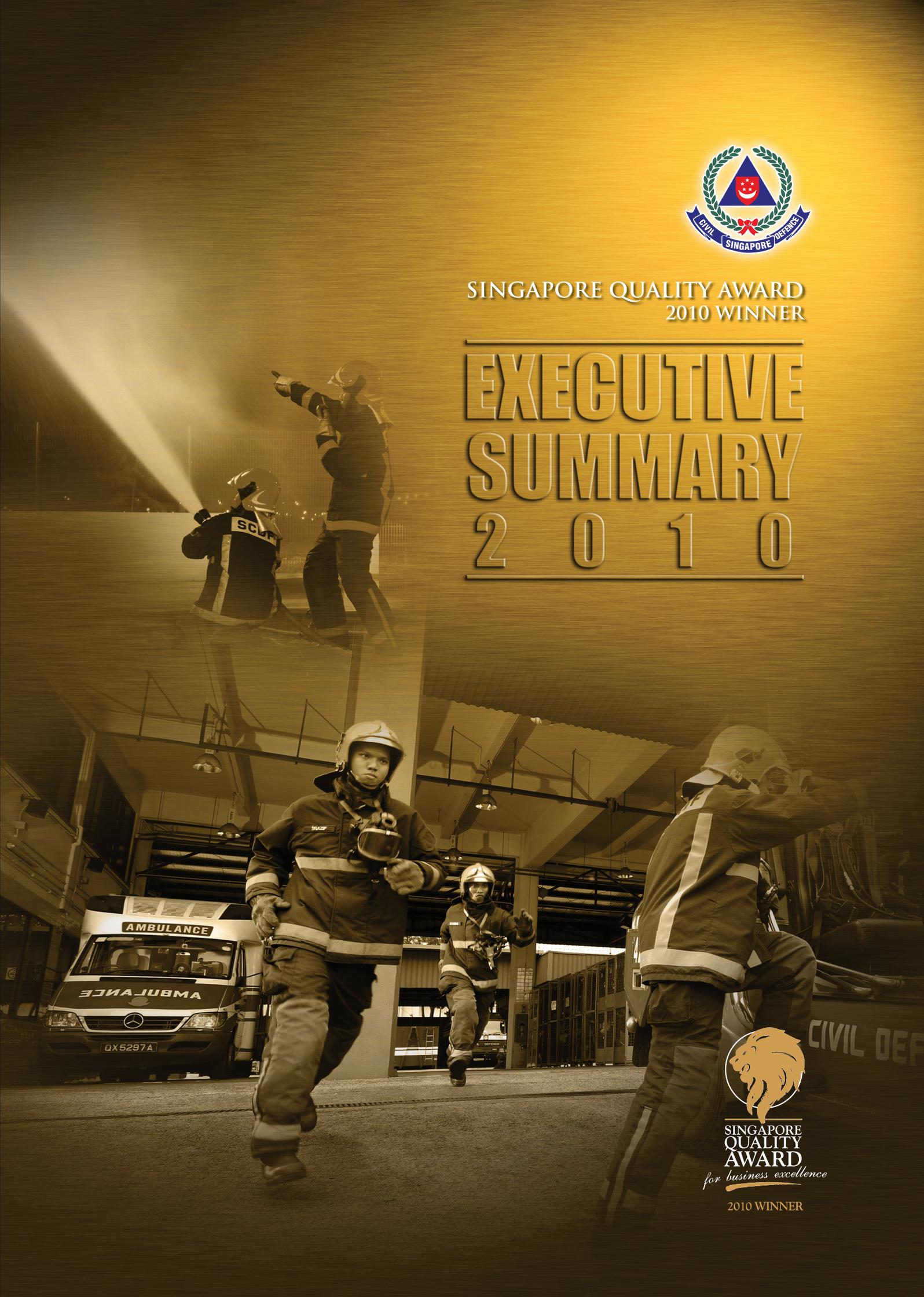




SINGAPORE QUALITY AWARD
2010 WINNER

EXECUTIVE SUMMARY 2 0 1 0



SINGAPORE
QUALITY
AWARD
for business excellence

2010 WINNER

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FOREWORD



The Singapore Civil Defence Force (SCDF) is a member of the Home Team under the purview of the Ministry of Home Affairs. Being a provider of rescue, fire-fighting and emergency ambulance services, we are steered by the pillars of **professionalism, operational excellence and service quality** in our vision to be a world class emergency services agency. With Singapore positioned as an international hub, the various infrastructure developments such as the two integrated resorts will change our security fabric in addition to the entertainment scene. The dynamic operating environment underlines the importance to procure a business model which is competent to adapt quickly to the ever-changing environment.

