

SINGAPORE



SINGAPORE POLICE FORCE
2007 SINGAPORE QUALITY AWARD
WITH SPECIAL COMMENDATION WINNER
EXECUTIVE SUMMARY





A FORCE FOR THE NATION



FOREWORD



The Singapore Police Force (SPF) has always recognised the pursuit of organisational excellence (OE) as a key factor in its move towards becoming a world-class police force. Our OE journey began with the co-creation of the SPF's Shared Vision of being a "Police Force that inspires the world". In order to achieve the Shared Vision, the SPF has to not only deliver world-class performance in its functions, but also develop its organisational capacity to change so as to sustain world-class performance amidst the dynamic operating environment. This provided the impetus to embark on the OE journey.

In 1999, we embraced the Singapore Quality Award (SQA) framework to guide our OE efforts. After putting in place sound systems and structures, the SPF was eventually awarded the coveted SQA in 2002 for having matured into a world-class organisation. The journey towards achieving the SQA in 2002 was indeed a valuable and insightful learning experience.

Being the first government department to win the SQA, the SPF paved the way for other government agencies to follow suit. While winning the award brought with it a sense of pride and achievement, it also marked the start of the next lap of the SPF OE journey where we constantly improved ourselves so as to continuously achieve world-class standards. Our efforts were duly recognised with the achievement of the Singapore Innovation Class (2003), Singapore Service

Class (2004), People Developer Standard (2004) and the Distinguished Public Service Award (2004). In 2006, the SPF was presented with the Top Public Service (PS) Award, which is the pinnacle award for organisational excellence in the Singapore Civil Service.

The OE journey has not been an easy one. However, we believe that the public deserves nothing but the best. The SPF will continue to live up to the high standards worthy of an SQA organisation as we pursue our mission of keeping Singapore a safe and secure home for all. We will continue to do our best to be a 'Force for the Nation' and a 'Police Force that inspires the world'.

We are glad to share our experiences and our journey towards organisational excellence through the executive summary of the application report. We hope that it will benefit you and inspire your organisation in your own journey towards organisation excellence.

Khoo Boon Hui
Commissioner of Police
Singapore Police Force

MESSAGE



FROM MANAGEMENT REPRESENTATIVE

Since achieving the Singapore Quality Award in 2002, there have been dramatic changes in the world. Given the ever changing security environment and its accompanying myriad challenges, it is imperative that the Singapore Police Force (SPF) remains agile to be highly effective and efficient.

The SPF has sought to ensure this by striving for organisational excellence (OE), steeped in our belief that we must always strengthen our culture of innovation and continuous learning if we want to improve further. We have thus seen our units and departments embracing OE and

taking greater ownership in ensuring the highest standards of deployment. As part of our efforts to build up capabilities and capacities in the area of OE, many other new initiatives were implemented.

Today, all 28 units and departments within the SPF have an OE Sponsor and an OE Champion each to facilitate and promote OE efforts in their respective units or departments. The contributions of our OE Sponsors and OE Champions have been instrumental in propelling us ahead in our pursuit of excellence.

This year, we underwent another organisational health check using the comprehensive Singapore Quality Award assessment framework. With the passion and commitment of all involved, we have been conferred the 2007 Singapore Quality Award With Special Commendation. This prestigious award marks yet another milestone in the OE journey of the Singapore Police Force and we will continue to strive for excellence while ensuring the highest standards in upholding the law, maintaining order and keeping the peace in serving the people of Singapore.

Ang Hak Seng
Senior Assistant Commissioner
Singapore Police Force

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ORGANISATIONAL PROFILE



ORGANISATIONAL DESCRIPTION

1. ORGANISATIONAL ENVIRONMENT

The Singapore Police Force (SPF) has a history dating back to 1819 when Singapore was founded. Since its early days as a small colonial police force, the SPF has evolved into a well-respected force for the nation, recognised internationally as one of the most advanced and forward-looking law enforcement agencies in the world. Working together with its partners from the community, public and private sectors, the SPF plays a critical role in Singapore's criminal justice system.

MAIN PRODUCTS AND SERVICES

The SPF ensures the safety and security of Singapore. This is achieved through the delivery of four main services: *Policing, Investigation, Police Counter Services* and *Public Education*.

THE SPF'S STRATEGIC SERVICE INTENT

The SPF's Quality Policy Statement is manifested in its Strategic Service Intent which states that 'in every contact with the community, we secure their trust and partnership by providing *Convenient, Assured* and *Personalised Service* to achieve the best outcome thus ensuring their safety and security'.

EMPLOYEE PROFILE

The SPF has a staff strength of about 12,550 employees, including full-time Police National Servicemen (PNSF). The SPF's staff strength is further supplemented by more than 20,000 people partners, comprising Police National Servicemen and the Volunteer Special Constabulary.

The SPF has 28 units and departments which are divided into line and staff functionalities. Line units deal directly with the SPF's customers while staff departments plan and support the services provided by the line units.

MISSION

The mission of the SPF is to uphold the law, maintain order and keep the peace in the Republic of Singapore.

SHARED VISION

We are a force for the nation, ensuring the security, survival and success of Singapore, and helping to build it into our best home. We are a police force that inspires the world.

We are united with the community. We care for and serve the community that we work in and with.

We are feared by those inclined to crime and disorder. We are always ready to deal with any threats to the safety and security of Singapore.

We are a harmonious family. Each of us serves and leads, contributing to the objectives of the team we are part of. Our workplace is enjoyable to be in. Our people are our most valued assets.

CORE VALUES

Courage • Loyalty • Integrity • Fairness

MAJOR EQUIPMENT, FACILITIES AND TECHNOLOGIES

The SPF's physical infrastructure includes the Police Headquarters, its six Divisional Headquarters, 32 Neighbourhood Police Centres and 65 Neighbourhood Police Posts. The SPF's other critical facilities are the Traffic Police, Airport Police, Gurkha Contingent, Special Operations Command, Police Coast Guard and Police Cantonment Complex. In all, the SPF manages 128 operational facilities across the island.



The SPF has established a network of Information and Communication Technology (ICT) systems to assist its frontline officers and support units in the selection and management of information. The major systems are categorised under:

- Operations
- Investigation and Intelligence
- Public Services
- Administration and Support

REGULATORY ENVIRONMENT

The SPF derives its policing powers from its parent legislation – the Police Force Act passed in 1957. The Police General Orders, Unit Standing Orders, Standard Operating Procedures, Criminal Procedure Code and the Evidence Act regulate the SPF's core operations, as do the Government Instruction Manuals and other Civil Service codes and regulations.

2. ORGANISATIONAL RELATIONSHIPS

RELATIONSHIP WITH PARENT ORGANISATION

The SPF is one of the Home Team departments in the Ministry of Home Affairs. The Home Team envisions its departments working closely together to bring about a safe, secure and best home for Singapore.

RELATIONSHIP WITH CUSTOMERS

The SPF upholds its mission through the provision of four main services:

- Policing
- Investigation
- Police Counter Services
- Public Education

The SPF determines its product or customer offerings through its interaction with customers and insights obtained from these interactions. The development of the Customer Relationship Management framework in the SPF ensures that the insights garnered from its customer interactions are translated into customer requirements. The delivery of high standards of service is measured through The SPF Service Pledge.

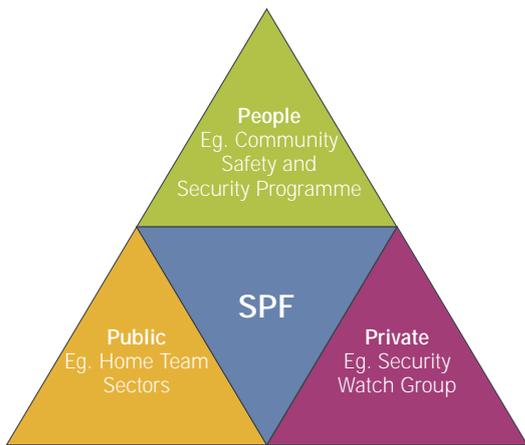
THE SPF SERVICE PLEDGE

- To answer '999' calls within 10 seconds
- To arrive at urgent incidents within 15 minutes and non-urgent incidents within 30 minutes
- To respond to letters from the public within 5 working days
- To update victims of crime on the preliminary status of cases within 7 working days
- To attend to customers at police service counters within 15 minutes

RELATIONSHIP WITH SUPPLIERS AND/OR PARTNERS

The SPF, like all public organisations, has limited interactions with its suppliers. The need for process transparency (such as calling for tenders), as mandated by the Government Instruction Manuals and other rules and regulations, restricts the flexibility of public organisations in dealing with their suppliers.

The SPF has two main types of suppliers - Logistics and ICT suppliers and three main types of partners – private sector (industry), people sector (community) and public sector (government departments) partners.



The SPF's Partners

SECTOR	PARTNERS
Public	Home Team Departments National Committee on Youth Guidance and Rehabilitation
People	People's Association HQ Police National Servicemen Volunteer Special Constabulary Community Development Councils Citizen Consultative Committees Residents' Committees Neighbourhood Committees
Private	Singapore Hotel Association Singapore Retailers Association Security Industry Media

ORGANISATIONAL CHALLENGES

1. Competitive Environment

While the SPF has no competitors, its pursuit of world-class excellence stems from the recognition that Singapore's success depends on the SPF's ability to perform its mission with credibility. As a measure of the SPF's success, the IMD World Competitiveness Yearbook 2006 continues to rank Singapore among the top ten in the world for the level of protection in personal security and private property,

amidst the heightened state of security. As a further testament to the SPF's world-class excellence, the Global Competitiveness Report (2005-2006) ranked Singapore No. 1 globally in terms of reliability of police services.

2. Organisational Directions

The SPF's organisational directions are guided by its three Strategic Thrusts so that all efforts are geared towards the achievement of its Shared Vision. The three Strategic Thrusts are Enhancing Operational Capability, Strengthening Community Partnership and Building Organisational Resilience. Developments under the three Strategic Thrusts include:

Enhancing Operational Capability (EOC)

- Bomb and Explosive Investigation Division
- Police MRT Unit
- Public Camera Zone
- Unified Closed Circuit Management System

Strengthening Community Partnership (SCP)

- Community Safety and Security Programme
- Security Watch Group
- Electronic Police Centre
- Handphone IMEI Tracing System
- Foreign Relations Capability

Building Organisational Resilience (BOR)

Achievement of:

- the Singapore Quality Award (SQA) in 2002,
- the Singapore Innovation Class in 2003,
- the Singapore Service Class in 2004,
- the People Developer Standard (PDS) in 2004,
- the Distinguished Public Service Award in 2004,
- ISO 9001 certification for its police counter services in 2006,
- seven HR awards from the Singapore Human Resources Institute in 2006, and
- Top Public Service Award in 2006.

The achievement of these standards and awards is testimony to the world-class systems and structures the SPF has and will continue to put in place, in support of Building Organisational Resilience.

3. STRATEGIC CHALLENGES

TERRORISM

The threat of terrorist attacks using weapons of mass destruction is very real and the SPF has to be physically and psychologically ready for a possible terrorist strike. The SPF's response in the event of such an incident must be swift and effective.

SOCIO-ECONOMIC DEVELOPMENTS

Singapore's pro-enterprise movement is expected to create tension between the pro-business dimension and the need for order and regulation. Liberalisation of the current licensing and regulatory regime is in order with the continual promotion of Singapore as a business and tourism attraction. On another front, the expected increase in the number of foreigners in Singapore's demographic scene could result in new challenges which the SPF has to deal with effectively.

GLOBALISATION

Singapore's increased immigration activity, coupled with the breaking down of geographical barriers by technological advancements, may result in an increase in trans-national crime. In dealing with such crimes, the SPF will face the challenge of extra-territorial law enforcement, and the need for greater trans-national cooperation with other law enforcement agencies.

LEADERSHIP





The Art of Leading

LEADERSHIP



1.1 SENIOR EXECUTIVE LEADERSHIP

Describe the senior executives' leadership, personal involvement and visibility in guiding the organisation towards excellence.

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

THE SPF LEADERSHIP GROUP

The senior executives of the SPF are the Commissioner of Police (CP), Deputy Commissioner (DC), Chief of Staff (COS), Directors, Commanders and their deputies. Collectively known as the *Leadership Group (LG)*, they steer the organisation towards excellence with their visionary leadership.

EVOLUTION OF COLLECTIVE LEADERSHIP

The SPF's leadership has evolved from personal involvement to one that involves *collective thinking and ownership*. *Collective Leadership is a hybrid of control and open systems*. At the strategic level, which supports *learning and innovation*, the LG capitalises on the power of *collective thinking*. At the operational level, which promotes the



Figure 1.1.1: The SPF Leadership Machinery

MISSION

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CORE VALUES

Courage • Loyalty • Integrity • Fairness

establishment of guidelines and the monitoring of progress, 'Command and Control' authority is exercised.

The concept of collective thinking has also been extended to the ground as the LG believes in empowering officers. As cogs in a wheel, ideas which are mooted at the leadership group forums are filtered down to the Divisional Key Officers and Neighbourhood Police Centre Forums. Issues discussed at these Forums can also be floated up to the LG Forum as shown in Figure 1.1.1.



Collective thinking in Leadership Group Forums.

ARTICULATING ITS SHARED VISION

The *SPF's Shared Vision* was first crafted in early 1997, with the involvement of *every officer* in the organisation, and reviewed in 2002. It was revisited during the Corporate Planning Forum in early 2007, and confirmed to be still very relevant to the SPF.

INCULCATION OF VALUES

The Shared Vision serves to align each officer's aspirations and actions by focusing on learning, innovation and the key stakeholders who include the SPF officers, customers and suppliers/partners.

SHARED VISION: FOCUSING ON STAKEHOLDERS' NEEDS

The LG is strongly committed to *focusing on the needs of its stakeholders*. This world-class practice was highlighted by management guru, Peter M. Senge, in the latest edition of his book, *The Fifth Discipline*.

Besides developing the community so they can assume greater ownership of safety and security issues in their own neighbourhoods, the SPF has also *'tapped into a network of academics, religious experts, and community leaders to obtain a diverse range of perspectives'*¹, to better understand

NOTE

1. Peter M. Senge (2006), *The Fifth Discipline*. Random House Business Books. p. 280

its customers' requirements, as noted by Peter M. Senge in his latest edition of *The Fifth Discipline*. The SPF also works closely with suppliers and partners to strengthen its operational capabilities so it can be *always ready to deal with any threats*.

FOCUSING ON LEARNING AND INNOVATION

The SPF has embraced the concepts of a Learning Organisation, where structured and unstructured channels of information-sharing, reviews, exchanges, meetings, visits as well as attendance at seminars and conferences promote the build-up of knowledge, and provide opportunities to explore new and better ways of doing things.

1b How senior executives communicate, demonstrate and reinforce the organisational purpose, vision and values to all stakeholders.

COMMUNICATION, DEMONSTRATION AND REINFORCEMENT

The LG strongly believes in communicating, demonstrating and reinforcing the SPF's Mission, Shared Vision and Core Values to all its stakeholders through various means as shown in Figure 1.1.2.



Figure 1.1.2: Living Out the SPF Core Values

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

EVALUATION OF LEADERSHIP EFFECTIVENESS

The LG's leadership effectiveness and involvement is evaluated and reviewed at the *individual, departmental* and *organisational* levels as shown in Figure 1.1.3.

LEVEL	EVALUATION AND IMPROVEMENT METHODS
Individual	<ul style="list-style-type: none"> • Formal staff appraisals • Feedback mechanisms • Ground visits • Surveys
Departmental	<ul style="list-style-type: none"> • Balanced Scorecard • Organisational Health Survey (OHS)
Organisational	<ul style="list-style-type: none"> • Review of major operations • Surveys • Balanced Scorecard

Figure 1.1.3: Evaluation and Improvement Methods

Over the years, the SPF, a well-respected and professional Police Force led by an enlightened leadership, has developed a reputation locally, regionally and globally for its crime-fighting capability and community policing success.

1.2 ORGANISATIONAL CULTURE

Describe how the organisation develops a culture that is consistent with its values, and which encourages learning, innovation and achievement of organisation's objectives.

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

TRANSLATION OF VALUES

The SPF's Core Values are *Courage, Loyalty, Integrity and Fairness* while the desired culture is one of Mutual Respect, Openness, Sincerity and Trust. The Core Values are first instilled in officers during their induction programme and translated into desired behaviour through *policies, programmes* and *practices*, as shown in Figure 1.2.1. The

Rewards and Recognition programme then provides the incentives to live out the Core Values. Finally, the standardisation of key services and procedures ensures adherence to policies, practices and behaviours that reflect the Core Values.

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.

PERMEATION OF THE SPF CULTURE

The SPF's culture of Mutual Respect, Openness, Sincerity and Trust is permeated through the practice of the five Learning Organisation disciplines - *Shared Vision, Personal Mastery, Mental Models, Team Learning and Systems Thinking*. Besides having the right policies and practices in place to reinforce the right values, the SPF continuously embarks on open communication of these values through generative dialogues pitched at different levels.

A CULTURE CONSISTENT WITH VALUES AND ETHICS

The SPF's Core Values have been the cornerstone of its good reputation. Teamwork and mentoring have also been crucial in the development of a learning culture. To ensure that the practices in the organisation are transparent, regular audit checks are conducted. The audit findings are then tracked and monitored by the Audit Committee chaired by the Commissioner of Police (CP).

A CULTURE THAT SUPPORTS LEARNING AND INNOVATION

Innovation is inextricably linked to learning and as a testament to this, the SPF was the pioneer organisation in Singapore to adopt Learning Organisation concepts. Today, the SPF is well-known as a Learning Organisation, as noted in Peter M. Senge's *The Fifth Discipline*: '*a small number of public organisations around the world embrace learning tools and principles in service of the same need for continual learning and adaptation. None have been more diligent in the effort than the Singapore Police Force*'².

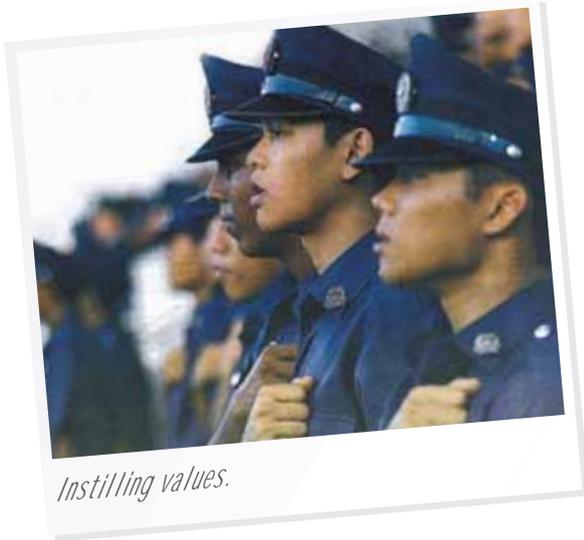
NOTE

2. Peter M. Senge (2006), *The Fifth Discipline*. Random House Business Books. p. 278

VALUES (CULTURE)	POLICIES	PROGRAMMES AND PRACTICES	DESIRED BEHAVIOUR
Courage (Openness)	We are willing to risk our lives, if necessary, in order to safeguard our society.	<ul style="list-style-type: none"> Recital of Police Pledge CP Commendation Award Police Medal for Valour CP's testimonial Commander's Award 	<ul style="list-style-type: none"> Display courage when carrying out our duties to safeguard our nation Take ownership Display commitment to the truth
	We also have the moral courage to seek and speak the truth, and to set wrongs right.	<ul style="list-style-type: none"> Briefings After-Action Reviews 	<ul style="list-style-type: none"> Be creative and resourceful Display courage to seek and accept the truth Take ownership in learning Take risks in innovating
Loyalty (Sincerity)	We are loyal to the nation, to the Home Team and to the SPF community.	<ul style="list-style-type: none"> Recital of Police Pledge Police Day Parade Police Long Service Awards Hall of Faith Drills and Training Commander's Parade Workplan Seminar 	<ul style="list-style-type: none"> Be loyal to organisational goals
	We are loyal to our own beliefs and ideals.	<ul style="list-style-type: none"> After-Action Reviews Conduct Learning Needs Analysis 	<ul style="list-style-type: none"> Stay committed to the quest for innovation and continuous learning Take ownership to improve one's competency Create a learning environment
Integrity (Trust)	Our actions are guided by our principles, not expediency.	<ul style="list-style-type: none"> Recital of Police Pledge Help through Ethical Disclosure Programme Ethics Seminar 	<ul style="list-style-type: none"> Exercise self-discipline Demonstrate honesty and integrity
	We never forsake our ethics in order to attain our objectives.	<ul style="list-style-type: none"> After-Action Reviews Highlighting of exemplary instances of integrity in media Internal Audit System 	<ul style="list-style-type: none"> Appreciate the implications of personal actions Seek to continuously learn and improve after strengths/weaknesses have been identified
Fairness (Mutual Respect)	We should be free from bias and prejudices. We are fair in our dealings with people, regardless of their race, religion, gender, age, standing in life and irrespective of whether they are victims, suspects or convicts.	<ul style="list-style-type: none"> Recital of Police Pledge Investigation by Internal Investigation Division Management of Mistakes Model Service drills 	<ul style="list-style-type: none"> Suspend judgement on people Seek to understand
	We also apply the same standard to the members of the SPF.	<ul style="list-style-type: none"> Sharing of shortcomings during performance appraisal 3-1 Convention WITs and SSS Rewards Service Excellence Day Highlighting of excellent service examples (PLM) 	<ul style="list-style-type: none"> Create a fair environment for continuous improvement Suspend assumptions and judgement on ideas Help others learn and develop their ideas Share knowledge and successes

Rows in support 'Organisational Objectives' while rows in support 'Innovation and Learning'.

