire Hazard Abatement Notice
BAPT	Breathing Apparatus Proficiency Test	COSEM	Cooperative of SCDF Employees	FiSAC	Fire Safety Asia Conference
BCM	Budget Committee Meeting	CPP	Corporate Planning Process	FISOPS2	Fire Safety On-line Operating System 2
BCP	Business Continuity Plan	CPRM	Corporate Performance Review Meeting	FMI	Financial Management Indicator
BIP	Building Innovation Panel	CRA	Casino Regulatory Authority	FPDA	Fire Power Defence Arrangements
BSC	Balanced Scorecard	CSC	Customer Service Centre	FRP	First Responder Protocol
C2E	Community Emergency and Engagement Committee	CSNS	Community to Strengthen National Service	FRS	Fire and Rescue Specialists
C3	Command, Control and Communication System	CSR	Corporate Social Responsibility	FSA	Fire Safety Act
CAAS	Civil Aviation Authority of Singapore	CSSP	Community Safety and Security Programmes	FSC	Fire Safety Certificate
CAF	Compressed Air Foam	DA-CPR	Despatcher Assisted CPR	FSE	Fire Safety Engineer/FSIDT
CAG	Changi Airport Group	DART	Disaster Assistance Rescue Team	FSM	Fire Safety Manager
CARE	Communicate, Advocate, Recognise and Empathy	DC	Deputy Commissioner	FSMAS	Fire Safety Managers' Association
CARE	Caring Action in Response to Emergencies	DFES	Department of Fire & Emergency Services, Western Australia	FSSD	Fire Safety and Shelter Department
		DHS	Deaf, Hard-of-Hearing and/or have speech impairment	FTO	Force Transformation Office
		DIR	Do-It-Right	FY	Financial Year
		DIV	Division	GDX	Ground Deployment Exercise
		DMGX	Dynamic Management Information Report Generator External	GPS	General Process Skill
		DMTI	Disaster Management Training Institutions	GRG	Guideline Review Group
		DSCT	DART Specialist Certification Test	GSB	General Staff Briefing
		DSO-NL	Defence Science Organisation	HAZMAT	Hazardous Materials
		EBSC	Emergency Behavioural Sciences and Care	HCEG	Home Front Crisis Executive Group
				HCV	HazMat Control Vehicle
				HDB	Housing Development Board
				HEALTH	Helping Employees Achieve Life-Time Health
				HFA	Hyogo Framework of Action
				HIMS	HazMat Incident Management System
				HPB	Health Promotion Board
				HQ	Headquarters
				HR	Human Resource

HRI	High Risk Installation	IT	Information Technology	NFEC	National Fire and Civil
HS	Household Shelters	ITE	Institute of Technical		Emergency Preparedness
HSG	Horizon Scanning Group		Education		Council
HSCT	HazMat Specialist	IUSAR	International Urban Search and	NOK	Next-of-Kin
	Certification Test		Rescue	N Parks	National Parks
HSWG	Homefront Security	JEU	Joint Environment Unit	NS	National Service
	Workgroups	JJ	Jurong Island	NSCS	National Security Coordinating
HTA	Home Team Academy	JICA	Japan International		Secretariats
HT	Home Team		Cooperation Agency	NSE	North-South Expressways
HTDs	Home Team Departments	JPS	Joint Planning Staff	NSF	National Service Full-Time
HTNS	Home Team National Service	JSSK	Job Specific Skill and	NSPAM	National Service Personnel
HTTC	Home Team Tactical Centre		Knowledge		Admin and Management
HTVTS	HazMat Transport Vehicle	JTC	Jurong Town Council		System
	Tracking System	KM	Knowledge Management	NSPD	National Service Personnel
HULK	Hazmat Up-Lifting Kit	KMSC	Knowledge Management		Department
IAF	Integrated Audit Framework		Steering Committee	NSTI	National Service Training
IAU	Internal Audit Unit	KPI	Key Performance Indicator		Institute