The adoption of the Singapore Quality Award (SQA) Framework has allowed SCDF to realign its various processes involving people, customer management,

service delivery, information and planning system with its leadership philosophy. Ever since taking our first step in 2001 to achieve the Singapore Quality Class (SQC), we have not looked back. It heralded the commencement of our organisational excellence (OE) journey, which saw us achieving the People Developer Standard (2003), the Singapore Quality Award (SQA) (2005), the Singapore Innovation Class (I-Class) (2007) and the Singapore Service Class (S-Class) (2010).

In 2010, SCDF was also awarded the Public Service Premier Award, which is the pinnacle award for OE in the Singapore Civil Service. Despite these achievements, SCDF did not rest on its laurels but instead, underwent the rigorous test of the SQA again in 2010. SCDF has certainly evolved steadily and transformed to be a more effective organisation fulfilling its primary mission of protecting and saving lives and property for a safe and secure Singapore.

Winning the Singapore Quality Award for the second time is a resounding recognition of our people's continuous commitment towards OE. Our journey of excellence does not end here as we will continue to look for opportunities to take SCDF to a higher plane of performance.

SCDF is glad to share our learning experiences of our OE journey through the executive summary of the application report. We hope that the sharing will benefit you and inspire your organisation's own OE journey.

Peter Lim
Commissioner
Singapore Civil Defence Force



ORGANISATIONAL PROFILE

A. Organisation Environment

The Singapore Civil Defence Force (SCDF) is a uniformed organisation under the purview of the Ministry of Home Affairs. Our primary function is to provide emergency fire fighting and rescue services to the population during peacetime and wartime. Since our formation in 1986, and the merger of the then-Singapore Civil Defence Force and the Singapore Fire Service in 1989, we have undergone tremendous changes to establish ourselves as the trusted emergency fire fighting and rescue service provider of the nation.

Our Key Products and Services

Emergency Fire, Rescue and Ambulance Services

- To provide round the clock service
- We are committed to quick response, arriving at the scene:
 - Under 8 minutes for 90% of all fire and rescue cases
 - Under 11 minutes for 80% of all emergency ambulance cases

Fire Safety

- To regulate fire safety in buildings
- To make and enforce rules appropriately and creatively without imposing on costs and inhibiting flexibility

Public Protection

- To plan and execute the nation's shelter building programmes
- Through the nation's Public Warning System, we aim to protect every Singaporean from threats and hazards

Community Preparedness

- To engage the local community through community and safety programmes to build up networks of civil resilience
- We are committed to the vision of having at least 86,400 members of public trained in CD skills annually



Our People Profile

SCDF has a staff strength comprising 35.10% regulars, 61.51% full-time National Service personnel and 3.39% civilians.

Our Mission

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

Our Vision

A world class organisation providing fire-fighting, rescue and emergency ambulance services through professionalism, operational excellence and service quality.

Core Values

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

Major Facilities

SCDF is organised along a territorial based command structure consisting of HQ SCDF, 4 CD Divisions, 2 training camps, 16 fire stations, and 27 satellite fire posts. Our facilities are strategically located around the island, to achieve a response time of not more than 8 minutes (for fire emergency calls) and 11 minutes (for emergency ambulance calls) when responding to any location around the island. To equip our people with the specialist competencies to meet our Mission, 2 training institutions have been set up. These are the Civil Defence Academy (CDA) and Basic Rescue Training Centre (BRTC).



Major Vehicle and Equipment Used

SCDF responds to emergency calls in specialised vehicles which we use to transport both rescuers and vital equipment to the scene. The use of equipment determines the speed and efficacy of our rescue effort. The equipment required are different for various fire fighting and rescue scenarios and they can be classified broadly into the following categories:- fire-fighting, cutting and breaking, spreading, lifting and pulling, sealing, life detection, resuscitation, etc.