Figure 1.2.1: SPF's Values, Practices and Behaviour



Through the Organisational Health Survey (OHS) findings, Staff Appraisal Reviews and ground activities, gaps between the current and desired behaviour/culture are identified and action plans developed to close the gaps. Since achieving the SQA in 2002, the key initiatives made to achieve the desired culture include communicating the importance of integrity through Ethics Seminars and producing an Inter-Racial Harmony Guide.

1.3 RESPONSIBILITY TO COMMUNITY AND THE ENVIRONMENT

Describe how the organisation addresses its responsibility to the community and the environment.

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

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

OVERCOMING CULTURAL GAPS

The LG employs multiple channels to identify gaps in the current culture and to chart out the action plans conducive for its desired culture as in Figure 1.2.2.

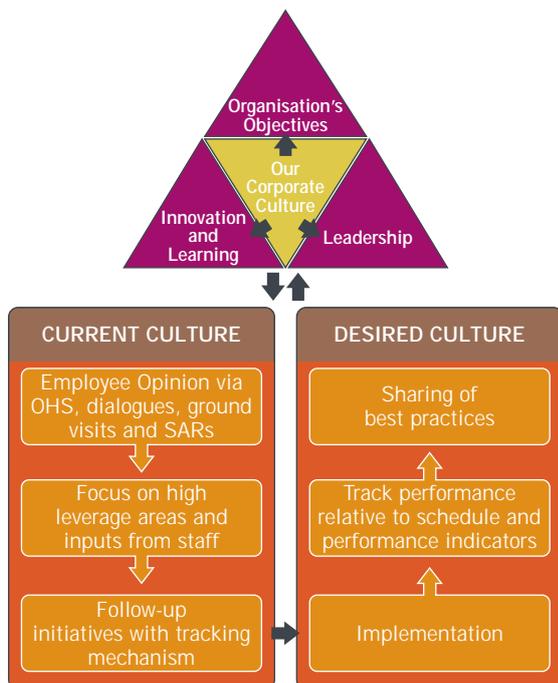


Figure 1.2.2: How the SPF Evaluates and Charts Out Improvements to Achieve the Desired Culture

THE SPF POLICY STATEMENT ON SOCIETAL RESPONSIBILITY

We are an organisation that is responsible to the society we operate in. We embark on initiatives and activities that are beneficial to the society, and community, and those that are in line with community and nationalistic goals, through leveraging on our resources, strength and capabilities.

SOCIETAL RESPONSIBILITY IN THE SPF'S CONTEXT
Besides keeping Singapore safe and secure, the SPF is committed to corporate societal responsibility and it does this through the four main thrusts under its *Societal and Environmental Responsibility Framework* as shown in Figure 1.3.1.

- Organisational Development and Policing
- Community Programmes
- Sports and Promotion of Healthy Lifestyle
- Environmental Protection

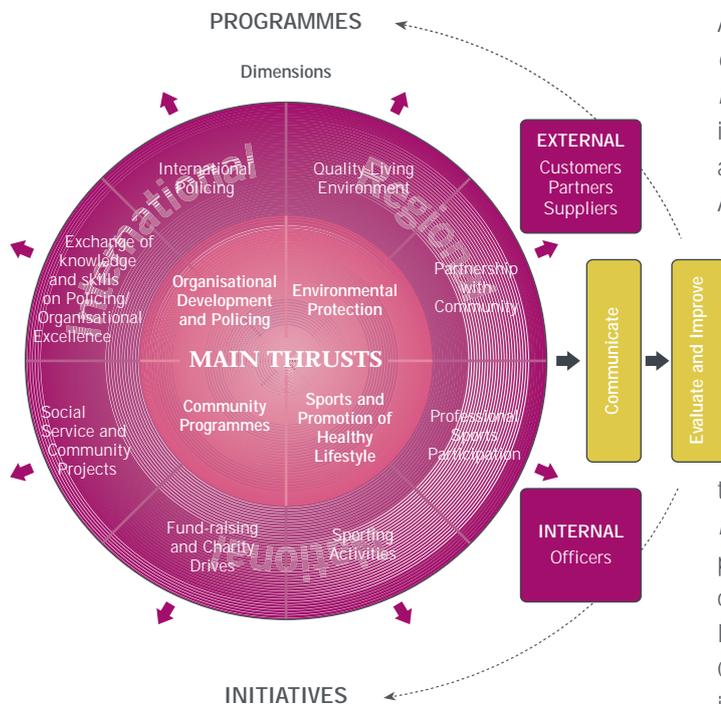


Figure 1.3.1: The SPF's Societal and Environmental Responsibility Framework

At the national level, CP Khoo Boon Hui served as the *Chairman of the Singapore Civil Service's Organisational Excellence Committee*. The LG members' contributions in the Community Development Councils and grassroots activities are also widely recognised. For instance, SAC Ang Hak Seng, Director, Planning and Organisation (P&O) Department, was awarded the *Public Service Medal* in 2006 for his outstanding contributions to Community Development Council activities as Chair of the Corporate Committee.

Beyond the national arena, the LG members *participate in UN peace-keeping missions*, while CP Khoo contributes to international policing as the *Vice-President, Asia, of the Executive Committee of Interpol*. Moreover, CP Khoo is part of 'Pearls in Policing', an elite group of police commissioners committed to sharing world-class practices. Nominated and appointed by his fellow police commissioners, CP Khoo spearheads the efforts of the group within 'Pearls in Policing', an endorsement that the SPF Collective Leadership Model is indeed a much sought-after best practice.

Over the years, activities and programmes in support of the four thrusts have been introduced as shown in Figure 1.3.2.

LEADERSHIP'S INVOLVEMENT AND PARTICIPATION
The LG members are actively involved in their respective department's or unit's societal activities to charity homes, organisations and also support the SPF's annual fund-raising events to raise funds for the less fortunate by approaching corporate sponsors and partners for corporate donations.



Fund-raising at the Charity Gala Dinner.

THRUSTS	DIMENSIONS	ACTIVITIES/ PROGRAMMES
Thrust 1: Organisational Development and Policing	1. International Policing	<ul style="list-style-type: none"> Participation in International Peacekeeping efforts (United Nations Peacekeeping Force) Overseas Conferences
	2. Exchange of Knowledge and Skills on Policing/ Organisational Excellence	<ul style="list-style-type: none"> Annual Community Policing Seminar Hosting of overseas study visits (i.e. visits by other police forces and institutions)
Thrust 2: Community Programmes	3. Social Services and Community Work	<ul style="list-style-type: none"> National Police Cadet Corps Volunteer activities Adopting of homes Assistance rendered to areas affected by Tsunami
	4. Fund-raising and Charity Drives	<ul style="list-style-type: none"> SHARE programme Annual charity fund-raising event (Charity Gala Dinner) Involvement in President Challenge
Thrust 3: Sports and Promotion of Healthy Lifestyle	5. Sporting Activities	<ul style="list-style-type: none"> Police Rugby Cup Sports Camps for Youths Charity Street Soccer for Youths Inter-Forces Games Home United Basketball Team (HUBT) Home United Football Club (HUFC)
	6. Professional Sports Participation	<ul style="list-style-type: none"> Participation in SEA Games, Asian Games and other international events
Thrust 4: Environmental Protection	7. Quality Living Environment	<ul style="list-style-type: none"> Green Day/competition/activities Environmental management of buildings New Brani Workshop designed to treat waste water/fuel discharge etc.
	8. Partnership with Community	<ul style="list-style-type: none"> Participation in National Environment Agency's programme on waste management

Figure 1.3.2: Summary of the Activities/
Programmes under Each Thrust/Dimension

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

COMMUNICATION CHANNELS

The SPF relies on various mechanisms to communicate its policies and goals to employees and external parties as shown in Figure 1.3.3. It also works hand-in-hand with related organisations to achieve its four main thrusts and specific goals.

EXAMPLES OF COMMUNICATION CHANNELS

For external stakeholders

- SPF's Corporate Societal Responsibility Website
- media

For employees

- SPF's Corporate Societal Responsibility Website

Figure 1.3.3: Publicity on the SPF's Corporate
Societal Responsibility



Participation in international Peacekeeping efforts.

1.3c How the organisation evaluates and improves its involvement and contribution to the community, society and the environment in which it operates.

COMMITTEE ON SOCIETAL RESPONSIBILITY – SYSTEMIC STRUCTURE

The Committee on Societal Responsibility meets quarterly to review the SPF's charity drives, charity contribution rate and environmental protection initiatives (see Figure 1.3.4). Since 1999, the Committee has evolved from a team focused on bolstering the SPF's SHARE contribution rate to a working group on societal responsibility in 2000, to a committee spearheading both societal and environmental-related initiatives in 2001 to its current structure.

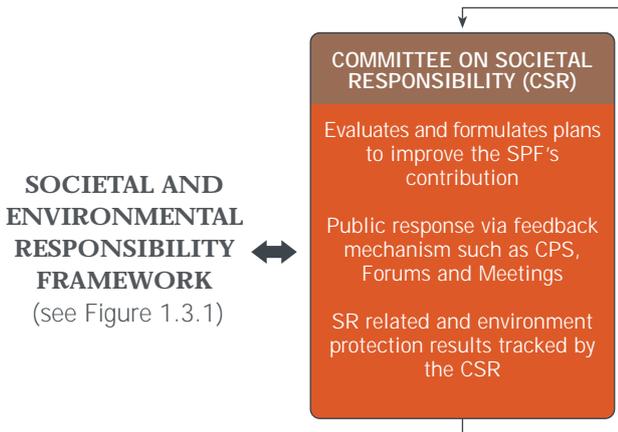


Figure 1.3.4: How the SPF Evaluates and Improves Its Involvement and Contribution to Society and the Environment

Since achieving the SQA in 2002, the key improvements made include tracking the number of green activities conducted as part of the target for each unit or department and the introduction of a 'Save Energy and Water Competition', also known as the 'Green Competition'.



PLANNING

Corporate
Strategy
Map

Work
Plan
Seminar

Value
Innovation

Portfolio
Management

Q2Q
Planning

Strategic
Conversations



Perfecting Tomorrow

PLANNING



2.1 STRATEGY DEVELOPMENT AND DEPLOYMENT

Describe the organisation's strategy development process to strengthen organisational performance and competitive position, and the deployment of strategies and goals.

2.1a Describe the process for developing and deploying the organisation's short- and long-term strategic plans. Include key steps and key participants in the process.

The Singapore Police Force (SPF) operates a robust and systematic corporate planning process that enables visionary long-term planning and agility to adapt to unpredictable changes in the operating landscape. In ensuring the effectiveness and relevance of plans, all levels of employees are involved using a top-down and bottom-up approach with active participation. Figure 2.1.1 illustrates the SPF Corporate Planning Process.

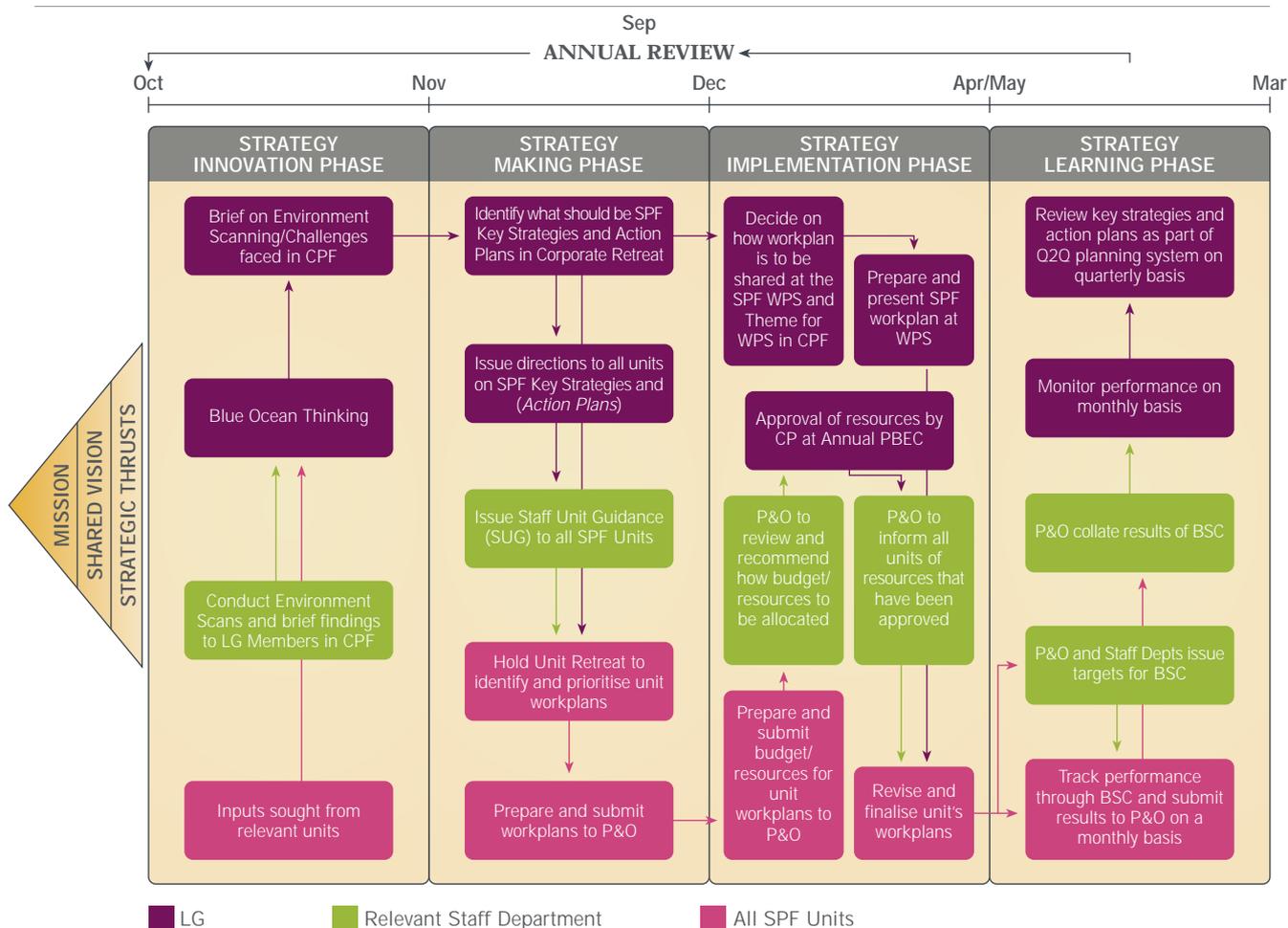


Figure 2.1.1: The SPF Corporate Planning Process

STRATEGY INNOVATION

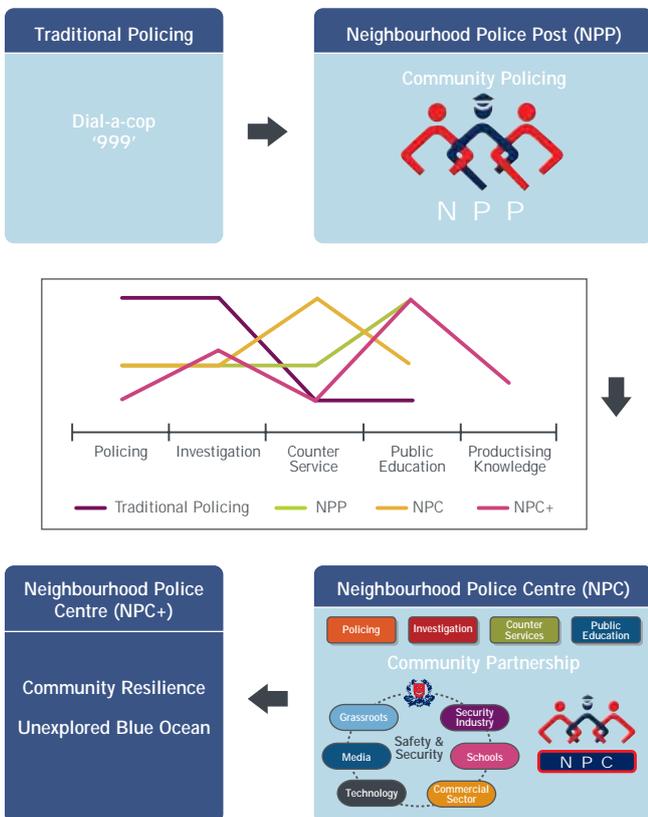
In this phase, *internal* and *external* scans are performed to provide relevant information for strategy formulation. The SPF also relies on innovative tools such as the use of Blue Ocean thinking for value innovation that helps bring a monumental leap in SPF's value proposition to its customers.

Since 2002, the use of value innovation has allowed the SPF to move beyond community partnership, towards community engagement and building capacity within the community so that they take ownership of their own safety and security issues as shown in Figure 2.1.2

Perhaps the most telling indicator of success in its move from being the sole proprietor of police to one where it serves as a champion of policing, where other constituents are involved, is the rise in public-assisted arrest rates since 2003. Currently, about four in ten arrests for major selected offences are made with the assistance of the public. These statistics are shown in Category 7.4.

STRATEGY MAKING

In this phase, the LG and Planning Community come together at the *SPF Corporate Retreat* to formulate short- and long-term corporate objectives and strategies. These strategies crystallise the SPF Corporate Strategy Map and provide focus for the four perspectives in the Balanced Scorecard. The SPF strategies are then cascaded to every SPF unit which then conducts their respective retreats and formalise their work plans.



STRATEGY IMPLEMENTATION

At this phase, work plans are developed through reviewing and assessing the directions given using the *Portfolio Management*.

The criticality of projects is assessed with respect to their Return on Investment which prioritises projects into each quarter of the financial year based on the risk scores. Resource needs are prioritised using the *Resource Management Framework*, which enables the SPF to optimise the returns on its investment through the use of tools such as *Enterprise Risk Management (ERM)* and *Net Economic Value (NEV)*.

Figure 2.1.2: The Value Innovation

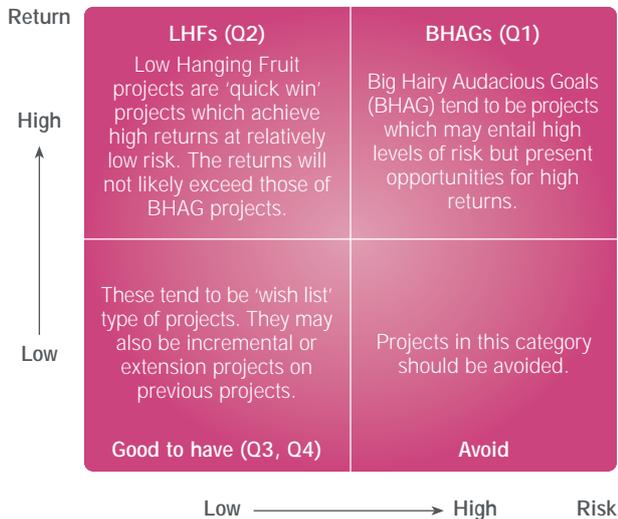


Figure 2.1.3: Portfolio Management

Concurrently, ground-up inputs from the *Annual SPF Workplan Seminar* are used to refine the work plans. Key performance indicators (KPIs) and targets are also reviewed by studying comparative information or customer requirements.

STRATEGY LEARNING

In the final phase, KPIs and key work plans are monitored monthly through the Balanced Scorecard (BSC) and the *Quarter-to-Quarter (Q2Q)* review system respectively. Existing and new resource requirements are also reviewed to ensure that plans remain relevant. Throughout the cycle, *Strategic Conversations* with LG are held at the *Leadership Group Forums (LGF)* and facilitated by a group of young officers, focusing on important issues that require generative thinking. This phase promotes learning at the organisational level, and sharpens the organisation's planning capability. This phase continues until the end of the financial year.

2.1b Summarise the organisation's key strategic objectives and goals for the short- and long-term that arise from the strategy development process.

SPF STRATEGIC OBJECTIVES

The SPF's key strategic objectives are captured in the Corporate Strategy Map consisting of the four perspectives and their respective enablers. These enablers then help provide directions for relevant KPIs. Figure 2.1.4 shows examples of some strategic objectives.