ICA	Immigration and Checkpoints	LER1	Learning Effectiveness Report	NTU	Nanyang Technological
	Authority	LFV	Light Fire Attack Vehicle		University
ICE	Innovation Creativity and	LF5G	5th Generation Light Fire	NUS	National University Singapore
	Enterprise		Attack Vehicle	NWD	No Wrong Door
ICECOM	ICE Committee	LIC	Low Intensity Conflict	OA	Operational Analysis
ICT	Info-Comms Technology	LMA	LEAN Management Approach	OCDM	Officer Core Development
ICTSC	Infocomm Technology Steering	LSC	Life Savers Connect		Matrix
	Committee	MAC	Medical Advisory Committee	OCTSO	Office of the Chief Science &
IDA	Infocomm Development	MAS	Monetary Authority of		Technology Officer
	Authority		Singapore	OD	Organisation Development
iDO	Intelligent Duty Officer	MASTEX	Management, Administrative,	OHS	Organisational Health Survey
	Booking System		Staff work &, Executive	OOE	Other Operating Expenditure
IDMC	International Disaster	MCDA	Military and Civil Defence	Ops	Operations
	Management Course		Assets	OPITCS	Oil & Petrochemical Industries
IDP	Initial Development	MCI	Ministry of Communication		Technical Safety Committee
	Programme		and Information	ORD	Operationally Ready Date
IEC	INSARAG External	MED	Medical Department	ORM	Operations Risk Management
	Classification	MEWR	Ministry of Environmental and	ORNSmen	Operationally Ready National
IER	INSARAG External		Water Resources		Servicemen
	Reclassification	MFA	Ministry of Foreign Affairs	OSA	Official Secrets Act
IERE	INSARAG External	MIF	MHA Innovation Fund	OSS	One-Stop Security Services
	Reclassification Exchange	MOE	Ministry of Education	PA	People's Association
IES	Institute of Engineers	MOF	Ministry of Finance	PAB	Public Affairs Branch
IFCAA	International Fire Chiefs'	MOH	Ministry of Health	PACDA	Public Authority for Civil
	Association of Asia	MOP	Members of Public		Defence and Ambulance
IFE	Institute of Fire Engineers	MOT	Ministry of Transport	PAD	Public Affairs Department
iFeedback	Computerised Feedback	MOU	Memorandum of	PAO	Private Ambulance Operator
	Management System		Understanding	PCG	Police Coast Guard
iKnow	Intellectual Knowledge	MPA	Maritime Port Authority	PCS	Policy and Corporate Services
iLeaD	Initial Leadership Development	MPD	Manpower Department	P & C	Pride & Care
ILP	Individual Learning Plan	MPS	Medical Protocol System	P & FM	Petroleum & Flammable
IMs	Instruction Manuals	MVV	Mission, Vision and Values		Materials
INSARAG	International Search and	MR	Museum Roundtable	PE	Public Education
	Rescue Advisory Group	MSF	Ministry of Social and Family	PER	Pro Enterprise Results
I-Office	Innovation Office		Development	PIBs	Public & Industrial Buildings
IPPT	Individual Physical Fitness Test	MTI	Ministry of Trade and Industry	Pi-Cube	Problem, Ideas, Improvement
IRAS	Inland Revenue Authority of	MUV	Multi-Utility Vehicle		and Innovation
	Singapore	NCDCC	National Civil Defence Cadet	PLD	Procurement & Logistics
IRCC	Interjurisdictional Regulatory		Corps		Division of MHQ
	Collaboration	NCSS	National Council of Social	PMG	Performance Management
	Committee		Service		Group
ISD	Internal Security Department	NEA	National Environment	PMO	Prime Minister Office
ISO	International Organisation for		Authority	PPS	Public Perception Survey
	Standards	NESTCOM	Project Name for MHA C3	PRISMS	Personnel Resource Ideals
			System		Management System