Regulatory Environment: Powers of Authority

As a government department, we derive our authority from the Civil Defence Act (1986), the Fire Safety Act (1993), and the Civil Defence Shelter Act (1997) in carrying out our duties.

ORGANISATIONAL PROFILE

B. Organisation Relationships

Relationship with Parent Organisation

SCDF is a proud member of the Home Team and we are under the purview of the Ministry of Home Affairs (MHA). Other members of the Home Team include the Singapore Police Force (SPF), Singapore Prisons Service (SPS), Central Narcotics Bureau (CNB), Immigration and Checkpoints Authority (ICA), Internal Security Department (ISD) and Singapore Corporation of Rehabilitative Enterprises (SCORE).

SCDF works closely with other Home Team Departments, leveraging on one another's strengths to achieve the collective goal of ensuring a safe and secure best home.

Customer Relationships

The epitome of our customer relationship lies in our core values of PRIDE and CARE. We pledge to care for our customers and in this respect we have created systems to ensure that the needs and expectations of our customers are adequately met.



Supplier Relationships

We depend on a reliable supply chain of goods and services to deliver world class services to our customers. Interruptions to this supply chain would naturally hinder our obligations to our customers. Thus, we strive to establish a strong collaborative working relationship with key suppliers. The award of contracts to suppliers is via the open tender system in accordance with the Government IMs.

Partner Relationships

We maintain a healthy relationship with our partners to ensure that our mission and vision can be achieved. This relationship is based on mutual respect and mutual benefits.

C. Organisation Challenges

1. Competitive Environment

SCDF is the national authority for fire and rescue services in Singapore. The services provided by SCDF are very specialised, and as a government non-profit department working to provide essential services to the public, we have no local competition. Hence, we strive harder to ensure that we are accepted and seen as the best in what we can do. Due to the absence of competitive market forces, we make use of international benchmarks to measure our service levels. Some examples of our achievements are as follows:

Achievements	International Benchmarks
Singapore has one of the lowest fire deaths among the Asian countries.	International Fire Chiefs' Association of Asia (IFCAA) Statistics 2009
Singapore has one of the lowest fire-injured among the Asian countries.	
Singapore has one of the lowest fire deaths per 100,000 population, with only a 0.12 fatality rate.	World Fire Statistics 2009 published by UN Geneva Association. Participating countries include USA, UK, Canada, Japan, etc
Singapore is rated the lowest in terms of cost of direct fire losses, as a percentage of GDP.	
Singapore is the most economical fire-fighting organisation, with cost of fire-fighting operations amounting to only 0.02% of GDP.	

2. Strategic Challenges

We have identified **5** key strategic challenges that may impact our operating environment and affect our operational effectiveness. These challenges are as follow – National Disaster; Changing Economic, Social and Infrastructural Landscape; Workforce Optimisation; Innovation; and Globalisation.

Based on the challenges ahead, we have drawn up 8 Force Broad Strategies, which formed the basis of our 5 year Masterplan:

1. Effective Response to Threats
2. Enhancing Community Self-Help
3. Risk Management-based Civil Protection
4. Leveraging on Emerging Technologies and Innovations
5. Effective Resource Management
6. Engaged and Competent Workforce
7. Service Responsiveness and Transparency
8. Forging Strategic Partnerships

ORGANISATIONAL PROFILE

3. Organisational Directions

To meet the strategic challenges ahead, we have identified 4 Strategic Directions critical to our success namely Operational Excellence, Public Protection, Community Preparedness and Organisational Excellence.

Operational Excellence – Operational Excellence is the most important pillar of the SCDF. It is here that we can really make a difference to the lives of fellow Singaporeans. We have to maintain a high level of professionalism in carrying out our mission in the face of rising militant terrorism, globalisation and urbanisation.

Public Protection – Public Protection is the regulatory pillar of the SCDF and aims to make Singapore a safe place to live, work and play both in peacetime and in wartime.

Community Preparedness – In an urbanised city like Singapore, a major incident is likely to affect a large number of people. As our resources are limited, the community can help out in an emergency when our resources are tight.