PERSPECTIVE	ENABLERS	Strategic Objective
Stakeholder	Safe and Secured Community	Low Crime and Disorder
		Resource Optimisation
Community	Responsiveness	Case Management
		Quality of Services
Internal Processes	Operational and Organisational Readiness, Community Partnerships	Enhance Operational Readiness
		Promote Community Involvement
Learning and Growth	Organisational and Human Capital	Learning Organisation and Innovative Culture
		Strategic Human Resources

Figure 2.1.4: SPF Strategic Objectives

TARGET SETTING

Target setting is done annually through benchmarking and comparison reviews, and reviewing past performance levels and future requirements so as to maintain a healthy performance measurement system. KPIs and targets may also be reviewed mid-year to maintain the much needed agility.

2.1c How the organisation reviews its performance relative to plans, and how it reviews the relevance of plans to reflect business changes.

Implementation and review of plans are carried out in the Strategy Learning Phase of the SPF Corporate Planning Process and are made possible by the Strategic Learning and Monitoring System and Q2Q Planning

STRATEGIC LEARNING AND MONITORING SYSTEM

Performance indicators are reviewed and conducted in a variety of forums. Monthly Crime Control Forums are chaired at the HQ Level to review the crime situation island-wide. Similarly, such forums are also held in the respective Police Divisions. At the same time, KPIs are also tracked and reported at Key Management Meetings. This is shown in Figure 2.1.5.



Figure 2.1.5: Strategic Learning and Monitoring System

2.1d How the organisation evaluates and improves its strategic planning process.

Before the commencement of the next corporate planning cycle, a review of the SPF Corporate Planning Process is conducted with feedback and inputs gathered from the LG and its key participants throughout the key milestones of the SPF Corporate Planning Process.

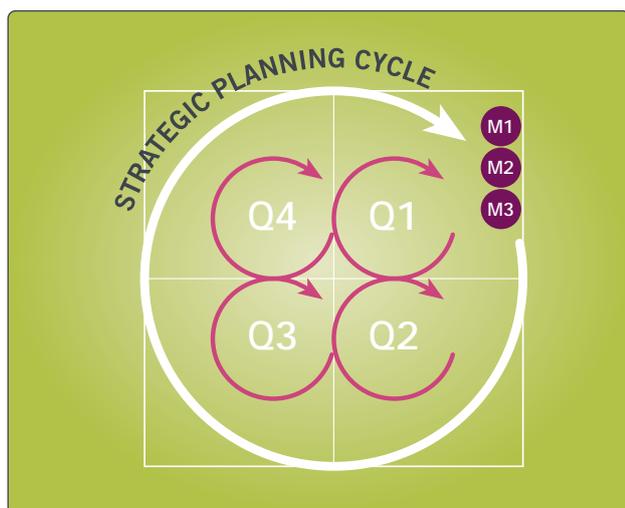
The review also includes lessons learnt from After-Action Review (AAR) sessions and best practices from organisations which the SPF officers had attended.

In addition to the overall planning process, specific improvements within the planning process which have been realised since 2002 are as follows:

- (i) Introduction of tools, techniques and innovative approaches such as Blue Ocean Thinking, Enterprise Risk Management and Q2Q Planning.
- (ii) Transformation of the corporate planning process from a reactive to a more stable proactive stance with a strategic focus for the next three to five years and which overlays the macro plans with yearly reviews.
- (iii) BSC as a performance management system for the realisation of the Mission and Shared Vision.

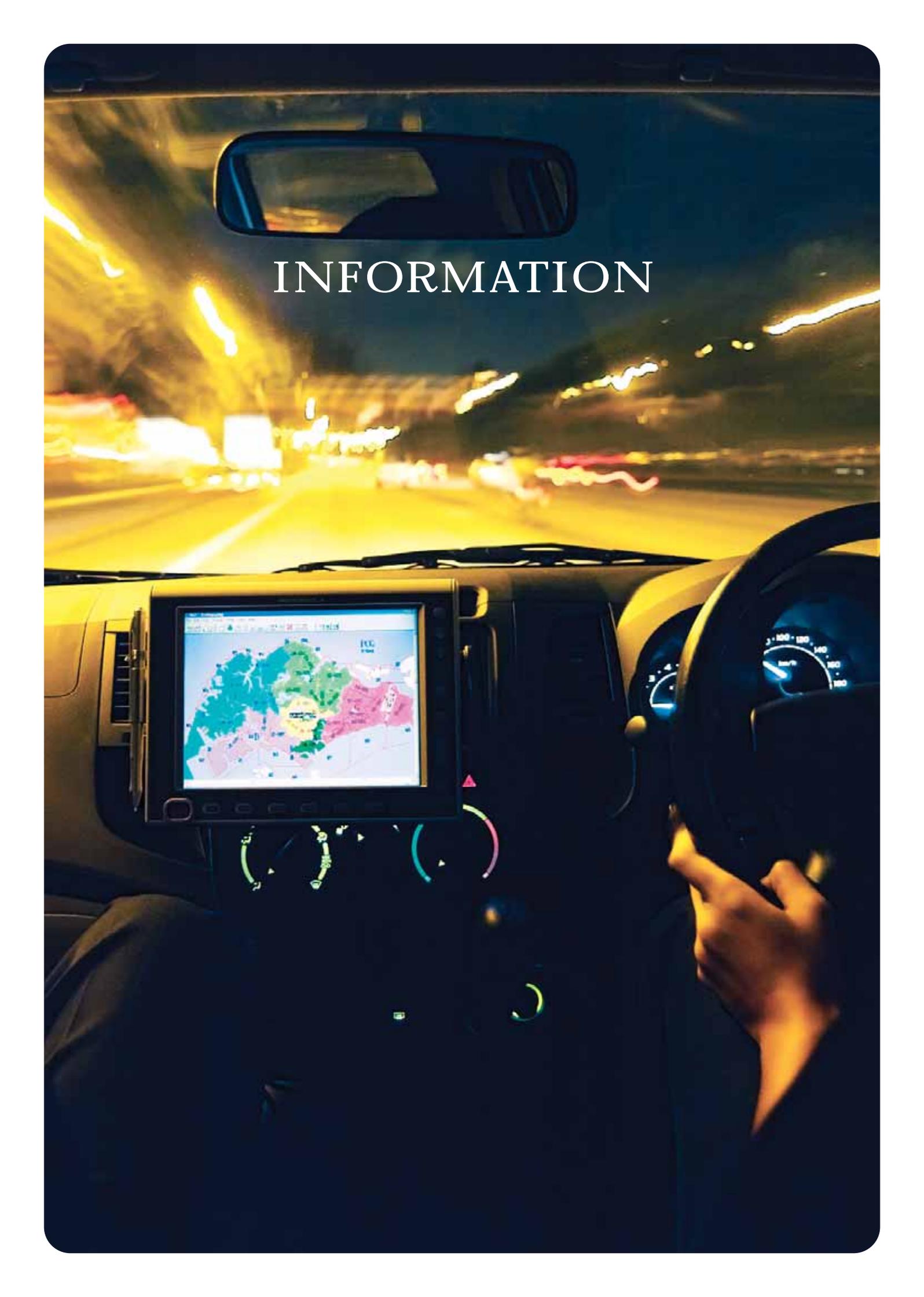
(ii) QUARTER-TO-QUARTER PLANNING

Through the Q2Q review mechanism, the SPF is able to remain nimble and react to urgent operational requirements within a short time frame. It does this by prioritising pre-determined funds into each quarter of the financial year and then reviews it to stay relevant to the operating environment. This is shown in Figure 2.1.6.



- Quarterly Portfolio Review
Address existing and new resource requirements based on assessed priorities
- Monthly Project Review
Tracking key projects

Figure 2.1.6: Q2Q Review Mechanism



INFORMATION



Bridging the Knowing-Doing Gap

INFORMATION



3.1 MANAGEMENT OF INFORMATION

Describe how the organisation selects and manages information for planning, day-to-day management and performance evaluation.

3.1a How information needed to drive planning, day-to-day management and improvements to the organisation's performance is selected and collected. List the key types of information and describe how they are related to the organisation's performance objectives and goals.

INFORMATION MANAGEMENT

Information in the Singapore Police Force (SPF) can be divided into internal information that is obtained through the Key and Support Processes and external information gathered through customers, suppliers and partners. Information used for *daily management* are those required for the smooth delivery of its key services, namely, *Policing, Investigation, Police Counter Services* and *Public Education*. At all times, the information is aligned to the SPF's Mission and Shared Vision as illustrated in Figure 3.1.1.

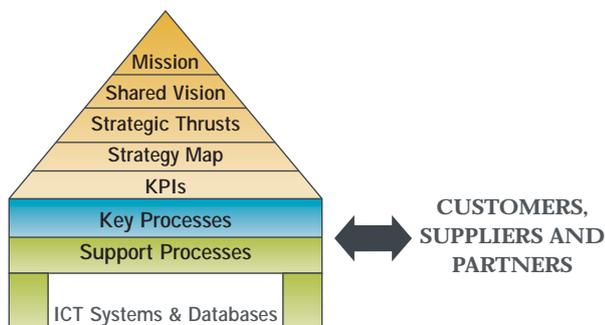


Figure 3.1.1: Information Management Framework

The key types of information used in the SPF are for decision-making and are obtained through their respective process owners as shown in Figure 3.1.2.



Figure 3.1.2: Approach to the Management of Information in the SPF

INFORMATION – INTELLIGENCE

How information is processed into something that is helpful to decision-making and planning can be described through the process of intelligence gathering, a key pillar of policing. Raw information obtained from various sources is put through the phases of the Intelligence Cycle, during which it is processed and analysed to form a holistic intelligence picture. This enables the effective planning and successful execution of anti-crime operations.

3.1b How the organisation ensures that information is reliable, accessible and disseminated quickly to employees, suppliers/partners and customers. Include how the organisation shares information to encourage learning and innovation.

RELIABILITY AND ACCESSIBILITY

The SPF has instituted various means to ensure the reliability of its Information System for accuracy, integrity and legitimacy of data collection through the upkeep of ICT Databases and Archival Systems as tabulated in Figure 3.1.3.

RELIABILITY	ACCESSIBILITY
Guidelines and SOPs	SPF Intranet
Business Continuity	Shared Databases
Registry Libraries	Publications
File Traceability System	Document Security Classification
Storage and Disposal Policy	

Figure 3.1.3: Information Systems Ensuring Reliability and Accessibility

DISSEMINATION OF INFORMATION

The SPF encourages the dissemination of information internally and with external parties through various means as shown in Figure 3.1.4.

An example of internal dissemination is through the *SPF Connectors*, a select group of officers who assists the SPF in improving internal communications and serves as a channel to communicate and provide management with a good sensing of ground sentiments.

INTERNAL	
Top-Down	Examples
Electronic	Broadcast messages, emails and Intranet
Meetings	Staff meetings workshops, briefings, After-Action Reviews and corporate retreats
Publications	Police Life Monthly and Commissioner of Police Bulletin
Bottom-Up	
Electronic	Discussion Groups and online surveys
Formal feedback channels	Surveys, focus group discussions and Staff Suggestion Scheme
Meetings/Dialogues	In-service, coffee corner sessions, Management by Walk-About and dialogue sessions with LG
Incentive-driven methods	Staff Suggestion Scheme and Commissioner of Police Essay Competition

Figure 3.1.4: Timeliness of Information Dissemination

EXTERNAL	
Suppliers, Partners	
Electronic	GeBIZ, Emails
Meetings	Regular meetings
Customers/Public	
Electronic	<ul style="list-style-type: none"> The SPF Internet E-services
Media/Press	<ul style="list-style-type: none"> Media partners Crimewatch
Meetings/Dialogues	<ul style="list-style-type: none"> Crime Prevention Exhibitions and talks RC Meetings and House Visits

Figure 3.1.4: Timeliness of Information Dissemination (continued)

KNOWLEDGE MANAGEMENT

As a knowledge-intensive organisation, the flow of information is inextricably linked to *Knowledge Management (KM)*. The *SPF KM Framework* was established through the *Knowledge Management Steering Committee* which propelled the level of knowledge-sharing both within and outside of the SPF. Figure 3.1.5 illustrates the SPF KM Framework.

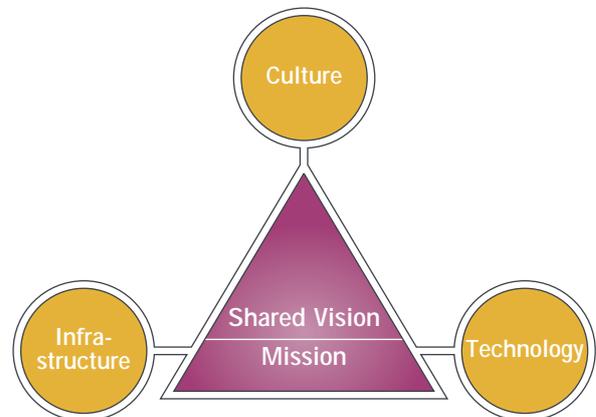


Figure 3.1.5: The SPF's KM Framework

KM: JOINT OPERATIONS, INVESTIGATION AND INTELLIGENCE

The SPF has leveraged on technological advancements to introduce many Info-Communication Technology (ICT) systems covering a wide spectrum of policing work from Operations to Investigation and Intelligence. Through its *Joint Operations, Investigation and Intelligence (JOII)*, the SPF is able to bridge the knowing and doing gap to achieve operational excellence by fusing knowledge obtained from various domains and integrating it with the core business process as illustrated in Figure 3.1.6.

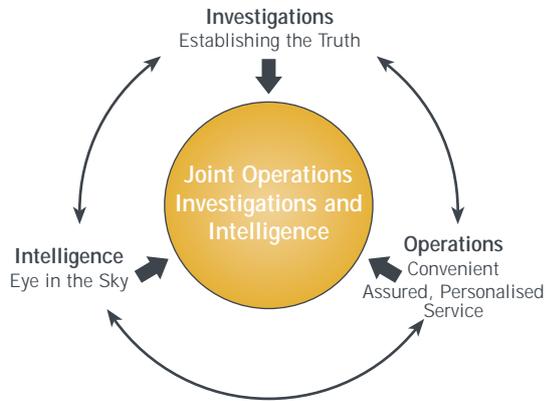


Figure 3.1.6: Knowledge Management: JOII



SHARING OF INFORMATION THAT ENCOURAGES INNOVATION AND LEARNING

The SPF has successfully instituted a culture of innovation, learning and sharing through the Management of Mistakes and AAR Framework. The Management of Mistakes Framework evaluates errors based on intention and consequence factors and empowers officers to make quick decisions and solve problems efficiently. Through this, the SPF is able to learn from both mistakes and near misses which also serve as an impetus for the conducting of AARs and the building of the capacity for knowledge within officers.

Since 2002, the AAR framework in the SPF has taken on a greater role. Learning no longer takes place at the end of an operation but rather, there is a comprehensive framework in place for learning before, during and also after an operation. Before-Action-Review allows learning through the research of past AARs prior to an operation. During operations, in-progress-reviews are conducted to allow the organisation to reflect on what has transpired thus far and plan for further actions. The final step of the AAR seeks to uncover lessons learnt during the operation.

The concepts of Management of Mistakes and AAR have been highlighted in a *Far Eastern Economic Review*³ article and also in the *International Journal of Knowledge Management Studies*⁴,

NOTES

- 3. Chris Prystay, *Forcing Change*, Far Eastern Economic Review, July 29, 2004, p. 37
- 4. Ng Pak Tee and Ang Hak Seng (2007) *Managing knowledge through communities of practice: the case of the Singapore Police Force*. IJKMS, Vol. 1, Nos. 3/4, 2007 pp.356-367

3.1c How information is analysed and used to support organisational planning and review.

The SPF uses a variety of analytical methods and tools to support its planning and review:

- (i) Quantitative Analysis: Trends, Statistical Analysis and Cause and Effect Analysis
- (ii) Qualitative Analysis: Feedback and Survey, SWOT Analysis and Scenario Planning.

3.1d How the organisation evaluates and improves its management of information.

In view of the wide variety of information used by the SPF, the management of information is evaluated and reviewed on a quarterly basis at the KM Steering Committee. The reviews are conducted in alignment with the SPF's corporate strategies and aimed at enhancing the reliability and relevance of information.

Some examples of reviews and improvement include the introduction of KM Champions, Blue-Ocean Thinking and Electronic Police Centre.

3.2 COMPARISON AND BENCHMARKING

Describe how the organisation selects and uses comparative and benchmarking information to achieve performance improvements.

3.2a How comparative and benchmarking information is selected to improve the organisation's performance.

SELECTION OF COMPARATIVE AND BENCHMARKING INFORMATION

At the start of the SPF Corporate Planning Process, comparative and benchmarking information is obtained and analysed. Based on the SPF Key Strategies and Action Plans, a decision is made to undertake process or strategic benchmarking. Process benchmarking is conducted when the objective is to enhance the performance of an existing process, and to pursue efficiency. Strategic benchmarking is undertaken to develop a completely new capability, and pursue effectiveness for the organisation.



Figure 3.2.1: Five-Phase Benchmarking Process

Hence, comparisons and benchmarking activities are carried out with other organisations renowned for similar practices. In order to seek better performance, comparative and benchmarking information is then used for the following purposes:

- Set appropriate targets for selected key performance indicators (KPIs);
- Realise process improvements by setting appropriate performance measures; and
- Achieve breakthrough improvements by undertaking benchmarking projects with relevant organisations.

3.2b How comparative and benchmarking information is used to improve processes and to set stretch goals and/or encourage breakthrough improvements. Include a summary of comparative and benchmarking activities and studies done.

The process by which the SPF improves and sets stretch goals is through the *Comparative and Benchmarking Information Process* which is an integrated approach in the SPF Corporate Planning Process.

Samples of benchmarking projects undertaken by the SPF are tabulated in Figures 3.2.2.

BENCHMARKING PROJECTS
Study on Composite Materials and Boat Building Techniques (Florida, USA)
Study Visit to the Monte Carlo F1 Grand Prix
Study on Enforcement Strategies pertaining to Integrated Resorts (Victoria and New South Wales, Australia)

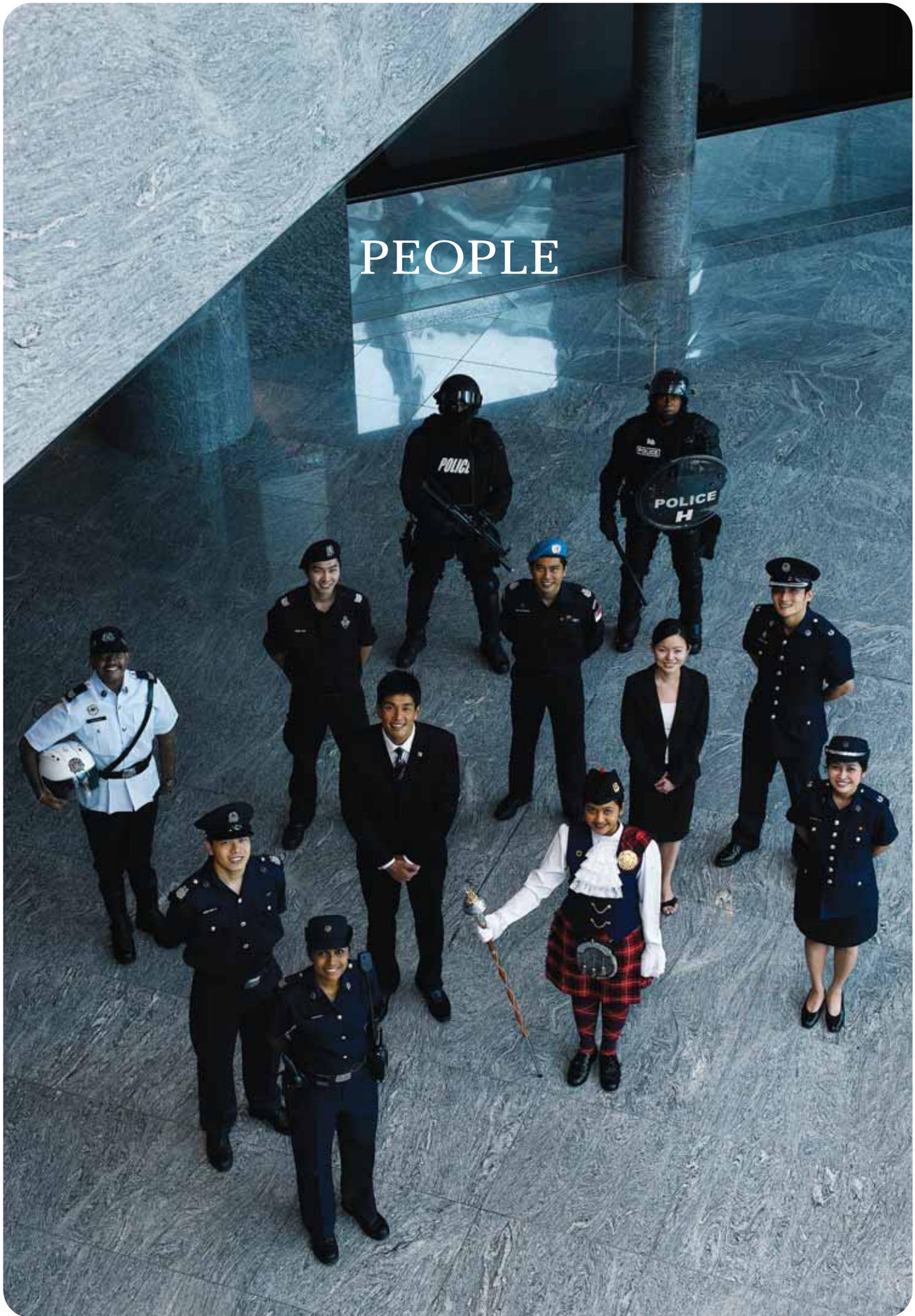
Figure 3.2.2: Samples of Benchmarking Projects Completed

3.2c How the organisation evaluates and improves its overall process of selecting and using comparative and benchmarking information.