PROMPT	Project Monitoring and Prioritisation System	SECC	Staff Engagement and Competency Committee	WIT	Work Improvement Team
PS	Public Service	SED	Service Excellence Department	WSQ	Singapore Workforce Qualifications
PS21	Public Service for 21st Century	SGFPC	Singapore Global Firefighters and Paramedics Challenge	3I	Idea, Improvement & Innovation
PSB	Product testing, inspection and certification service provider (TUV SUD PSB)	SHARE	Social Help & Association Rendered by Employees		
PSCT	Paramedic Specialist Certification Test	SIA	Singapore Institute of Architects		
PSD	Public Service Division	SISV	Singapore Institute of Surveyors and Valuers		
PUB	Public Utilities Board	SLA	Singapore Land Authority		
PWD	Person with Disabilities	SM	Senior Management		
PWS	Public Warning System	SMM	Senior Management Meeting		
QP	Qualified Person	SMRT	Singapore Mass Rapid Transit		
QS	Quality Service	SO	Senior Officer		
QSI	Quality Service Indicator	SOA	Statement of Attainment		
QSM	Quality Service Manager	SOP	Standard Operating Procedures		
R995	Rescue 995 (In-house Magazine) RCC Rota Commander Course	SPD	Strategic Planning Department		
REDAS	Real Estate Developers' Association of Singapore	SPF	Singapore Police Force		
REDCON	Readiness Condition	SPICE	Staff Participating in Co-employment Programme		
RFID	Radio-Frequency Identification	SPS	Singapore Prison Services		
RJP	Realistic Job Preview	SPSM	Soft People-Skill Matrix		
RMB	Relationship Management Board	SQA	Singapore Quality Award		
RO	e-Routine Orders	SRMC	Safety and Risk Management Centre		
ROI	Return on Investment	SSA	Star Service Award		
ROK	Republic of Korea	SSS	Staff Suggestion Scheme		
ROP	Royal Oman Police	SSWG	Safety and Security Watchgroups		
ROSE	Rules of Service Engagement	STB	Singapore Tourism Board		
RPM	Responders' Performance Module	TACT	HQ Tactical Headquarters		
RTA	Road Traffic Accident	TD	Technology Department		
SAC	Singapore Accreditation Council	TDA	Total Defence Awards		
SADeaf	Singapore Association for the Deaf	TFP	Temporary Fire Permit		
SAF	Singapore Armed Forces	TKMS	Training & Knowledge Management Systems		
SAGEE	Strategic Advisory Group on Environmental Emergency	TLP	Total Learning Plan		
SAM	Strategic Articulation Map	TMS	Training Management System		
SAMO	Senior Ambulance Medical Orderly	TPAM	Total Privilege Access Control Management System		
SAR	Staff Appraisal Reports	TRG	Training Department		
SARS	Severe Acute Respiratory Syndrome	TR HS	Technical Requirement for Household Shelters		
SARSAT	Saudi Arabia Search and Rescue Team	TFP	Temporary Fire Permit		
SASOP	Standard Operating Procedures for Regional Standby Arrangements	UAV	Unmanned Aerial Vehicle		
SBST	Singapore Bus Service Transit	UFM	Unmanned Fire Fighting Machine		
SCC	Section Commander Course	UFO	Unit Formation Order		
SCDF	Singapore Civil Defence Force	UN	United Nations		
SCIC	Singapore Chemical Industry Council	UNDAC	United Nations Disaster Assessment and Coordination		
SCORE	Singapore Corporation of Rehabilitative Enterprises	UNOCHA	United Nation Office for the Coordination of Humanitarian Affairs		
SD	Senior Director	URA	Urban Redevelopment Authority		
SE	Service Excellence	USAR	Urban Search and Rescue		
		WDA	Workforce Development Agency		
		WFSC	World Fire Statistics Centre		
		WOG	Whole of Government		

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