Organisational Excellence – To support all the strategic directions described above, we have to be well-organised. Our human resource, logistics, finance and planning processes and functions must be efficient and responsive. We must adopt innovation and best practices and benchmark ourselves against the very best. Our awards and accolades are as follows:

1. SQA (2005)
2. H.E.A.L.T.H Platinum Award (2005, 2008)
3. Distinguished Public Service Award (2005)
4. ISO 9001:2000 for FSSD (2005)
5. PRISM Award (Excellence) (2006)
6. Dale Carnegie Leadership Award (2006)
7. Singapore Innovation Class (2007)
8. LionHeart Contingent certified as a Heavy Urban Search Rescue (USAR) by INSARAG (2008)
9. President's Social Service Award (2008)

10. ISO 9001: 2008 Control Room, EAS, PWS, CDA and DART (2009)
11. People Developer Certification (2003, 2006, 2009)
12. Singapore Service Class (2010)

4. Performance Improvement System

The key elements for our performance improvement system consist of namely monitoring methods, feedback mechanisms, process checks and training/developmental means.

Monitoring of corporate performance is achieved by the corporate planning process and our scorecards/Key Performance Indicators (KPIs). The Corporate Performance Review meeting which is held quarterly is one such platform where departments update Senior Management on their department's performances.

As a customer oriented organisation, SCDF strives to be responsive to public feedback. Our feedback mechanism is managed by the i-Feedback system portal. The portal allows for the management of **feedback** received and information provided by the public is analysed with an aim for continuous improvement of the services provided by SCDF.

SCDF conducts exercises at various scales to test the readiness and preparedness of our personnel as part of **process checks**.

Internal audits covering both administrative efficiency and service delivery of our services are also conducted to ensure the operational readiness of our people. Post audits are also conducted to ensure all shortcomings are rectified.

Training/development for our people is achieved through the Officer Core Development Matrix (OCDM), which spells out the relevant courses to bridge the competency requirements of every appointment in the Force.



LEADERSHIP

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LEADERSHIP

1.1 Senior Leadership

1.1a How senior leaders develop the purpose, vision and values for the organisation that focus on customers and other stakeholders, learning and innovation.

Leadership System

The SCDF Senior Management (SM), comprises Commissioner, the two Senior Directors, Directors of Staff Departments and Training Schools and the four Division Commanders, works closely as a team and share the common philosophy of:

- Leading from the front;
- Engaging our people; and
- Being responsive to the needs of our Customers and Stakeholders.

The SCDF Leadership System (See Figure 1.1.1) provides the overall framework and roadmap for the SM to exercise effective leadership. It is a series of interdependent processes that enhances the individual and Force performance. These meet the stakeholders' requirements and satisfactions at the centre of the system.

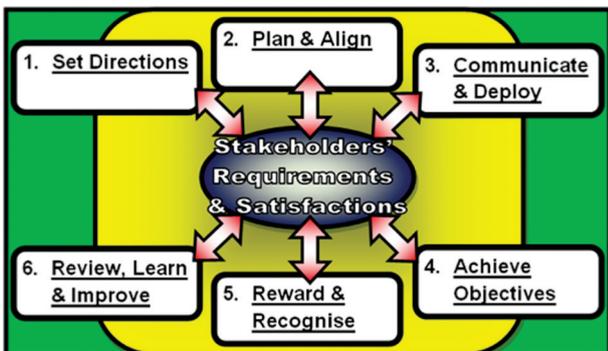


Figure 1.1.1: SCDF Leadership System

The SM aims to create a dedicated and professional workforce, nurture a culture consistent with our values, as well as to create an environment that supports continuous learning and innovation. Their strong conviction and drive towards innovation excellence is epitomised by the SCDF Innovation Scheme, which encourages and promotes creativity and discovery within the SCDF (See Category 5.1).

1.1b How senior leaders communicate, demonstrate and reinforce the organisational purpose, vision and values to employees and other stakeholders.

The SCDF SM believes in being visible and accessible to the stakeholders. They interact with the stakeholders through various communication channels such as meetings

at various levels, annual workplan seminars, townhall sessions, incident management, annual reports, video news bulletins, general staff briefings and etc.