To ensure that the selection of comparative and benchmarking information remains efficient and effective, the SPF conducts a review at the start of every cycle of the SPF Corporate Planning Process. Emerging trends on comparative data and information are analysed through environmental scans for target-setting in performance management.

An example of key improvements made since 2002 was the evolution of the benchmarking process that led to the conceptualisation of the strategic benchmarking process. This enabled the SPF to realise 'leapfrog' improvements through strategic study visits and injecting key techniques for implementation within the SPF.

PEOPLE





People are Our Most Valued Assets

PEOPLE



4.1 HUMAN RESOURCE PLANNING

Describe how the organisation's human resource strategies address the needs and development of its workforce.

4.1a Describe the organisation's human resource requirements and plans, based on the organisation's strategic objectives and goals.

THE SINGAPORE POLICE FORCE'S (SPF'S) HUMAN RESOURCE STRATEGIES

The SPF's Human Resource (HR) requirements and plans are aligned to the corporate objectives and the three Strategic Thrusts, especially that of *Building Organisational Resilience*. The commitment to the people in the SPF begins at the Leadership Group level, with Director Manpower, Director Police National Service and Commander Training Command overseeing the manpower and training functions in the SPF. The SPF ensures that the human plans formulated meet the SPF's HR requirements as shown in Figure 4.1.1.



Figure 4.1.1: The SPF HR Critical Success Loop

HR PLANS

The HR plans, which encompass planning for *selection/recruitment, posting, employee involvement, performance management and recognition, and training and welfare*, are developed in parallel with the SPF Corporate Planning Process.

The SPF Total Human Resource Framework which helps to address the SPF HR requirements, categorises the HR plans and programmes into four main areas: Pay, Benefits, Learning and Development and Work Environment as shown in Figure 4.1.2



Figure 4.1.2: The SPF Total Human Resource Framework

PEOPLE ARE MOST VALUED ASSETS

As people are the SPF's most valued assets, the HR function is used as a strategic lever to develop and motivate every officer to their fullest potential, with leadership renewal and succession planning catered for.

HR PERFORMANCE

The HR initiatives are measured in the Balanced Scorecard where key human resource-related performance indicators are used to track the progress of implementing human resource plans. As part of the HR planning process, the SPF also benchmarks with and learns from local and international agencies, to keep abreast of HR plans and best practices.

4.1b How the organisation implements and reviews its human resource plans.

Implementation of Human Resource Plans

HR management is done in a collaborative and highly consultative manner, with the line managers directly involved in the various HR processes, namely:

- Selection/Recruitment/Enlistment,
- Posting,
- Employee Involvement,
- Performance Management,
- Training,
- Welfare, and
- Review of HR plans.

The supervisors also promote teamwork through active participation in welfare activities and employee involvement initiatives.

REVIEW OF HUMAN RESOURCE PLANS

Reviews of HR plans are made taking into account the SPF strategic challenges so that the SPF officers have the necessary capabilities to effectively manage future challenges. For example, since achieving the SQA in 2002, the SPF has introduced a new specialist career track as well as criminal profiling and computer crime investigation capabilities.



4.2 EMPLOYEE INVOLVEMENT AND COMMITMENT

Describe how employees contribute to the achievement of the organisation's objectives and goals.

4.2a The strategies adopted and the mechanisms available to encourage employee involvement and commitment in teamwork, innovation and the achievement of organisation's goals and objectives.

EMPLOYEE INVOLVEMENT AND COMMITMENT STRATEGIES

The SPF has created a conducive environment and involvement mechanisms aligned to the organisation's goals and objectives. Since adopting the Learning Organisation principles, the SPF has engendered a culture of flexibility, systems thinking and excellence orientation as a foundation to promote employee involvement and commitment. The employee involvement mechanisms, classified into four areas: *Innovation, Communication, Commitment* and *Teamwork*, provide the necessary infrastructure to elicit the talents of the officers and enhance their sense of belonging to the organisation.

The *SPF Employee Involvement Model* illustrates how the strategies, mechanisms and key Employee Involvement initiatives contribute to the achievement of the SPF Shared Vision as illustrated in Figure 4.2.1

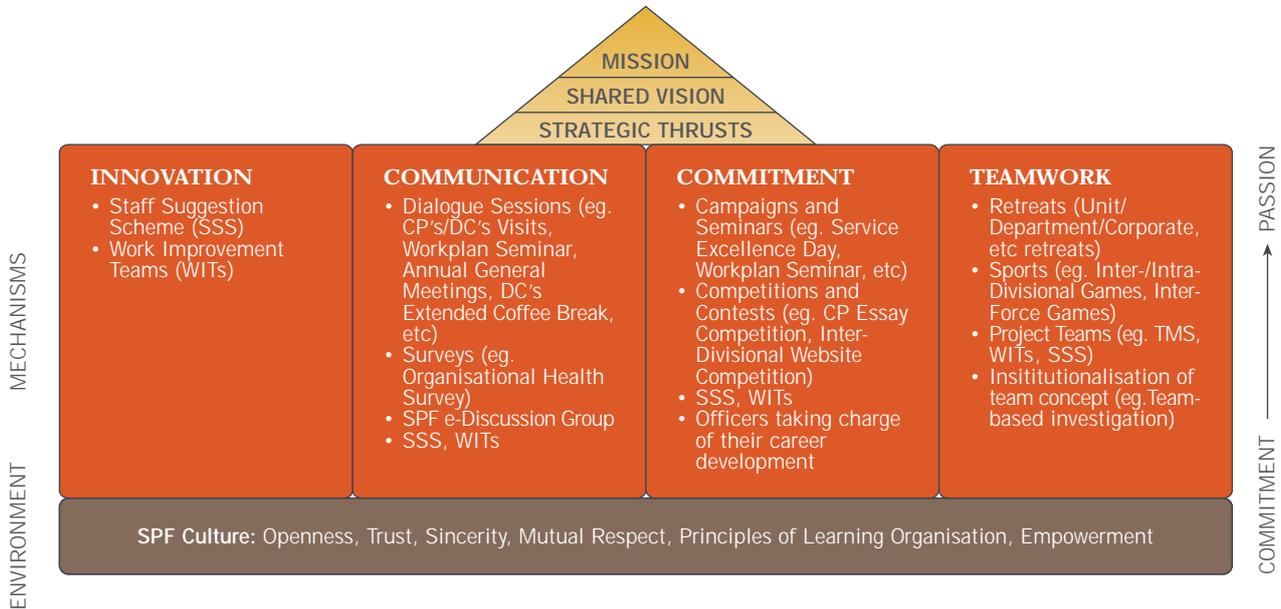


Figure 4.2.1: The SPF Employee Involvement Model

The various employee involvement activities also provide alternative avenues for staff development. Through employee involvement, the dynamism generated from participating in activities and events is transformed to passion for greater employee involvement.

4.2b The process of implementation of the mechanisms for employee involvement and commitment, and the review of their effectiveness.

IMPLEMENTING THE MECHANISMS

The lead departments spearhead the implementation of the Employee Involvement initiatives. By doing so, they can exercise their creativity at implementing, managing and reviewing these initiatives, though certain guidelines exist.

REVIEW OF THE MECHANISMS

Apart from using proxy indicators, lead departments conduct After-Action Reviews (AARs) to identify and address areas for improvement. Employee-engagement initiatives are also discussed at the *Director Manpower and Deputies (HR Champions) Forum*.

4.2c How the organisation evaluates and improves its overall employee involvement process.

EVALUATION AND IMPROVEMENT

At a micro level, the individual lead departments are empowered to evaluate and improve their initiatives. At a macro level, the *Director Manpower-Deputies Forum* reviews the overall Employee Involvement initiatives while Manpower Department reviews the process during quarterly meetings.

Examples of improvements made since achieving the SQA in 2002 include the introduction of publications such as *SMART COP* and leaflets on *Preparing for Prolonged Deployment* and the development of the SPF's own employee engagement framework illustrated in Figure 4.2.2. This framework is based on the SPF Organisational Health Survey (OHS) results and Gallup survey.



Figure 4.2.2: The SPF Employee Engagement Framework

4.3 EMPLOYEE EDUCATION, TRAINING AND DEVELOPMENT

Describe how the organisation determines employee education, training and development needs. Describe how education and training is delivered and reviewed.

4.3a How the organisation identifies its education, training and development needs for all employees to support its objectives and goals.

IDENTIFICATION OF TRAINING AND DEVELOPMENT NEEDS

Education, training and development needs are determined through a top-down and bottom-up approach. The top-down approach is aligned to the annual Corporate Planning Process where strategic education, training and development needs are identified and converted to department- and SPF-wide training plans in support of the SPF's objectives and goals.

For the bottom-up approach, departments and units also adopt the *Learning Needs Analysis* process to ensure that the individuals' learning is aligned to the department's or unit's and the SPF's objectives.

CONTINUOUS EDUCATION PROGRAMME

Recognising that re-training and life-long learning are critical components for individual and organisational success, the SPF developed its very own *Continuous Education Programme* for all regular staff. Under the *Continuous Education Programme* framework, sponsorships for part-time courses from certificate- to post-graduate level are awarded to facilitate officers' academic upgrading as shown in Figure 4.3.1.

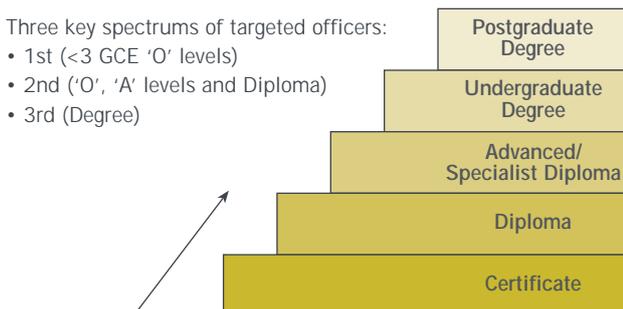
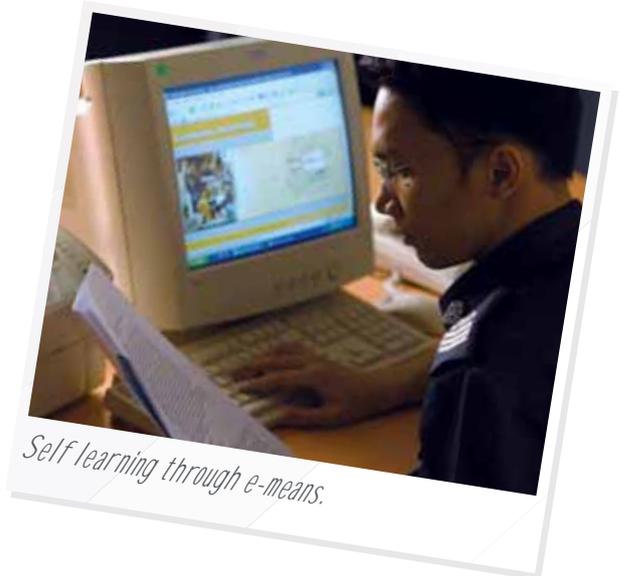


Figure 4.3.1: Academic Upgrading Path



Self learning through e-means.

4.3b How education and training is delivered and how education and training effectiveness is reviewed.

TRAINING AND DEVELOPMENT

The SPF's focus is to provide all-round training for its employees, with emphasis on personal and professional development. Under the *SPF Training Framework*, appropriate training programmes, both formal and informal, are developed for employees at various stages of their career to prepare them for their changing job requirements.

To facilitate self-learning, officers have access to the Standard Operating Procedures and AARs via the SPF's *Collective Resource, Learning and Thinking System* (CREATE) website.

LEADERSHIP DEVELOPMENT

As part of the leadership development process, future generations of leaders are identified and groomed under various developmental programmes.

REVIEWING TRAINING EFFECTIVENESS

Reviews on the effectiveness of training in relation to the achievement of organisational goals are done via assessments and by soliciting feedback. Assessment methods include paper-and-pencil tests, computer-aided and scenario-based assessments.

To ensure the application of knowledge/skills acquired from courses and to determine the effectiveness of the training undergone, the officers and their immediate supervisors conduct pre- and post-course reviews of key learning programmes. The feedback is then taken into account when designing new training programmes. The *Kirkpatrick's Model* is also used to evaluate the effectiveness of training in the SPF as shown in Figure 4.3.2.

LEVEL	REVIEW TOOLS
Level 1: Reaction	<ul style="list-style-type: none"> Obtaining feedback via Evaluation Feedback Form on Training Programme, Trainer and Trainee
Level 2: Learning	<ul style="list-style-type: none"> End-of-course tests Examinations Projects
Level 3: Behaviour	<ul style="list-style-type: none"> Pre- and post-course reviews with reference to specific, measurable, achievable, relevant and time-bound (SMART) targets
Level 4: Results	<ul style="list-style-type: none"> Cost savings Work output improvement Quality changes

Figure 4.3.2: Kirkpatrick's Model

4.3c How the organisation evaluates and improves its overall employee education, training and development process.

EVALUATION AND IMPROVEMENT

The SPF has a training evaluation and review process that is synchronised with the Corporate Planning Process as illustrated in Figure 4.3.3. At the start of each planning cycle for the following work year, Training Command evaluates and reviews the process adopted in the previous work year by seeking feedback from multiple sources. The areas identified for further improvement are then reviewed.

In addition, the Curriculum Review Board takes into account operational realities, future needs and challenges to ensure that the SPF officers will be suitably equipped with new knowledge and skills. Examples of the areas reviewed, the key recommendations and improvements made since achieving the SQA in 2002 include the introduction of more specialist training, greater use of technology and the formation of a committee to look into curriculum review.

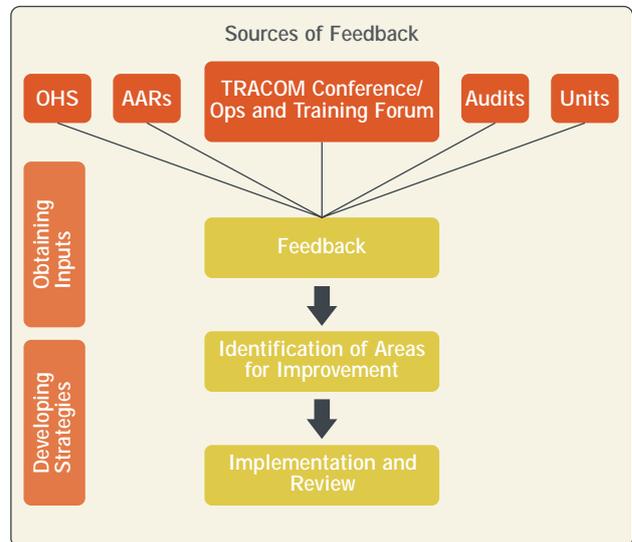


Figure 4.3.3: Training Evaluation and Review Process

4.4 EMPLOYEE HEALTH AND SATISFACTION

Describe how the organisation develops a work environment that enhances the health and satisfaction of employees. Describe the methods for assessing employee satisfaction.

4.4a How the organisation develops a work environment that enhances employee health and satisfaction, and promotes a harmonious relationship between management and unions/employees.

THE SPF TOTAL WELL-BEING FRAMEWORK

The SPF has a *Total Well-being Framework* designed to create a work environment that enhances employee health and satisfaction at the primary, secondary and tertiary levels as illustrated in Figure 4.4.1.

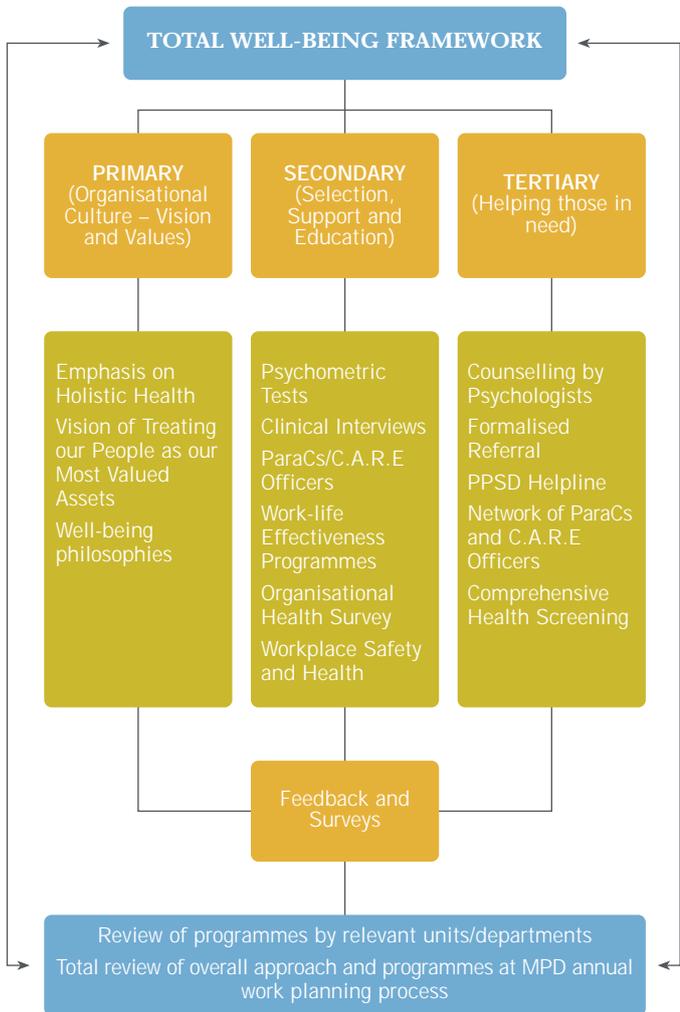


Figure 4.4.1: Total Well-Being Framework

Officers participate actively in the programmes implemented and the activities organised to promote well-being and resilience. Officers respond positively through active participation in such activities, thus fostering a harmonious employee-management relationship.

UNIT WELFARE OFFICERS

In addition to the Total Well-being Framework, the SPF has a dedicated Welfare Division supported by a network of Unit Welfare Officers in each unit or department. To encourage more harmonious relationships between management and officers, the SPF set up dedicated associations for each category of officers.

THE CAREER TRANSITION FRAMEWORK

The well-being of officers who will be retiring as well as retired officers has also been catered for. The *Career Transition Framework* facilitates career transition for retiring officers, and helps to improve the employability of those interested in pursuing a second career.

4.4b How the organisation measures and assesses employee satisfaction.

EMPLOYEE SATISFACTION MEASUREMENT METHODS

The Organisational Health Survey is the primary channel of assessing employee satisfaction. Other channels have been tabulated in Figure 4.4.2.

		MECHANISMS	
		Formal	Informal
LEVELS	Individual	<ul style="list-style-type: none"> Staff Appraisal System (half-yearly) Exit Interviews (when required) 	<ul style="list-style-type: none"> Feedback via e-mail/ Discussion Group to management/ Manpower Department Private sessions with Director Manpower/ Commanders/Directors
	Departmental	<ul style="list-style-type: none"> MPD's visits to units (yearly) DC's visits to units (yearly) Organisational Health Survey (primary channel for measuring and assessing employee satisfaction) 	<ul style="list-style-type: none"> Focus Group Dialogues (periodically)
	Organisational	<ul style="list-style-type: none"> Organisational Health Survey DC's Extended Coffee Breaks (yearly) Ground/morale sensing (when required) 	<ul style="list-style-type: none"> Number of service injury cases processed (proxy indicator) Turnover rate (proxy indicator)

Figure 4.4.2: Mechanisms for Measuring and Assessing Employee Satisfaction

4.4c How the organisation evaluates and improves its approach to enhancing employee health and satisfaction.

EVALUATION AND IMPROVEMENT

The SPF evaluates employee health and satisfaction through direct and indirect means. Direct means include surveys while indirect means include the proxy measure of the attrition rate.

Apart from reviewing the OHS process, a total review of the SPF employee satisfaction approach and initiatives is conducted by MPD annually as part of its planning process. Moreover, all workplace health initiatives and developments are tracked at the *Workplace Health and Safety Steering Committee* chaired by DC.

MORALE SENSING

Since achieving the SQA in 2002, a key strength that the SPF has built up is the capability to conduct real-time morale sensing amidst frontline policing functions. Psychological operations are also conducted in parallel with major operations by the SPF's very own psychologists, para-counsellors, connectors and welfare officers. Through this, real-time feedback can be obtained and improvements made quickly where possible. This ability to solve problems quickly has enhanced the operational readiness of the SPF. This capability was widely deployed during the Singapore 2006 (S2006) operations and proved instrumental when suggestions such as increasing the channels for information sharing and the improved ventilation of rest areas were implemented immediately.

The SPF's best practices in promoting organisational health have been shared in a book entitled *Work Stress and Coping Among Professionals*, published by International Publisher, Brill.

4.5 EMPLOYEE PERFORMANCE AND RECOGNITION

Describe how the organisation's employee performance appraisal, recognition, promotion, compensation, and reward systems encourage employees to achieve high performance, aligned to the organisation's objectives and goals.



4.5a How the organisation's employee performance and recognition systems support high performance, innovative and creative behaviour and achievement of objectives and goals.

PERFORMANCE APPRAISAL

Officers are assessed through the Staff Appraisal Report system and ranked within and across units and departments to enforce greater rigour in the performance appraisal process. The units and departments are assessed on their abilities to meet Key Performance Indicators specified in their Balanced Scorecards. There is even a Best Land Division Competition to encourage healthy competition among units to surpass the targets set.

REWARDS AND RECOGNITION

The SPF has a myriad of rewards and recognition schemes that encourage desired behaviours aimed at supporting learning, innovation and leadership. Some examples of these are tabulated in Figure 4.5.1.

EXAMPLES OF MONETARY REWARDS	EXAMPLES OF NON-MONETARY REWARDS
<i>For individuals</i>	
<ul style="list-style-type: none"> • Performance Bonus • Merit Increments • IPPT awards • The SPF Staff Suggestion Competition Award 	<ul style="list-style-type: none"> • CP's Commendation • Police National Service Commendation • The SPF Challenge Shield • Police Medal of Valour
<i>For teams</i>	
<ul style="list-style-type: none"> • WITs Award • The SPF Health Award 	<ul style="list-style-type: none"> • CP's Commendation (Team) • Best Land Division Award • Publicity in police publications

Figure 4.5.1: Examples of Monetary and Non-monetary Rewards

Tokens of appreciation may also be issued on special occasions. For example, after the effective security coverage provided during the International Monetary Forum in Singapore, S2006 medallions were given to all the SPF officers in recognition of their contributions.

4.5b How the organisation evaluates and improves its performance and recognition systems.

EVALUATION AND IMPROVEMENT

The SPF's policies on individual performance appraisal, salary, promotion and performance bonus are set by the Public Service Division in the Prime Minister's Office. Nevertheless, the SPF proactively initiates and participates in the reviews for awards at the SPF and the Public Service Division levels.

Non-monetary rewards are, likewise, reviewed at various different levels. For awards at the SPF level, such as CP's Commendation and Singapore Police Service Medals, either CP or DC, depending on whom the approving authority is, will regularly head the review process.

In striving to improve existing performance and recognition systems, the SPF has made several improvements. Examples of key improvements made since achieving the SQA in 2002 are tabulated in Figure 4.5.2.

AREAS OF REVIEW	KEY RECOMMENDATIONS	KEY IMPROVEMENTS MADE SINCE SQA 2002
Factors for performance assessment	Need for management of values development	Mandatory 'D' grade for officers caught drink-driving
Performance Management System	Need for greater clarity of evaluation criteria in the appraisal system	Launch of an electronic competency-focused appraisal system
Rewards and Recognition	Need for greater recognition of specialist competencies	Assessment of Current Estimated Potential of specialist using specialist competencies
Alignment of Performance and Rewards/ Recognitions	Need for more recognition of high performance	Introduction of merit increments

Figure 4.5.2: Review and Key Improvements Made Since Achieving SQA 2002

PROCESSES





Innovation Superhighway

PROCESSES



5.1 INNOVATION PROCESSES

Describe how the organisation harvests creative ideas and its design processes for products and services and their related production and delivery systems and processes.

5.1a How the organisation acquires, evaluates and implements creative ideas from all sources.

THE SINGAPORE POLICE FORCE (SPF) INNOVATION MODEL

The SPF has a systematic approach to develop, acquire, evaluate and implement innovative ideas through the SPF Innovation Model as illustrated in Figure 5.1.1.

FACTORS IN THE SPF INNOVATION MODEL

1. Mission, Cause, Passion

The SPF Mission, Shared Vision and three Strategic Thrusts provide the guiding light for any innovative idea.

2. Environment

The activities and initiatives implemented by the SPF Innovation Office and the *Innovation Activists* play an important part in shaping the SPF's innovative culture.

3. Idea Bank

Innovation Challenge Bank and *Staff Suggestion Schemes (SSS) Portalite* form the SPF Idea Bank which stores ideas generated from various sources.

4. Leadership, Vision and Commitment

The Leadership Group (LG) members are *LG Sponsors* and *Departmental and Unit Advocates* who champion and encourage innovation.

5. Enablers

The enablers to support innovation in the SPF are the structure, process and resources. Examples of the structure, process and resources are tabulated in Figure 5.1.2.

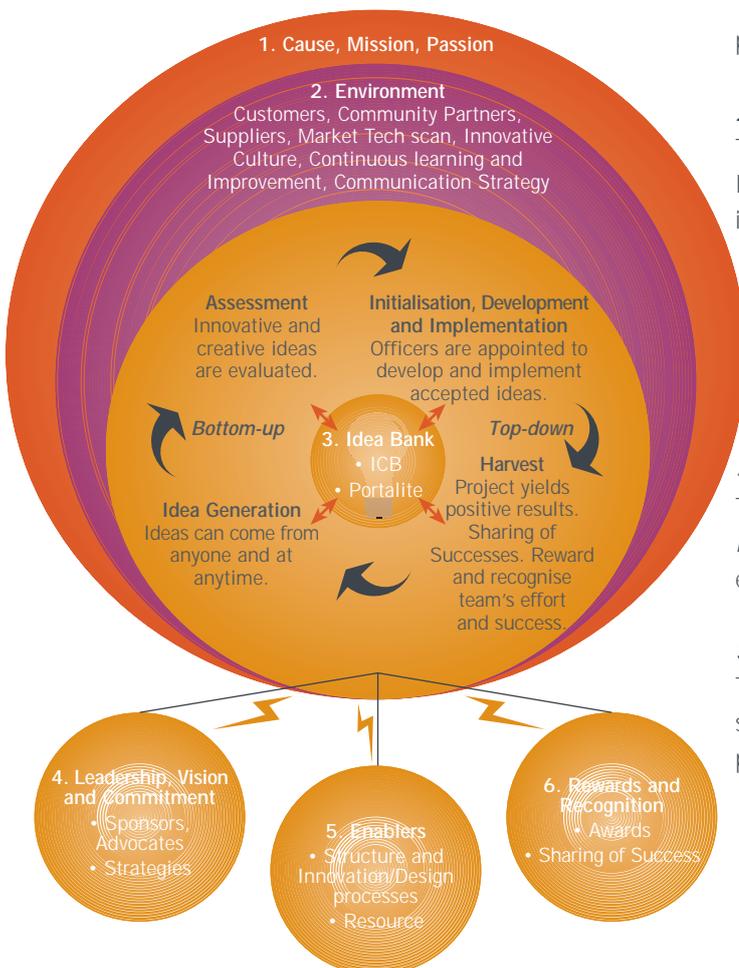


Figure 5.1.1: The SPF Innovation Model

STRUCTURE	PROCESS	RESOURCES
<ul style="list-style-type: none"> The SPF Innovation Panel SSS Portalite Innovation Challenge Bank 	<ul style="list-style-type: none"> SSS WITs Six-Step Design Process 	<ul style="list-style-type: none"> Brainstorming Fund and Trial Fund The Enterprise Challenge

Figure 5.1.2: Structure, Process and Resources that Support Innovation

6. Rewards and Recognition

Awards are given out at the annual Work Improvement Teams (WITs) Convention while highly successful WITs are also given the opportunity to patent their ideas.

IDEAS ACQUISITION

The SPF is open to ideas from *all sources*, including SSS, WITs and Innovation Projects and After-Action Reviews (AARs). Figure 5.1.3 shows the process of Idea Generation, Evaluation, Implementation and Review.

PROCESS INNOVATION

Innovation is part of the SPF's existing work processes. Frontline patrol officers participate in AARs after their shifts of duty to share cases that were handled during the shifts of duty and ideas for improvement. Good ideas are also collectively generated during in-service classes.

STRATEGIC INNOVATION

Besides work-related ideas to enhance existing performance, mission-focused ideas in support of the SPF's three strategic thrusts are also implemented. For instance, an innovation that adds to the SPF's operational capabilities through process re-engineering is the formation of the Security Industry Regulatory Department (SIRD) in 2004.

The SIRD seeks to better manage the security industry, such that it forms an external force in the SPF's battle against terrorism. To date, various innovative measures have been introduced, resulting in the streamlining of industry to ensure that existing agencies are reliable and credible. Despite being a relatively new department, SIRD delivered the keynote address at the ASIS International Security Conference attended by over 100 countries in February 2007. Since then, it has also shared its regulatory framework with foreign police forces.

Similarly, instead of relying on age-old technologies to solve crime, the SPF has since established its very own DNA database of registered criminals to supplement existing tools. In addition, the SPF is experimenting with mobile DNA analysers which can be used for on-site analysis of any samples collected. The SPF collaborated with National Technological University to build a prototype for the mobile DNA analyser which subsequently won The Enterprise Challenge Award. It is believed that such a device is unparalleled in the market, which shows the position of the SPF as a global innovator. When ready, the device may also yield commercial value.

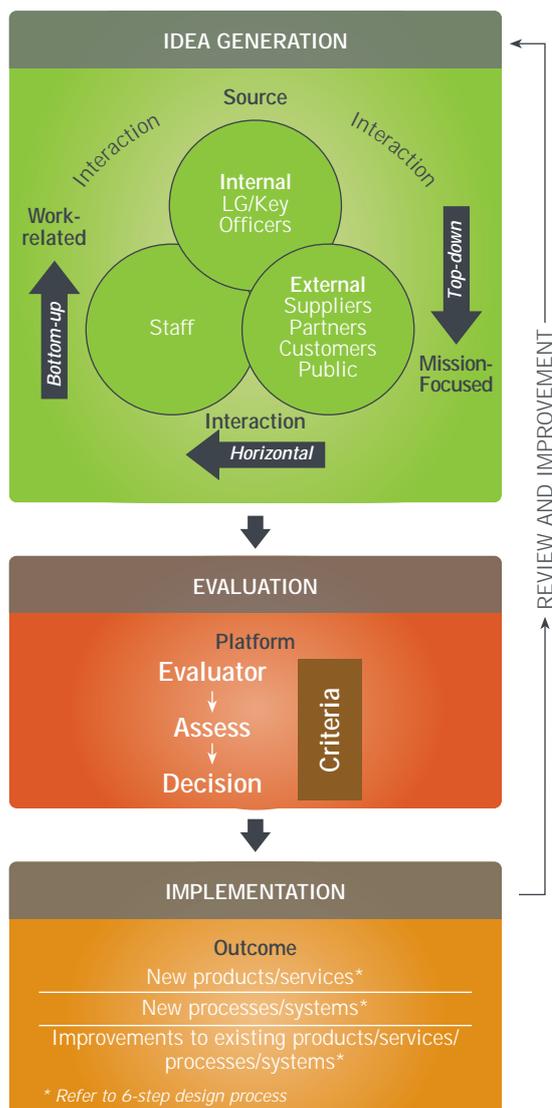


Figure 5.1.3: Process of Idea Generation, Evaluation, Implementation and Review

5.1b How products and services and their related production and delivery systems are designed and introduced.

Include how employees, customers and suppliers/partners are involved in the design processes.

THE SIX-STEP DESIGN, DEVELOPMENT AND DELIVERY PROCESS

The SPF adopts a six-step process (Figure 5.1.4) to design, develop and deliver major products and services in the SPF. The employees, customers, suppliers and partners are involved in various stages of the design process.

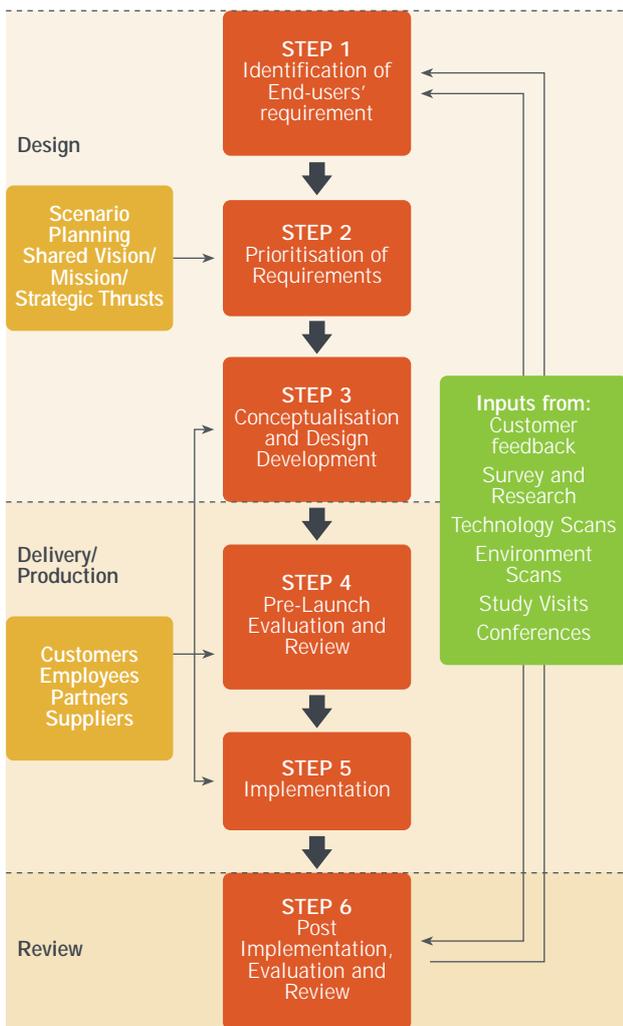


Figure 5.1.4: Six-Step Design, Development and Delivery Process

5.1c How the organisation evaluates and improves the innovation and design processes.

EVALUATION AND IMPROVEMENT

The innovation processes are reviewed at the monthly Director Service Development and Inspectorate Forum. Reviews of design processes are conducted proactively, with the recommendations for improvements evaluated at the Director P&O Forum. Examples of improvements introduced include the launch of the SSS Portalite system which allows more officers to access the system to submit suggestions.

5.2 PROCESS MANAGEMENT AND IMPROVEMENT

Describe how the organisation manages and improves its production/delivery processes (including support processes).

5.2a How the organisation's key processes for production and delivery of its products and services (including key support processes) are managed to maintain process performance and to ensure products and services meet customer and operational requirements.

MANAGEMENT OF KEY AND SUPPORT PROCESSES

The SPF has four Key Processes namely *Policing, Investigation, Counter Services and Public Education*. The SPF's Key Processes are identified as processes that interact directly with its customers. The SPF's Support Processes are *Human Resources, Logistics, Intelligence and Information and Communication Technology*. These processes provide the critical services that enable the Key Processes to perform effectively and efficiently. Figure 5.2.1 summarises how the SPF manages its Key and Support Processes.



Figure 5.2.1: The SPF's System for Management and Improvement of Key and Support Processes

5.2b Include a description of the processes and their key measurements and requirements.

The key measurements and requirements for the Key Processes are tabulated in Figure 5.2.2.

KEY PROCESSES	KEY MEASUREMENTS AND REQUIREMENTS	KEY ACHIEVEMENTS
Policing - keeping Singapore safe	Key Measurements - Response rate - '999' calls response rate Key Requirement - To prevent and detect crime, respond to incidents and also to ensure safety and security	- ISO 9001 standard for '999' emergency call system
Investigation - solving crimes, tackling terrorism-related incidents	Key Measurements - Speed of Investigation - Crime Clearance Rate Key Requirements - To establish the truth, as well as to detect and apprehend offenders - To track down perpetrators, conduct thorough investigations and re-construct events in the aftermath of any bomb blasts	- Formation of the Bomb and Explosive Investigation Division - The Bomb Data Centre of the Bomb and Explosive Investigation Division was invited to join the elite International Bomb Data Working Group
Counter Services - providing 'Convenient', 'Assured' and 'Personalised' services to customers	Key Measurements - Attend to all customers at police counters within 15 minutes Key Requirement - To provide timely and efficient service to its customers	- ISO certification for all NPC, CRO and TP counter services - Introduction of electronic Police Centre (ePC) allowing the public to lodge police reports in the convenience of their homes or offices
Public Education - developing customised programmes to build community partnership	Key Measurements - Extent of outreach - Crimewatch viewership index Key Requirement - To formulate and communicate crime prevention messages	- Introduced the SMS community alert system which allows Police to disseminate localised crime and public order information to the SPF's local partners - Launch of the SMS crime alert system to allow subscribers to receive crime prevention information through their mobile phones

Figure 5.2.2: Key Processes, Measurements, Requirements and Achievements

SUPPORT PROCESSES

The Support Processes and their corresponding key measurements are tabulated in Figure 5.2.3.

5.2c How the organisation evaluates and improves its key processes to achieve better process performance and improvement to products and services.

SUPPORT PROCESSES	KEY MEASUREMENTS AND REQUIREMENTS
Human resources - ensures relevant training and development are available to the officers at various level	Key measurements - Number of training days per year - Number of Individual Physical Proficiency Test passes Key requirements - Human Resource Planning - Employee Involvement - Training and Development - Discipline
Logistics - ensures logistics readiness during both peacetime and emergencies	Key measurements - Logistics Readiness Aggregate Key requirement - Provide effective and efficient logistics support to the SPF
Intelligence - ensures that the latest information to combat crime and terrorism is judiciously used	Key measurements - Number of reports collected Key requirement - Provide timely and useful criminal intelligence to the SPF
Information and Communication Technology - ensures the reliable collection, storage and dissemination of information	Key measurements - Effectiveness and efficiency of ICT systems Key requirement - Provide effective and efficient Information and Communication Technology support to the SPF

Figure 5.2.3: Support Processes, Measurements and Requirements

EVALUATION MECHANISMS

The SPF employs various mechanisms to ensure continuous review and improvement of its Key Processes, both top-down and bottom-up such as various audit mechanisms. In reviewing its Key Processes, the SPF's methods also ensure that the qualitative and quantitative aspects can be enhanced.

5.3 SUPPLIER AND PARTNERING PROCESSES

Describe how the organisation manages its key suppliers and/or partner interaction processes.

5.3a How the organisation identifies and selects its suppliers and partners. Include a description of the key performance requirements for suppliers and/or partners and how the relationship and partnership fit into the overall strategy of the organisation.

IDENTIFICATION AND SELECTION OF SUPPLIERS

The SPF classifies suppliers into two categories, namely, Logistics and Information and Communication Technology (ICT). Logistics suppliers provide the SPF's logistics requirements, which range from building management to the supply of weaponry whereas Information Technology (IT) suppliers provide the SPF with IT hardware and software support.

The identification and selection of suppliers are governed strictly by procedures laid down in the Government's Instruction Manuals.

IDENTIFICATION AND SELECTION OF PARTNERS

Partners are identified based on transactional needs and the potential for synergistic value creation. The SPF Partnership Model groups its partners into Public, People and Private categories as illustrated in Figure 5.3.1.

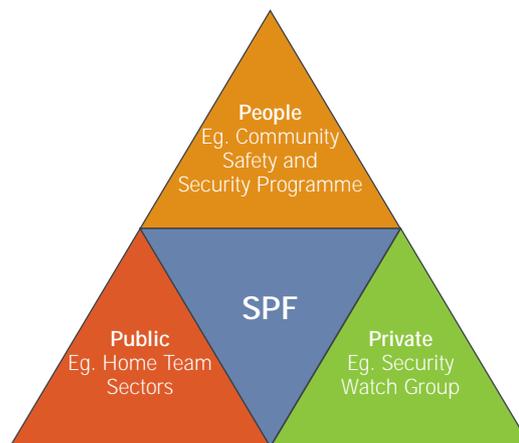


Figure 5.3.1: The SPF Partnership Model

5.3b How the organisation communicates and ensures that its requirements are met by suppliers and/or partners and how timely and actionable feedback is provided to suppliers and/or partners.

Performance requirements are communicated to the suppliers through the official *Tender Document*, or other conferences as may be appropriate. Figure 5.3.2 shows the communication channels used to inform suppliers and partners of the SPF's requirements and to provide performance feedback.

5.3c How the organisation works with suppliers and/or partners to understand their needs, and the plans and processes established to help suppliers and/or partners improve their goods and services, as appropriate.

WORKING WITH SUPPLIERS AND PARTNERS

As the SPF's suppliers are usually experts in their own field, the kinds of assistance the SPF extends to them are usually targeted at helping them understand the SPF's unique requirements. As for the SPF's partners, the assistance rendered can range from crime prevention talks to training.

IMPROVEMENTS MADE

In its efforts to constantly review its customer services, the SPF has embarked on capacity enhancements to provide more value-added services. Consequently, the SPF has enhanced its domain expertise, which has helped it to better engage its strategic suppliers on higher-level product collaboration.