1.1c How senior leaders evaluate and improve the effectiveness of their personal leadership and involvement.

Effective leadership in SCDF is noticeable in the transformation of SCDF to meet growing demands of its services from national infrastructure development, population growth and changing threat scenarios.

The senior leadership in SCDF has to dynamically improve to address the evolving challenges that confront SCDF, thus evaluation of its effectiveness is paramount. Such evaluation and improvement of personal leadership and involvement occurs at three levels, through various means, on an on-going basis (See Table 1.1.1).

Level	Means of Evaluation
Individual	• Staff Appraisal Report
Department/Unit	• Balanced Scorecard • Internal Performance Audit
Corporate	• Corporate Scorecard • Organisational Health Survey

Table 1.1.1: Evaluate, Review and Improve Leadership Effectiveness and Involvement

1.2 Organisational Culture

1.2a How the organisation translates its values into policies, practices and behaviour.

The Planning and Corporate Department in HQ SCDF is responsible for developing, reviewing and driving policies, practices and programmes that would strengthen our organisational culture and integrate the core values of PRIDE and CARE. This is shown in Table 1.2.1.

1.2b How the organisation permeates a culture consistent with its values, and which encourages and supports learning, innovation and achievement of organisation's objectives.

SCDF permeates its organisational culture with its core values of PRIDE and CARE through a three-pronged approach involving continual **Training, Reinforcement** and **Rewards**. The activities and initiatives conducted under each approach are as shown in Table 1.2.2.

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PRIDE and CARE We take PRIDE in saving lives and property. We CARE for our people and those we serve.		
Directions/Guidelines to Permeate Culture	Practices / Programmes	Behaviours
<p>Innovation (See Category 5.1)</p> <ul style="list-style-type: none"> Innovation policy –Innoventure Land/ Chief Innovation Officer/ Innoventure Club PS21 ExCEL - Mass participation through 3I and SSSs Rewards for innovation <p>Learning (See Category 4.3)</p> <ul style="list-style-type: none"> Learning Organisation Overseas Benchmarking Adopting best practices Competency-based Training System Minimum training days of 12.5 Reimbursement for continuous learning <p>Achievement of Objectives</p> <ul style="list-style-type: none"> Enhancing corporate governance Enhancing consequence management Leveraging on technologies Civil protection in an economically competitive environment Sustained community involvement Lifelong learning for employability Holistic logistics solutions Responsiveness and transparency in service <p>Service Delivery</p> <ul style="list-style-type: none"> Optimising operational performance Enhancing customers' satisfaction Strengthening supplies/partners' relationships 	<p>Traditions</p> <p>CD Day Parade, CD Pledge, Officers' Creed, Dining In, Safety Pledge, National Day Parade, National Day Observance Ceremony, PRIDE and CARE Day</p> <p>Routines</p> <p>Incident Management, Station drills & training, Exercises & AARs, Internal Performance Audits, 3I / SSSs, Regimentation, Surveys</p> <p>Events</p> <p>3I Convention, CD Skills Competition, Sports Activities, Mess Functions, Family Day</p> <p>Initiatives</p> <p>Staff Well Being Programme, SPICE Programme, SHARE Programme, Home Adoption, Blood Donation Drive, Hardship Grant, Death Grant, Financial Assistance, Paracounsellors, CARE Team</p> <p>Incentives</p> <p>Commissioner Awards, Commander Awards, Long Service Awards, National Day Awards, PRIDE and CARE Awards, Innovation Awards, Service Excellence Awards, SCDF Bouquets, Operations Excellence Awards</p>	<p>Professional in our service at all times;</p> <p>Resilient under difficult conditions with the "can do" spirit of never giving up;</p> <p>Innovative and resourceful;</p> <p>Disciplined Force;</p> <p>Effective in our operations by meeting all performance indicators;</p> <p>&</p> <p>Compassionate towards those we serve;</p> <p>Accountable for our actions to all our stakeholders;</p> <p>Responsive to public expectations and rendering services beyond our call of duties;</p> <p>Ethical in our conduct by showing respect for confidentiality</p>

Table 1.2.1: Values translated into Policies, Practices, Programmes and Behaviours