KEY EXTERNAL PARTIES	STRATEGIC FIT	PERFORMANCE REQUIREMENTS	COMMUNICATION CHANNELS	PERFORMANCE FEEDBACK
<i>PARTNERS</i>				
<i>Public</i>				
Home Team	Inter-agency collaborations	No. of Joint projects and activities	Home Team Meeting	Home Team Sector Results
National Committee on Youth Guidance and Rehabilitation (NYGR)	Inter-agency collaborations to combat youth crime	No. of joint projects and activities	NYGR Meetings	NYGR Meetings
<i>People</i>				
PA	Community Safety and Security Programme	No. of CSSP Projects	Community Involvement Steering Committee	Annual CSSP Awards
PNSmen	Ensuring the Operational Readiness of PNSmen	Percentage of PNSmen turning up for Open Mobilisations	Meetings	Online Feedback service for PNSmen
VSC	Supplement the manpower strength of the SPF	Volunteer Recruitment	Commander meetings	Management Reports
<i>Private</i>				
SCAL, SHA, SRA	Security Watch Group	Percentage Involvement in SWG Activities	Regular Meetings, Correspondences	Regular Meetings, Correspondences
Security Industry	Development of a well-regulated security industry	Operations Planning and Capability Management	Training, Audits, Meetings	SIRD Grading of SGA
Media	Management of information in the media	Providing reliable and accurate information to the public	Meeting and Correspondences through SPF Public Affairs Department	Meetings and Correspondences
<i>SUPPLIERS</i>				
Logistics: Indeco Engineers ST Logistics CPG FM	Collaborative projects to improve products and enhance capabilities	Supply of Products: Turnaround Time Delivery Success Rate Response Times	Tender Document, Pre-Tender Closing Conference, Working group meetings	Surveys, Feedback, Meetings
Info-Comm Technology: NCS ST Elect	Key suppliers to ensure value-support for the SPF's mission critical ICT systems	Supply of Products: Response Times Scheduled Maintenance	Specific Operational Requirements	Regular meetings, include Vendor Rating Framework

Figure 5.3.2: Partners and Suppliers Management System

CUSTOMERS





Convenient, Assured and Personalised Service

CUSTOMERS



6.1 CUSTOMER REQUIREMENTS

Describe how the organisation determines requirements of customers and markets to ensure the relevance of current products/services and to develop new opportunities and/or markets.

6.1a How the organisation segments its customers and/or markets. State the customer/market requirements for each segment.

SINGAPORE POLICE FORCE (SPF) CUSTOMER SEGMENTS

The SPF's customers include those whom it has *contact with directly*, as well as *members of the public* at large. These customers are segmented according to their *demand for the SPF's core functions*, namely Policing, Investigation, provision of Police Counter Services and Public Education as illustrated in Figure 6.1.1.

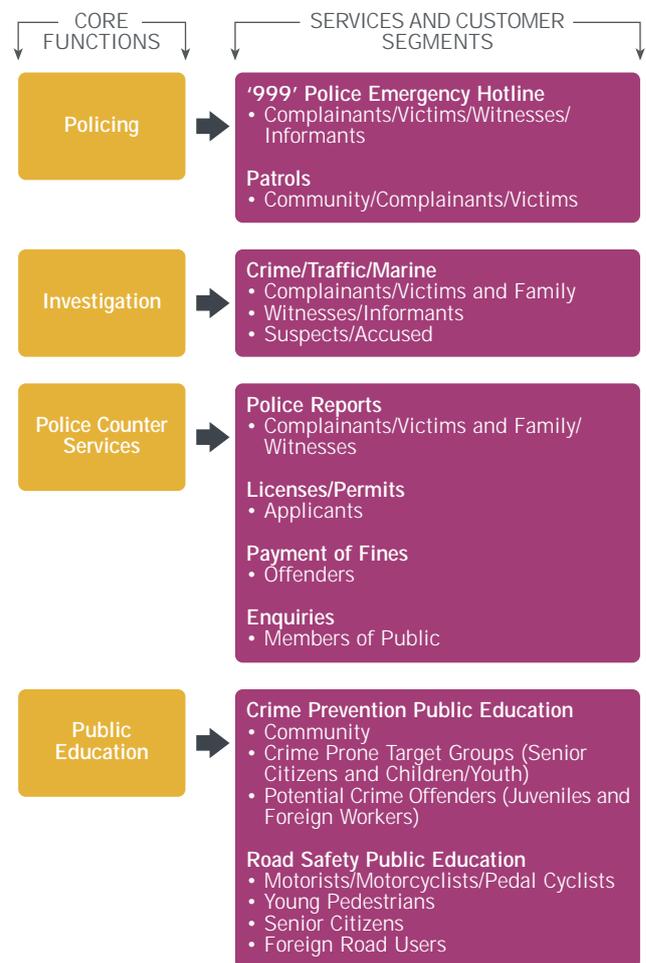


Figure 6.1.1: The SPF's Customer Segments

Utilising the Control and Monitoring mechanism, *Key Performance Indicators and Staff and Mystery Audits* enable the SPF to ensure that its processes are operating at its optimum levels.

UNDERSTANDING CUSTOMER REQUIREMENTS

The SPF relies on *Customer Feedback*, *Industry Standards*, *Knowledge of Operating Environment* and *Internal Work Review* from its Review and Learning systems to improve its processes.

1. Customer Feedback

As the SPF receives more than 10,000 *customer feedback* annually, it has implemented the Management Analysis System for Customer Information (MAYCI) to systematically collate and manage the large number of service requests. The SPF also utilises customer *survey results* to get in-depth insights into the SPF's customer requirements.

2. Industry Standards

Industry standards and best practices from the Service Quality Panel provide significant insights into current and future requirements so as to improve its service provision to its customers.

3. Knowledge of Operating Environment

The SPF analyses its operating environment through environment scanning, and identification of its strategic challenges as well as its regulatory environment that is further explained in Category 6.1b.

4. Internal Work Review

The SPF conducts regular *internal work reviews* to ensure that current customer requirements and insights are better defined and understood.

6.1b How the organisation uses different listening and learning strategies to analyse current and anticipate future customer/market needs.

SPF LISTENING AND LEARNING STRATEGIES

The SPF employs various comprehensive Listening and Learning Strategies to analyse current and future customer needs through *Customer Feedback*, *Knowledge of Operating Environment*, *Industry Standards* and *Internal Work Review*.

1. Customer Feedback

The SPF gathers insights into its customer needs through its various *customer feedback* channels such as:

- (i) meetings and dialogue sessions,
- (ii) focus group discussions and surveys,
- (iii) feedback forms, emails, faxes and letters,
- (iv) telephone hotlines, and
- (v) the media.

2. Knowledge of Operating Environment

Examples of factors influencing the knowledge of the Operating Environment are:

- (i) Environmental scanning which helps to provide inputs for the strategic planning process,
- (ii) Strategic challenges identified such as terrorism, socio-economic development and increasing globalisation,
- (iii) Regulatory environment which provides necessary powers to carry out duties.

3. Internal Work Review

Examples of *Internal Work Review* include the *Director Service Development & Inspectorate (SD&I) Department Forum* and *DC Quarterly Meeting* where Heads of Service Quality Branch of the various departments and units meet to discuss service delivery and its processes. The *After-Action Review (AAR)* is a systemic structure to check processes and deliverables before, during and after events which allows the SPF to continuously learn and improve its existing systems and services to the public.

6.1c How the organisation incorporates customer requirements, and future market needs into strategic and improvement plans.

Community Partnership Indicators derived from *key performance indicators (KPIs)* are regularly monitored and updated by the relevant departments so as to develop new and better products and services. Customer requirements identified are *presented to the LG at the beginning of the SPF Corporate Planning Process as part of environmental scan* and serve as inputs for the management to identify areas for improvement.

6.1d How the organisation evaluates and improves its processes for determining current and future customer requirements.

To ensure that the process for determining current and future customer requirements remains effective, the approach and mechanisms are regularly reviewed at the monthly *Director SD&I* Forum and the quarterly *DC meetings*. The SPF also conducts *AARs* for the study visits it organises to distil lessons learnt, and review and improve, where applicable, the current process of determining customer requirements. Improvements are also surfaced and implemented through internal channels such as Work Improvement Teams (*WITS*) Projects and Staff Suggestion Schemes (*SSS*).



6.2 CUSTOMER RELATIONSHIPS

Describe how the organisation manages its relationship with customers for repeat business and/or positive referrals.

6.2a How the organisation provides easy access for customers to conduct business, seek assistance and information, and make complaints. Describe key customer contact requirements and how these requirements are determined and deployed to all people in the response chain.

SPF STRATEGIC SERVICE INTENT (SSI)

In every contact with the community, we ensure their trust and partnership by providing **Convenient, Assured and Personalised Service** to achieve the best outcome thus ensuring their safety and security.

Figure 6.2.1: Strategic Service Intent

STRATEGIC SERVICE INTENT

As declared in its Strategic Service Intent the SPF aims to provide convenient, assured and personalised service to all its customers.

CUSTOMER RELATIONSHIP

Customer Relationship is developed and maintained through three key channels, namely, *Contact Points*, *Feedback and Complaints*, and *Service Improvement System*.

MEDIUM OF COMMUNICATION	CONTACT POINTS
Telephone (Mainlines Toll Free)	Police HQ (NPPK)
	Police Departments in PCC (CID, CAD)
	Licensing Division
	6 Divisional HQs
	Specialist Units and Departments (6)
	65 NPPs
	32 NPCs
	2 Checkpoints
	'999' Emergency Service
	SIU/QSM Hotlines
Written Correspondence Letters Faxes Email	Police HQ
	Police Departments in PCC (CID, CAD)
	Licensing Division
	Certificate of No Criminal Conviction (CID)
	6 Divisional HQs
	Specialist Units and Departments (6)
	65 NPPs
	32 NPCs
	2 Checkpoints
	SIU/QSM
Service Counters	Licensing Division
	Certificate of No Criminal Conviction (CID)
	6 Divisional HQs
	Specialist Units and Departments (6)
	65 NPPs
	32 NPCs
	2 Checkpoints
Online Applications	General enquiries on the SPF (The SPF website)
	OBLS/PLUS for license application
	SIU/SQM
	EDDIES for traffic offences
	DIPS for driving demerit points
	Certificate of Merit (COM)
	Electronic Police Centre
	eAcrs for application of certified true Police report
	Rendered spent criminal conviction
	HITS (Handphone IMEI Tracing System)
Referrals	From other Ministry and agencies

Figure 6.2.2: The SPF Contact Points

1. Contact Points

SPF customers can access its services from a network of *over 350 contact points* as tabulated in Figure 6.2.2. In line with the SSI to provide convenient service for its customers, the SPF has rolled out several *online services* for its customers. Examples of *e-services* include the Electronic Police Centre (ePC), Electronic Driver Data Information and Enquiry System (EDDIES), and the Computerised Driving Theory Test

2. Feedback and Complaints

The SPF has ensured that there are appropriate channels for customers to give their feedback as shown in Figure 6.1.3. Complaints received by the SPF are handled by the departments or units concerned with the exception of disciplinary breaches by officers, in which case they will be referred to the *Internal Investigation Division (IID)* (refer to Category 6.2b). For situations where an investigation is not necessary, the complaint is resolved informally through *Consensus Resolution (CR)* where a CR Officer would meet the complainant to resolve the matter informally. As a Learning Organisation, AARs are conducted and learning lessons gathered from such encounters to prevent recurrences.

3. Service Improvement Systems

a. The SPF Service Pledge

To ensure that customers receive quality service, the SPF Service Pledge was reviewed and updated in 2004 as shown in Figure 6.2.3. Using the Service Pledge and the Key Performance Indicators (KPIs) as benchmarks, the SPF conducts annual staff and *Mystery Audits* on the various departments and units.

SERVICE PLEDGE	TARGET
Answer all '999' calls within 10 seconds	at least 90% of the time
Arrive at non-urgent incidents within 30 minutes	at least 90% of the time
Arrive at urgent incidents within 15 minutes	at least 87% of the time
Attend to customers at Police Counters within 15 minutes	at least 75% of the time
Respond to letters from the public within 5 working days	at least 90% of the time
Update victims of crime within 7 days	at least 90% of the time

Figure 6.2.3: The SPF Service Pledge

b. MAYCI

MAYCI is a computer network system that has allowed the SPF to *manage customer complaints* and feedback more effectively by capturing the number and nature of the feedback as well as to generate *statistics and trends* which enable the SPF to better determine customer requirements.



c. Service Awareness Programme

The *Service Awareness Programme* and *Service Drills* were introduced as part of the officers' training package to create greater awareness of service amongst its officers and to serve as a guide on the appropriate ways to communicate with members of the public in general situations.

FEEDBACK CHANNELS

To ensure that the process for customer relationship management remains relevant and up-to-date, the SD&I Department utilises its various feedback channels to obtain feedback from its staff and customers. Such feedback is analysed, and work plans are formulated.

d. Standard Operating Procedures

The SPF frontline officers are guided by various guidelines and procedures during the course of their work. These guidelines are available to all officers through the SPF Intranet.

6.2b How the organisation ensures that complaints are resolved effectively and promptly, and that all complaints received are aggregated and analysed for use in overall improvement.

The SPF believes that feedback is crucial to its growth and overall improvement. All complaints are replied to in compliance with the standards set in the *SPF Service Pledge*, as shown in Figure 6.2.3. If a complete reply cannot be given by the target deadline, an interim reply giving an update on the case would be sent.

MANAGEMENT OF MISTAKES FRAMEWORK AND AFTER-ACTION REVIEWS

The SPF’s Management of Mistakes framework, aimed at creating a culture of openness and learning, evaluates errors based on considerations of intentions and consequences. As a result, officers are empowered to make quick decisions, solve problems more efficiently and take greater responsibility for their actions. The Intention versus Consequence Model as illustrated in Figure 6.2.4, enables the SPF to learn from both mistakes and near misses which have resulted in the more effective use of resources.

The Management of Mistakes framework also serves as the engine for the conduct of AARs, where learning lessons from large-scale operations as well as routine duties are captured in a knowledge database and shared with other officers. This enables the transfer of formal and tacit knowledge.

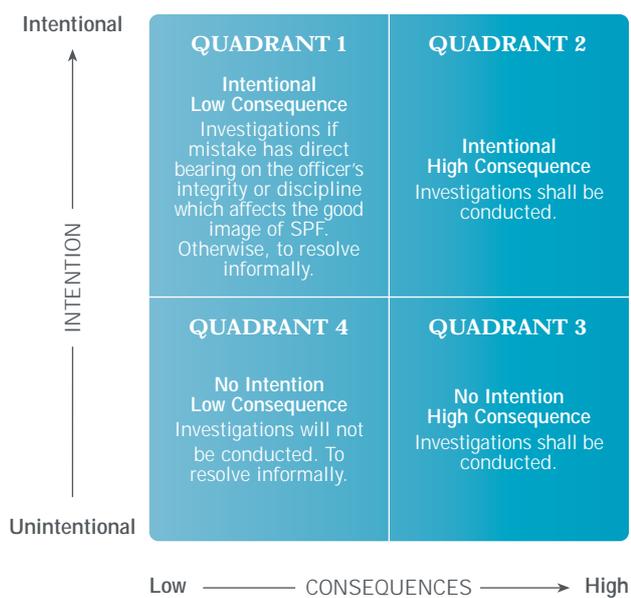


Figure 6.2.4: Intention versus Consequence Model

INTERNAL INVESTIGATION DIVISION

The IID is an independent unit established to investigate the validity of public complaints against Police service. Recommendations and corrective actions are thereafter made in response to investigation findings. IID targets to complete investigations within two months from the receipt of a complaint and a final reply will follow when the investigation is completed.

CONSENSUS RESOLUTION

For situations where an investigation is not necessary⁵ as assessed using the Management of Mistakes Framework, the complaint will be resolved informally through a Consensus Resolution.

SERVICE RECOVERY PROCEDURES

Service Recovery Procedures have been drawn up to guide officers when service breakdown occurs. With clear guidelines in place, claims are handled more efficiently.

6.2c How the organisation evaluates and improves its customer relationship management.

The SPF evaluates and improves its customer relationship management through a three-step process:

- (i) Work Reviews – recurring issues are highlighted at Key Management meetings,
- (ii) Surveys and Feedback Forms – specific issues customer feedback is sought,
- (iii) Meetings and Dialogue Sessions – feedback, sharing and suggestions are discussed with community leaders.

Some of the major initiatives that have resulted from reviews of its customer relationship management include attaining the ISO certification for its Counter Services as well as the introduction of Service Drills Training for frontline officers.

NOTE

5. Refers to mistakes involving only a minor disciplinary offence and has neither a direct bearing on the officer's integrity/discipline nor affects the good image of the SPF.

6.3 CUSTOMER SATISFACTION

Describe the organisation's system of determining customer satisfaction and how this information is used to improve its operations.

6.3a How the organisation determines customer satisfaction.

In determining customer satisfaction, the SPF utilises a three-step approach comprising the following:

- (i) Feedback and Learning – feedback and recurring issues highlighted.
- (ii) Development and Implementation – recommended plans presented at key management meetings.
- (iii) Review and Learning – results from feedback are reviewed during the Dir SD&I and DC Forum.

The SPF uses both *direct* and *indirect* measures to determine customer satisfaction. Direct measures include the responses from surveys and feedback forms. Indirect measures include the participation rate in SPF activities and the number of public assisted arrests.

6.3b How the organisation translates customer satisfaction feedback into strategic and improvement plans.

Customer satisfaction feedback is *translated into strategic and improvement plans during the annual corporate planning cycle*. Information from various feedback channels serve as inputs for the management to identify areas for improvement. Measures and plans would then be implemented to better address customer needs.

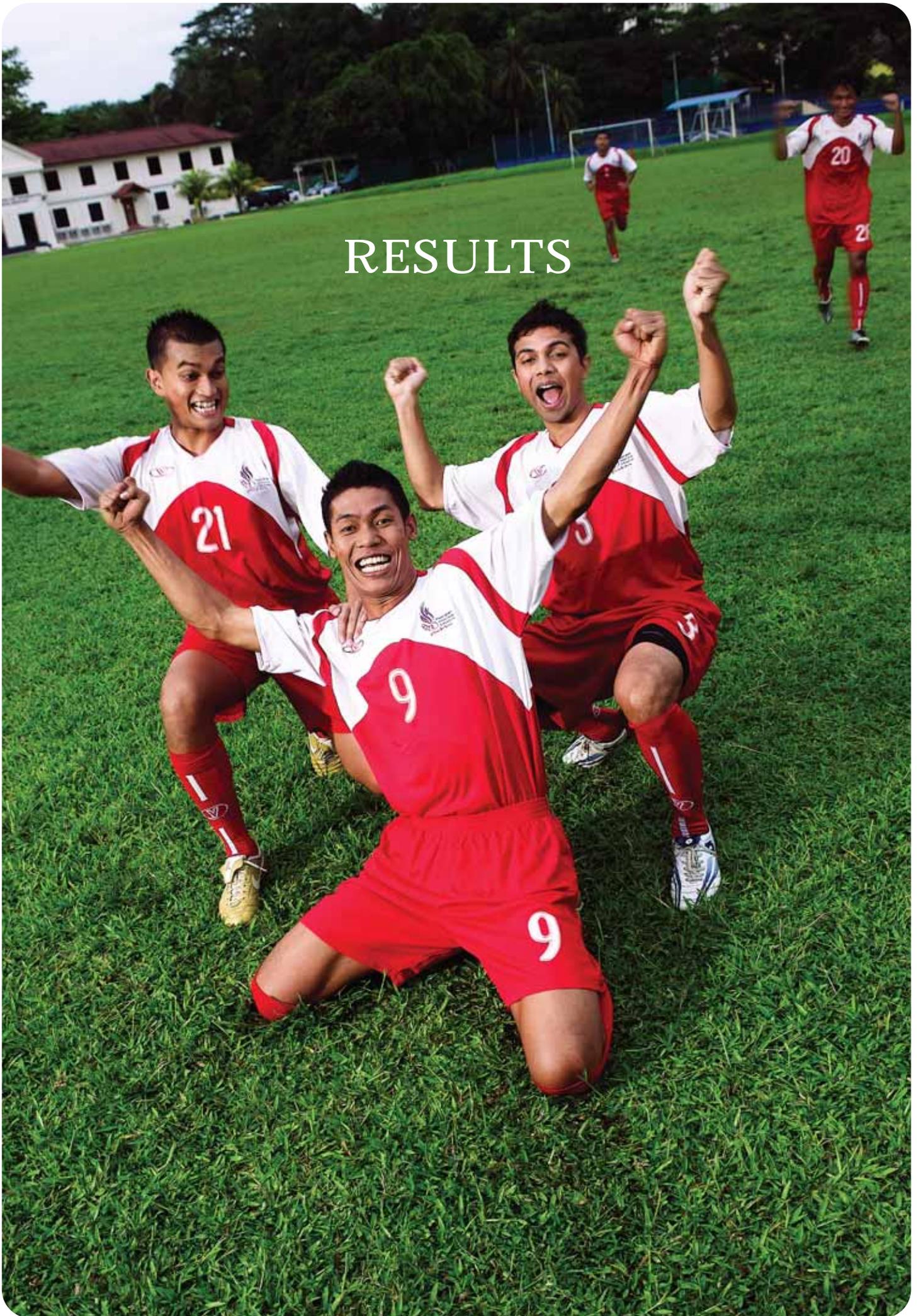
6.3c How the organisation evaluates and improves its overall process of determining customer satisfaction.

To ensure that the process for determining customer satisfaction remains effective, feedback from customer and staff are highlighted and recommendations are made. Subsequently, work plans based on recommendations will be formulated and surfaced during key management meetings. Some of the improvements are illustrated in Figure 6.3.3.

AREAS OF REVIEW	KEY IMPROVEMENTS
Defining Customer Satisfaction in the SPF Context	Development of the SPF community partnership desired outcome
Satisfaction Measurement	Identification of KPIs to measure desired outcome
Feedback and Learning	Conducted Internal Service Perception Survey with frontline officers to determine officers' perspective on service
Identification of relevant strategic challenges	Staff sent for relevant training and conferences

Figure 6.3.3: Review and Key Improvements Made on Determining Customer Satisfaction Since Achieving SQA 2002

RESULTS





Simply the Best

RESULTS



7.1 CUSTOMER RESULTS

The mission of the Singapore Police Force (SPF) is to uphold the law, maintain order and keep the peace in Singapore. The SPF's customers include those whom it has contact with directly, as well as members of the public at large.

CUSTOMER SATISFACTION

As a testimony of the SPF's effectiveness and level of customer satisfaction, Singapore was ranked *first* in 'Reliability of Police Services' in the 2005-2006 Global Competitiveness Report, which assesses and monitors a host of indicators based on comprehensive surveys conducted across the world as shown in Figure 7.1.1.

RELIABILITY OF POLICE SERVICES 2005-2006	
Ranking	Countries
1	Singapore
2	Denmark
3	Finland
4	Germany
5	Iceland
6	Switzerland
7	United States
8	Hong Hong
9	Austria
10	Jordan

Figure 7.1.1: Ranking on the Reliability of Police Service

This finding is consistent with the findings from *one-off studies* by the Political and Economic Risk Consultancy (PERC) Ltd, which ranks the SPF highly in Asia tabled in Figure 7.1.2.

YEAR	RANKING	MEASURE
2002	1 st	Integrity of police
2003	1 st	Personal security
2003	1 st	Public security and safety
2006	2 nd	Personal security concerns

Figure 7.1.2: Benchmarking the SPF Against Police Forces in Asia

POLICING AND INVESTIGATIONS

At the individual level, one out of 17 frontline officers⁶ Frontline officers refer to officers in the SPF received the Excellent Service Award (EXSA) – a national award that recognises individuals who have delivered outstanding service over the past three FYs.

In FY2005, *three officers from the SPF* attained the prestigious *PS21 Star Service Award*. One of them also won the highest accolade by clinching the inaugural *PS21 Distinguished Star Service Award*, among 77 winners from more than 60,000 civil servants.

NOTE

6. Frontline officers refer to officers from the six Land Divisions, Airport Police Division, Traffic Police, Criminal Investigation Department and Commercial Affairs Department.



Figure 7.1.3: Number of EXSAs Won by the SPF Officers

regard, the SPF remains an effective deterrent against would-be perpetrators of public order and terrorism, perfecting the motto of *Failure is Not an Option*. Figure 7.1.4 tabulates a summary of major events around the world.

DEMONSTRATIONS AND INJURIES AROUND THE WORLD	SINGAPORE – ZERO INCIDENTS
Washington DC (IMF, 2002) - 649 persons arrested	IOC 2005
Seoul (WEF, 2004) - 3 persons injured, 10,000 Protesters	Asian Aerospace 2006
Hong Kong (WTO, 2005) - 70 injured, 900 persons detained	IMF 2006
Edinburgh (G8, 2005) - 20 persons injured, 60 arrested	IISS 2007
Germany (G8, 2007) - 520 persons injured	WEF 2007

Figure 7.1.4: Comparison of Major Events Around the World

COUNTER TERRORISM AND SECURITY

As Singapore strives towards becoming a global city of the world, choosing Singapore as a venue for mega events and conventions determines how Singapore is received by the international and business community. While Singapore may not have been the pioneer in hosting such events, it is one of the rare cities that can claim a perfect record of having zero incidents, be it public order or terrorist-related, when such high-profile events are held. In this

SERVICE PLEDGE PERFORMANCE

The slight reduction in the service performance for incident response rates shown in Figure 7.1.5 was the result of a deliberate shift in policing strategy from *reactive* to *proactive policing*, so as to *strengthen counter-terrorism efforts*. This has contributed to *zero terrorist incidents* in Singapore.

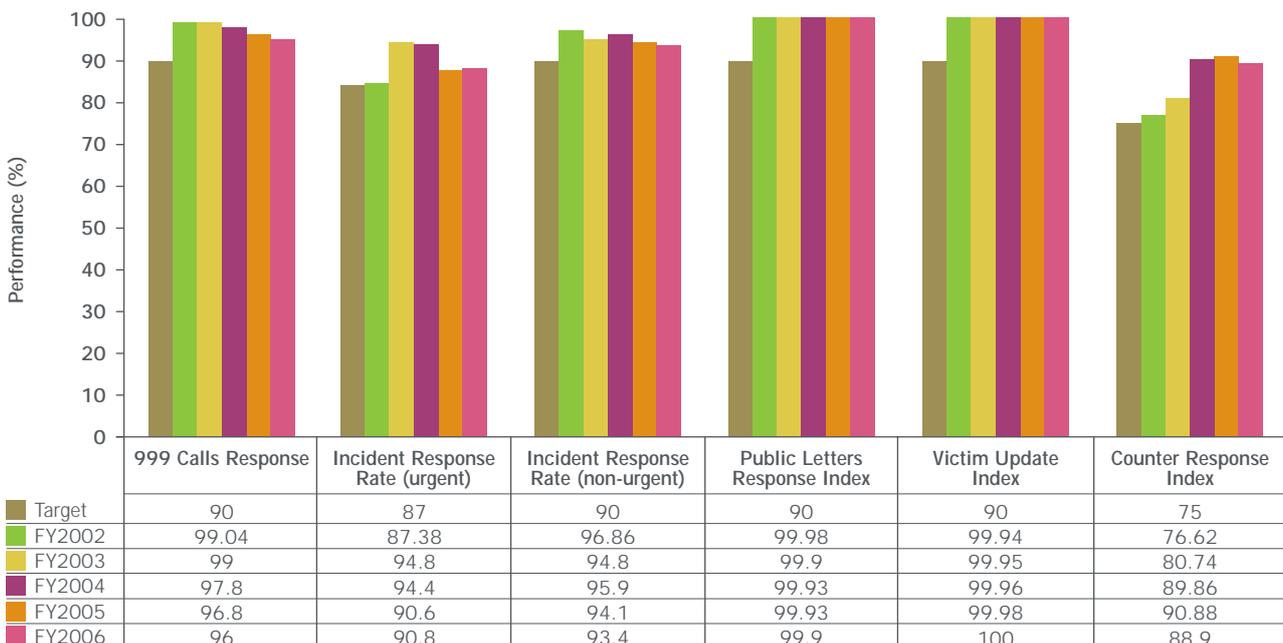


Figure 7.1.5: Service Pledge Performance

POLICING – YOUTH CRIME

The SPF places much importance on managing Youth Crime, a Lead Indicator since youths of today will form the future of Singapore. This is a testimony of the strength of initiatives, such as the Honorary Volunteer Constabulary Scheme, which the SPF introduced to combat wayward youths and correct at-risk behaviour amongst youths. The increase from 2003 to 2005 was a deliberate move on the part of the SPF. Since 2003, the SPF has been encouraging schools to report cases which would otherwise not be reported. This could explain why, from 2003 to 2005, the number of youths arrested increased slightly.

In the last few years, the SPF has intensified its outreach efforts, harnessing the assistance of schools and parents to combat youth crime. Examples of such initiatives include the Youth Hanging Out Late Initiative launched in early 2006. This scheme calls for the SPF to send letters to parents of youths found loitering in the wee hours to alert parents of such behaviour early. Other examples include the establishment of crime prevention corners in every school so that crime prevention messaging gets delivered in a timely and interesting manner to all students and youths.

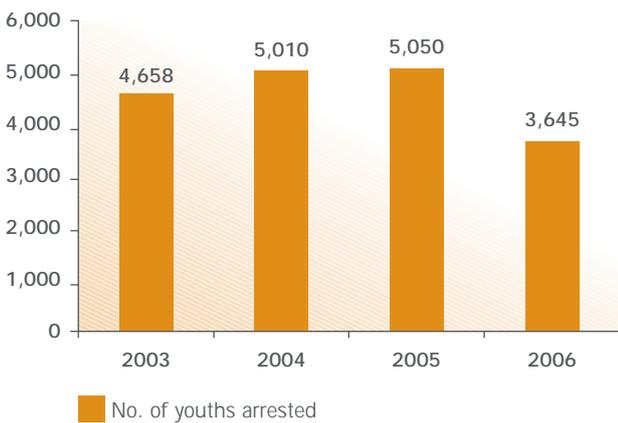


Figure 7.1.6: Youth Crime Rate

CRIME STATISTICS SURVEY – CITIES OF OPPORTUNITIES

The quality of the SPF’s performance in managing crime was also highlighted in a 2007 survey on *Cities of Opportunities: Business-readiness indicators for the 21st century* conducted by the Partnership for New York City and Pricewaterhouse Coopers. In the survey, Singapore’s crime statistics were ranked top amongst ten other cities. The rankings are tabulated in Figure 7.1.7.

Ranking	City
1	Singapore
2	Frankfurt
3	Tokyo
4	New York
5	Toronto
6	Paris
7	London
8	Shanghai
9	Los Angeles
10	Chicago
11	Atlanta

Figure 7.1.7: Ranking for Crime Statistics

SAFETY AND SECURITY – LOCATION RANKING SURVEY

In another survey, Singapore was ranked as the best place for Asian expatriates to live in for the fifth year in a row. The report on the 2006/2007 survey, conducted by ECA International, a human resource consultancy for multinationals, highlighted *Singapore's low crime rate* as one of the reasons for the top-spot ranking. The rankings of the survey are tabulated in Figure 7.1.8.

Ranking	City
1	Singapore - Singapore
2	Australia - Sydney
3	Australia - Melbourne
4	Japan - Kobe
5	Australia - Canberra
6	Canada - Vancouver
7	Denmark - Copenhagen
8	New Zealand - Wellington
9	Netherlands - Amsterdam
10	Japan - Osaka
10	Japan - Tokyo
10	Belgium - Brussels
10	Germany - Bonn
10	Ireland - Dublin
10	Switzerland - Basel
10	Switzerland - Geneva

Figure 7.1.8: Location Ranking Survey – The Best Locations in the World for Asians to Live in

Singapore's reputation as a safe place was reinforced in an article dated 14 March 2007 published by Reuters news agency where the general manager of ECA International Hong Kong, Lee Quane was quoted as saying, *"I can't find another city that matches it in terms of personal security and safety. Singapore is pretty much the safest place in the world."*

7.2 FINANCIAL AND MARKET RESULTS

Contrary to the common belief that quality comes at a price, the SPF has been able to raise its standing as a world-class police force and yet keep its operating cost one of the lowest among many global police forces. This shows that the SPF is an organisation with the *best value for money* as shown in Figure 7.2.1.

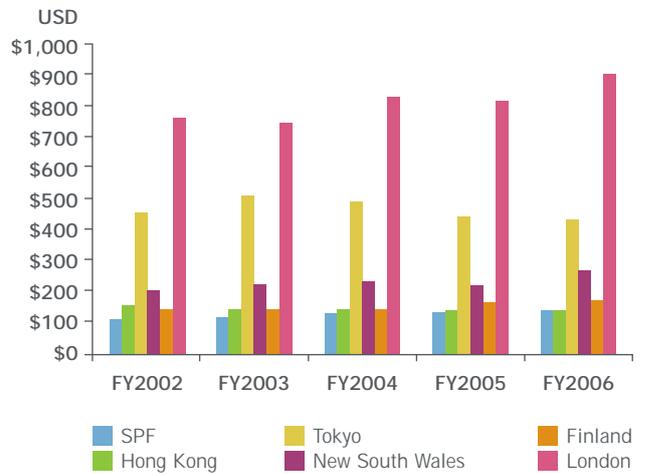


Figure 7.2.1: Comparison of Expenditure per Capita (PPP Normalised)

Furthermore, the SPF's Net Economic Value (NEV) performance has consistently achieved the target of positive delta through the effective reduction of capital and operating costs as shown in Figure 7.2.2. This shows that the SPF has been able to efficiently utilise and maximise resources to meet its mission.

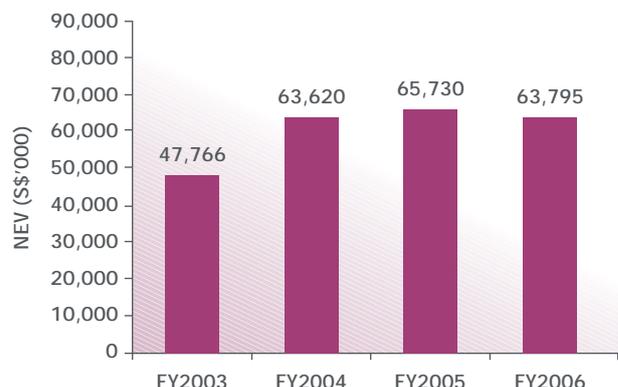


Figure 7.2.2: Net Economic Value (S\$'000)

The SPF strives to explore more effective ways to manage its operations, i.e., do more with less. By optimising use of the dollar, the savings achieved can be channelled into newer, more important or more critical projects. The SPF Economy Drive (ED) Savings has seen a steadily increasing trend over the last four FYs as shown in Figure 7.2.3.

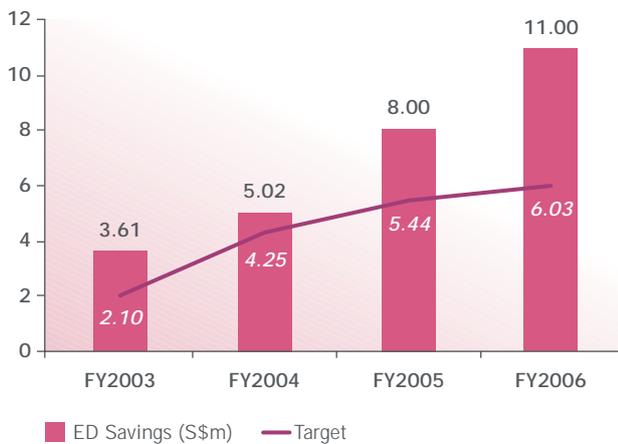


Figure 7.2.3: ED Savings (S\$m)

RANKING ON THE RELIABILITY OF POLICE SERVICES – GLOBAL COMPETITIVENESS REPORT

True to the characteristics of an SQA winner, the SPF has strengthened its standing as a world-class police force since its achievement of the award in 2002. Independent surveys conducted attest to the global leadership of the SPF in policing. As stated in the *Global Competitiveness Report*, Singapore has consistently performed well in the area of 'Reliability of Police Services' and has maintained its ranking among the top five positions as shown in Figure 7.2.4.

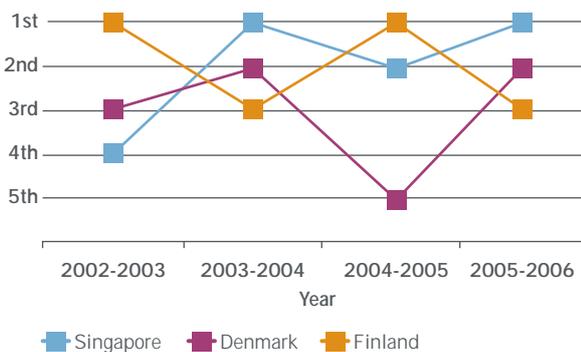


Figure 7.2.4: Ranking on the Reliability of Police Services

QUALITY OF POLICE SERVICES – PERC

In a PERC (June 2005) report, Singapore was rated highly for its quality of police services. The study also mentioned that 'Singapore, Hong Kong and Japan are consistently rated three of the 'safest' places to live in Asia, if not the world, in terms of people not having to worry about being mugged or becoming victims of other violent crime'.

PERSONAL SECURITY CONCERNS – PERC

In another report by PERC (July 2006) on Personal Security Concerns on Asian countries, a favourable comment on the SPF was made that 'The Singapore police do an excellent job of maintaining law and order. The force is well trained and highly disciplined'. This is shown in Figure 7.2.5.



Grades range from zero to 10, with zero being the best grade possible and 10 the worst.

Figure 7.2.5: Personal Security Concerns





SPF awarded the Top Public Service Award.

CONDUCTIVE ENTERTAINMENT ENVIRONMENT – COUNTRY BRAND INDEX

In yet another worldwide survey, the Global Country Brand Index 2006 ranked *Singapore second for Nightlife and Dining*. This world-class positioning is testimony of the relaxation of entertainment licensing (such as bar-top dancing), which welcomes 24-hour entertainment zones. This is possible because of the robust security systems which ensure that Singapore is a relatively crime-free nation and has *zero terrorist incidents*.

Ranking	City
1	Italy
2	Singapore
3	United States
4	Spain
5	Netherlands
6	United Kingdom
7	France
8	Greece
9	Thailand
10	Brazil

Figure 7.2.6: Ranking of Nightlife and Dining

ACHIEVEMENTS AND AWARDS RECEIVED SINCE 2002
Figure 7.2.7 gives a snapshot of the achievements and awards gained since winning the SQA in 2002.

TITLE/NAME OF AWARDS AND CERTIFICATION	YEAR AWARDED	AWARDED BY
Innovation Incubator Shield	2002	The Enterprise Challenge
Innovator Award	2002	The Enterprise Challenge
Public Relations in the Service of Mankind (PRISM) Award 'Best Newsletter' for Police Life	2002	Institute of Public Relations of Singapore
Singapore Innovation Class	2003	SPRING Singapore
Innovation and Enterprising Agency Shield	2003	The Enterprise Challenge
Innovator Award	2003	The Enterprise Challenge
Enterprising Agency Award	2003	The Enterprise Challenge
TEC Champion Award: Mr Lim Seng Kim	2003	The Enterprise Challenge
President's Social Service Award	2003	President's Office
People Developer Standard	2004	SPRING Singapore
Singapore Service Class	2004	SPRING Singapore
Enterprising Agency Award	2004	The Enterprise Challenge
Public Relations in the Service of Mankind (PRISM) Award 'Use of New Media in PR Excellence'	2004	Institute of Public Relations of Singapore
'Best Strategic Partnership' Award	2004	United Way International
Distinguished PS Award	2004	PS21 Office
Community Programme of the Year	2004	International Society of Crime Prevention Practitioner
SHARE Special Event Platinum Award 5-Year Outstanding Special Event Award	2005	Community Chest
Leading HR Practices Award (Performance Management)	2006	Singapore Human Resources Institute
Leading HR Practices Award (Learning and Human Capital Development)	2006	Singapore Human Resources Institute
Leading HR Practices Award (Award Talent Management, Retention and Succession Planning)	2006	Singapore Human Resources Institute
Leading HR Practices Award (Employee Relations and People Management)	2006	Singapore Human Resources Institute
Leading HR Practices Award (Health and Employee Wellness)	2006	Singapore Human Resources Institute
Leading Individual HR Award: Leading CEO	2006	Singapore Human Resources Institute
Leading Corporate HR Award	2006	Singapore Human Resources Institute
Top Public Service Award	2006	PS21 Office

Figure 7.2.7: Awards and Achievements Since SQA 2002

ORGANISATIONAL EXCELLENCE SHARING

The SPF has hosted several sharing sessions on organisational excellence with local and foreign institutes as tabulated in Figure 7.2.8. The sharing sessions provided opportunities for the SPF to learn from these institutes and some of the local institutes have since attained the SQA.