Activities / Initiatives
<p>Training</p> <ul style="list-style-type: none"> Induction programme for newcomers Training Courses for our people Staff Handbook distributed to facilitate the internalisation
<p>Reinforcement</p> <ul style="list-style-type: none"> Regular communication of the values at Force-level functions: Platforms used to illustrate examples of service excellence which stems from the core values Appointment of Director Operations Department and Director Manpower Department as the Champions of PRIDE and CARE respectively
<p>Rewards</p> <p>The effort to forge a culture consistent with our values culminates with the presentation of our various awards:</p> <ul style="list-style-type: none"> The PRIDE and CARE Award The Service Excellence Award The Operations Excellence Award Awardees serve as a source of inspiration and motivation for their fellow colleagues

Table 1.2.2: Activities and Initiatives under the Three-pronged Approach to permeate culture

1.2c How the organisation overcomes any differences between the current culture and the desired culture.

Our Desired Culture

SCDF's desired culture is consistent with our core values and is built up by our behaviours. To aid memory and internalisation of these desired behaviours in our people, we have creatively used the acronyms of PRIDE & CARE (See Table 1.2.1).

Identifying Culture Gaps and Differences

To constantly identify the gaps and differences between the current and desired culture, SCDF uses the methods as shown in Table 1.2.3.

Areas	Means
Internal	Performance Audits
External	Feedback Compliments/Complaints Surveys (OHS/PPS)
Informal	Conversations Observations

Table 1.2.3: Means to identify culture gaps and differences

Overcoming Culture Gaps and Differences

The SM emphasises on a continual improvement cycle where the cultural gaps and differences identified through the various means of evaluation are analysed, reviewed for solutions and tracked for improvement.

LEADERSHIP

1.3 Corporate Social Responsibility

1.3a Describe the organisation's policies and goals in relation to its contribution to the community and the environment in which it operates.

SCDF's Corporate Social Responsibility (CSR) is captured by our policy statement:

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.

SCDF's Community and Environment Framework

Table 1.3.1 shows the overall framework governing SCDF's corporate social responsibility to the community and environment. For implementation under the two main thrusts, our policy is translated to specific goals, targets, programmes and initiatives.

1.3b How the organisation communicates its policy and goals to employees and external parties and involves them in achieving the goals.

The SM visibly takes the lead to communicate, demonstrate and reinforce our CSR policy and goals. They personally explain the policy and goals to our people during the regular dialogues, Townhall sessions and General Staff Briefings. The SM will also lead and participate in the CSR activities. A structured framework (See Table 1.3.2) is in place to facilitate communication of our CSR and to involve our people and external parties in achieving our goals.

Communication Platform Involvement

Internal – Our People

- Regular features in Rescue 995 magazine
- Dialogues, Briefing and Meetings
- PRIDE and CARE Day
- Environmental Sustainability Programmes
- Water sports activities to emphasize on need to sustain water supplies

External – Our Partners, Our Customers

- Media coverage
- SCDF Annual Report
- SCDF Website
- Workplan Seminar

Table 1.3.2: Communication and involvement of policies, goals and programmes

1.3c How the organisation establishes its governance system for transparency and accountability that is consistent with statutory and regulatory requirements or guidelines, and the protection of stakeholder and stockholder interests, as appropriate.

SCDF's Corporate Governance System aims to instill confidence in the people we serve that the Force will always be relevant, professional and effective.

Our corporate governance framework is anchored on three key principles; transparency, accountability and compliance. Please see Figure 1.3.1 for the overview of the SCDF corporate governance.

Main Thrusts	Goals	Examples of Programmes / Initiatives
		LOCAL
Community Contributions	To Perform Community Service	<ul style="list-style-type: none"> • Performing community services at 9 Charitable Homes • Quarterly Blood Donation Drives
	To Provide Monetary Support	<ul style="list-style-type: none"> • SHARE / Community Chest Staff Contributions • Major Fund Raising Events like the President's Challenge, Central Fire Station Centenary Celebration Charity Dinner • Participation in Annual Donation Drives
		INTERNATIONAL
	To Provide Humanitarian Assistance to the International Community	<ul style="list-style-type: none"> • International humanitarian missions • Collaborations with the UNDAC team in assisting UN for qualified incident assessment during the early phases of a disaster, • Coordination of the international relief teams at the emergency site • Member of the International Search and Rescue Advisory Group
Environmental Consciousness	To Ensure Optimal Energy and Water Efficiency	<ul style="list-style-type: none"> • Appointment of Energy and Water Controllers • Adoption of water conservation measures • Participation in the 10% Water Challenge Programme
	To Promote Recycling and Effective Waste Management	<ul style="list-style-type: none"> • Recycling programme implemented at all units • Clear signs displayed at all to remind our people on reusing and recycling paper • Installation of organic food waste recycling equipment in SCDF
	To Support Environmental Sustainability Programmes	<ul style="list-style-type: none"> • Participation in the Our Waters Programme • Conduct of water sports activities such as sculling and dragon boating • Attainment of Green Mark Certification for New Buildings • 'Clean burning' and toxic free smoke at training simulators e.g. LPG Flashover Simulator

Table 1.3.1: Overall Community and Environment Framework

LEADERSHIP

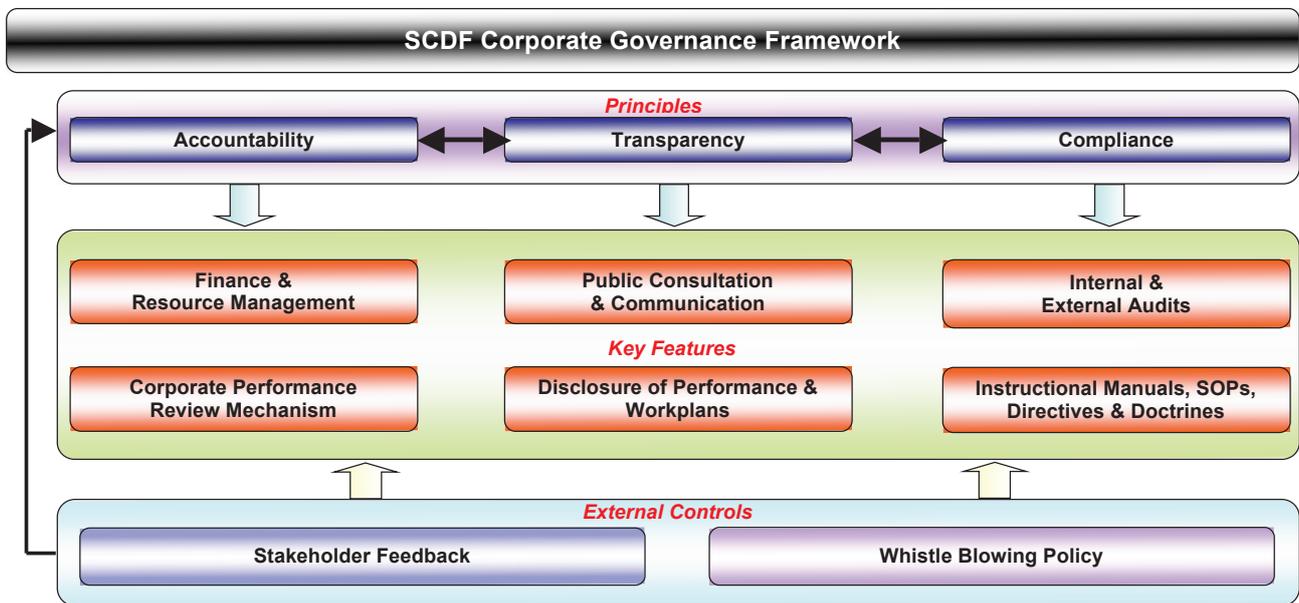


Figure 1.3.1: Overview of SCDF's Corporate Governance Framework

1.3d How the organisation evaluates and improves its governance system in which it operates.

The effectiveness of the various processes within the three key corporate governance principles is constantly being measured in existing forums such as the Corporate Performance Review Mechanism.

The list of improvements made to the SCDF's governance system since 2005 are as follows:

1. Establishment of Internal Controls
2. Channel for Confidential Ethical Disclosure
3. Internal Audit Framework
4. Project Accountability
5. Risk Management