ORGANISATIONS	DATE OF VISIT
<i>Foreign Institutes</i>	
South Asia	
Vietnam Police	November 2005
Civil Service Institute, Brunei	August 2006
Police Education Bureau, Thailand	August 2007
Middle East	
Training and Administration Department, UAE	July 2006
State Security Bureau, Qatar	March 2007
Asia	
South Australian Police	May 2005
New Zealand Police	November 2005
Traffic Safety Policy Office, Japan	November 2006
Europe	
Police Headquarters, Belgium	April 2005
Metropolitan Police, UK	December 2005
North America	
United States Coast Guard, USA	April 2005
<i>Local Institutes</i>	
Institute of Public Administration and Management	September 2002
Urban Redevelopment Authority	November 2002
Nanyang Polytechnic	November 2002
Republic of Singapore Air Force	November 2002
Total Quality Management Group	November 2002
Republic of Singapore Air Force	January 2003
Health Science Authority	January 2003
National Trade Union Council	January 2003
National University of Singapore	April 2003
National University of Singapore	August 2003
Defence Management Group, MINDEF	December 2004
Ministry of Manpower	January 2005
Ministry of Environment, Water and Resources	March 2005
Temasek Polytechnic	May 2005
Defence Science Organisation	July 2005
HQ, Republic of Singapore Navy	August 2005
Singapore Science Centre	November 2005
Singapore Customs	November 2005
Public Service Division	March 2006
Ministry of Education	March 2006
Nanyang Technological University	April 2006
Civil Service College	May 2006

Figure 7.2.8: Organisational Excellence Sharing with Local and Foreign Institutes

ORGANISATIONS	DATE OF VISIT
<i>SQA Organisations</i>	
Central Provident Fund Board	September 2002
Inland Revenue Authority of Singapore	October 2002
Singapore Civil Defence Force	October 2002
Subordinate Courts	April 2003
Institute of Technical Education	February 2004
Civil Aviation Authority of Singapore	December 2004
Central Provident Fund Board	May 2005
Subordinate Courts	September 2005

Figure 7.2.8: Organisational Excellence Sharing with Local and Foreign Institutes (continued)

7.3 PEOPLE RESULTS

EMPLOYEE INVOLVEMENT AND COMMITMENT

This in the SPF is best demonstrated by the officers' active participation in Work Improvement Teams (WITs) and Staff Suggestion Schemes (SSS), which encapsulate the themes of *Innovation, Commitment, Communication and Teamwork* in the Employee Involvement Model. While officers are encouraged to contribute at least four staff suggestions and two WITs projects per year, the SPF has exceeded this target significantly over the years. In FY2005 alone, 52,658 suggestions were made and over 1,400 WITs projects were completed.



Figure 7.3.1: Ratio of SSS per Staff and WITs Projects per Team

Comparisons with civil service norms for Staff Suggestion Schemes (SSS) and WITs indicate that the SPF has performed better in these areas as shown in Figure 7.3.2.

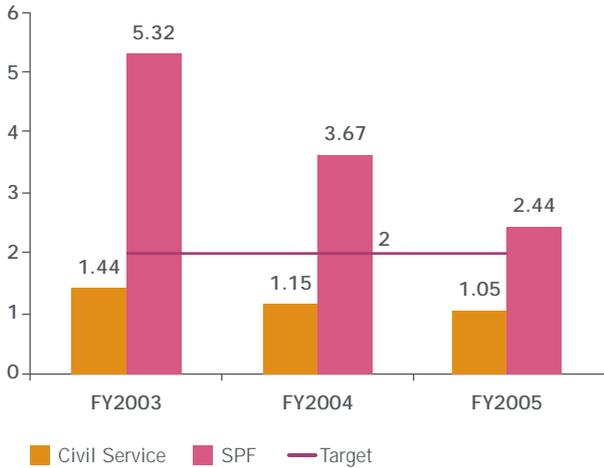


Figure 7.3.2: WITs Project Ratio – the SPF versus Civil Service Norms

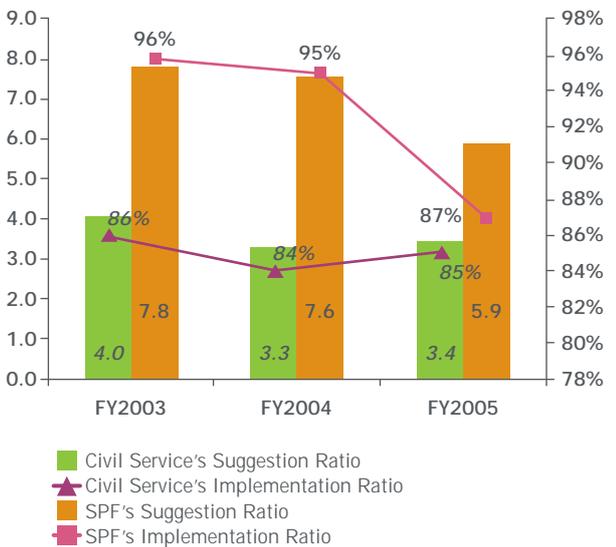


Figure 7.3.3: Suggestion and Implementation Ratio (SSS) – the SPF versus Civil Service Norms

The SPF's relentless efforts in driving continual learning and improvement is documented in Peter M. Senge's book, *The Fifth Discipline*⁷: 'a small number of public organisations around the world embrace learning tools and principles in service of the same need for continual learning and adaptation. None have been more diligent in the effort than the Singapore Police Force'.

The SPF's fervent belief in developing leaders through the building of internal capabilities was cited in *The Fifth Discipline*⁸: The SPF 'emphasised developing leadership capabilities at all levels and inculcating values' so as to entrust its officers with greater discretion, confident that they would decide and act in alignment with its Shared Vision. To do so, the SPF invests heavily in training and continuous education.

TRAINING AND DEVELOPMENT

The SPF places significant emphasis on training and development and as such the average number of training hours achieved has consistently exceeded the target as shown in Figure 7.3.4. The target has since been revised from 100 hours to 80 hours as the SPF recognises and accords greater attention to the importance of *informal training*.

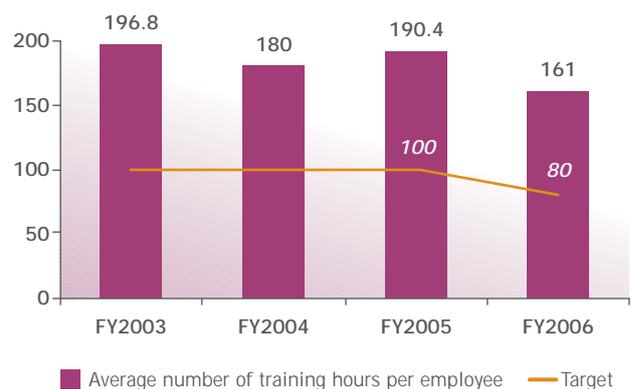


Figure 7.3.4: Average Number of Training Hours per Employee

NOTES

- 7. Peter M. Senge (2006), *The Fifth Discipline*. Random House Business Books. p. 278.
- 8. Peter M. Senge (2006), *The Fifth Discipline*. Random House Business Books. p. 279.

DISTRIBUTION OF TRAINING DAYS

Statistics from the National Survey on Adult Training 2005 published by Ministry of Manpower's Manpower Research and Statistics Department show that only 9.2% of Singapore's workforce received over 80 hours of training as illustrated in Figure 7.3.5.

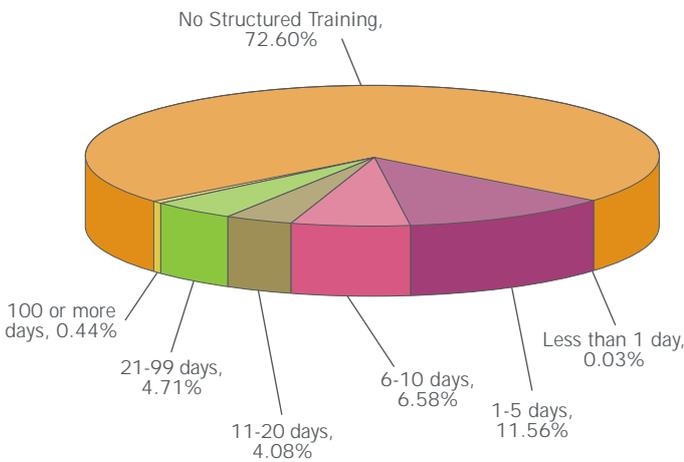


Figure 7.3.5: Distribution of Training Days (%) per Trainee – MOM

CONTINUOUS EDUCATION PROGRAMME

Through its Continuous Education Programme, the SPF encourages officers to pursue academic excellence throughout their career. Since its inception, the programme has benefited more than 1,700 officers. Through such provisions, supported by a culture of innovation and continuously learning and adoption of various tools and practices, the SPF is able to ensure continued sustained performance of the highest order by providing its people with a *World-class Education*. Figure 7.3.6 shows the number of placements over the years.

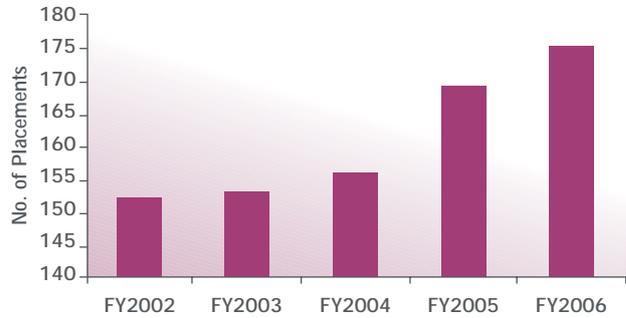


Figure 7.3.6: No. of Placements for Continuous Education Programme

TRAINING FOR OVERSEAS MISSIONS

Training invested in the SPF's officers has also proven useful in overseas missions. The selection and training process provided by Singapore for the United Nations Transitional Authority in Cambodia (UNTAC) was highlighted as an 'exemplary model'. In the publication on *The Role, Preparation and Performance of civilian police in United Nations Peacekeeping Operations*⁹, the effectiveness of the 75 police officers from the SPF was highlighted:

'The UN electoral workers thought that these police were the most effective in Cambodia, due in large part to the selection and training procedures adopted by Singapore. The selection criteria included a minimum of ten years police experience, the ability to speak English and drive. Those selected then took a specially designed eight-week course which focused on mental stress awareness, physical conditioning, inter-cultural communications with leadership. Lectures on Cambodian culture and history were provided by the National Singapore University (sic).'

NOTE

9. Duncan Chappell and John Evans (19 Jan 1997), *Criminal Law Forum Journal*. Springer Netherlands. p. 105.

HEALTH AND SATISFACTION

The SPF's efforts to promote work-life effectiveness have resulted in the SPF attaining various human resource awards as tabulated in Figure 7.3.7.

YEAR AWARDED	NAME OF AWARDS
2001-2004	H.E.A.L.T.H (Helping Employees Achieve Life-Time Health) – Gold Award
2004	Singapore Family Friendly Employer (SFFEA) Award
2005	H.E.A.L.T.H (Helping Employees Achieve Life-Time Health) – Platinum Award

Figure 7.3.7: HR Awards Conferred to the SPF for Work-life Effectiveness

SPF ORGANISATIONAL HEALTH SURVEY (OHS) PAST COMPARISONS

Employee satisfaction in the SPF is assessed under the SPF's OHS. A comparison of the most recent OHS conducted in 2005 with that conducted in 2003 revealed the SPF had performed as well, if not better, in 12 out of 15 categories. While the heightened state of security contributed to declines in *Work-life Effectiveness*, *Leadership*, and *Job Satisfaction and Engagement*, the latter two categories prevail above national norms in statistically significant terms as illustrated in Figure 7.3.8.



Figure 7.3.8: The SPF OHS – Year 2003 versus Year 2005

FORTUNE 100 BEST COMPANIES TO WORK FOR 2006

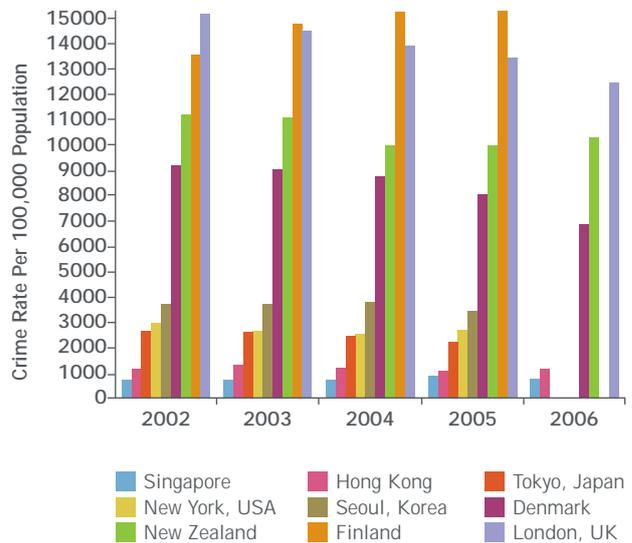
A global comparison with *FORTUNE 100 Best Companies to Work for 2006* shows that the *annual* turnover rate for the top five best companies to work for ranges from 5% to 26%. In contrast, the SPF's annual resignation rate of 4.5% for 2006 is below the 5% turnover rate for the top best company to work for.

7.4 OPERATIONAL RESULTS

POLICING – CRIME RATE PER 100,000 POPULATION

A key factor that determines if a Police Force is indeed world-class is how well it can keep crime rates at a low as shown in Figure 7.4.1. In this regard, Singapore has outperformed countries such as Hong Kong and Tokyo despite the fact that Japan is regarded as one of the safest countries in the world. Such results are a testimony to the success of the SPF in its policing operations as it transforms Singapore into the Safest City in the World.

Crime Rate Per 100,000 from 2002 to 2006



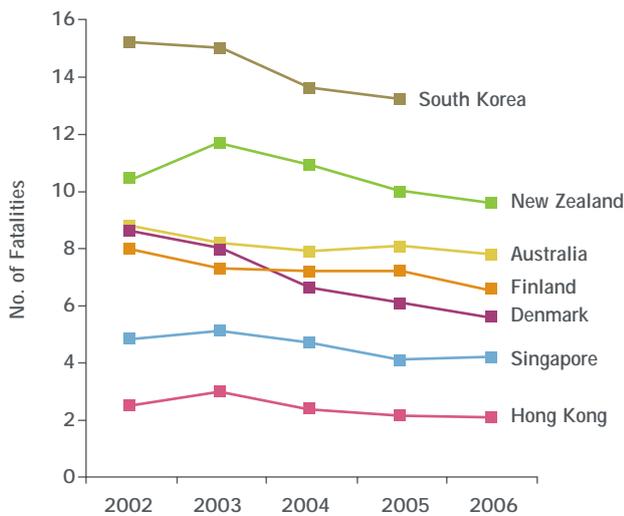
2006 Figures for Tokyo, New York, Seoul and Finland are not available

Figure 7.4.1: Overall Crime Rate Comparisons per 100,000 Population

POLICING – ROAD FATALITIES PER 100,000 POPULATION

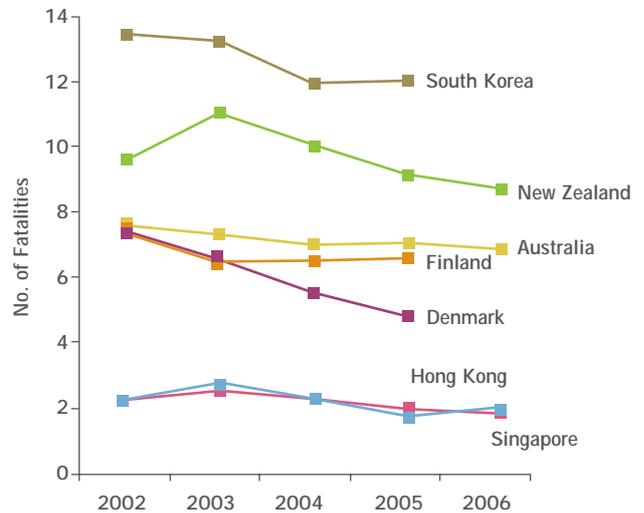
Safety on the roads has always been of paramount importance to the SPF as it strives to be a Global Leader on Road Safety. In this aspect, much has been achieved by the Traffic Police both in the area of enforcement and continuous public education.

Taking into consideration the total vehicle population, Singapore has one of the lowest road fatalities per 100,000 population, second only to Hong Kong as illustrated in Figure 7.4.2. With one in five vehicles on the road being motorcycles, and the fact that motorcycles tend to be more easily involved in accidents, it is no wonder why Hong Kong performs slightly better than Singapore.



2006 Figures for South Korea are not available.

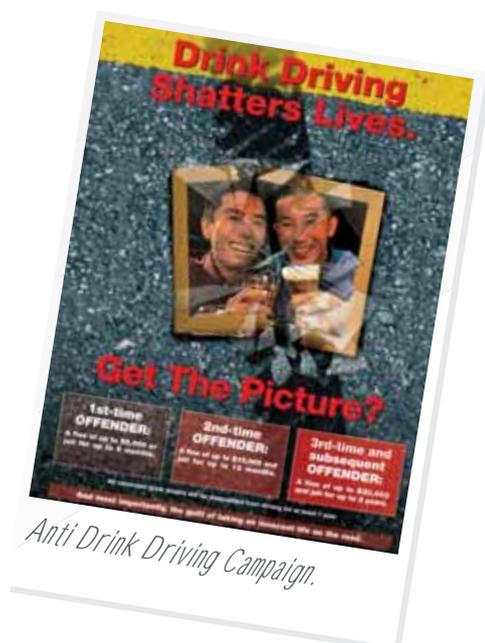
Figure 7.4.2: Comparisons on Number of Fatalities per 100,000 Population



2006 Figures for South Korea, Finland and Denmark are not available.

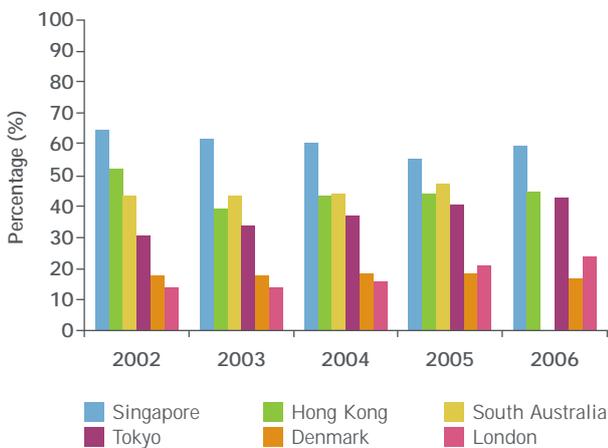
Figure 7.4.3: Comparisons on Number of Fatalities per 100,000 Population (without motorcycles)

For a better comparison, it must be noted that the motorcycle population in Hong Kong is three times smaller than Singapore. Thus, the fatalities rate discounting that of motorcycles shows that the SPF’s initiatives on promoting responsible motoring are effective and so the SPF is a global leader in this respect. This is illustrated in Figure 7.4.3.



INVESTIGATIONS – CRIME SOLVENCY

The overall crime solvency rate is the best indicator of how effective the investigative arm within a Police Force has performed. It is significant that the SPF has one of the highest overall crime solvency rates compared to many countries and global cities in the world as shown in Figure 7.4.4.

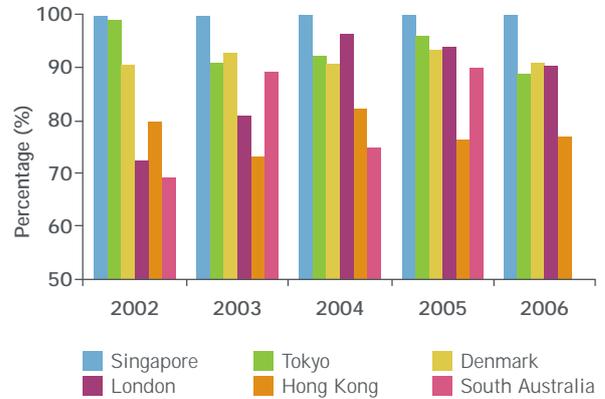


2006 Figures for South Australia are not available.

Figure 7.4.4: Comparisons on Percentage of Overall Crime Solvency Rates

INVESTIGATIONS – MURDER SOLVENCY

For the SPF, the need to solve every murder case is a strategic imperative. Thus, no effort is spared until every lead has been exhausted to solve the cases at hand. Through hard work, teamwork and innovative practices, the SPF is able to solve murder cases with great speed, with some even solved overnight! As reflected in Figure 7.4.5, through such efficiency and accuracy, Singapore holds the perfect record for the murder solvency rate since 2002, making it the Best in Crime-busting.



2006 Figures for South Australia are not available.

Figure 7.4.5: Comparisons on Percentage of Murder Solvency Rates

PUBLIC EDUCATION

The SPF measures the success of educating the public on crime prevention via the Community Safety and Security Programme (CSSP) index as shown in Figure 7.4.6. The achievement of 100% in the CSSP Activities Index indicates that all the six Police Land Divisions implemented at least four CSSP projects per FY.

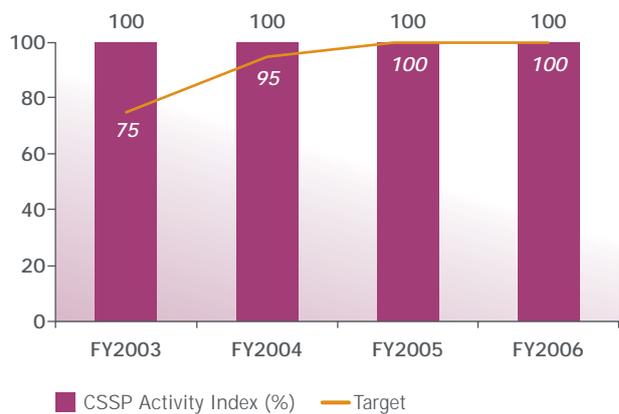


Figure 7.4.6: CSSP Activity Index

PARTNERSHIP

Over the years, the SPF's partnership with 'People' partners has yielded a favourable outcome, with more members of the public taking an interest through community policing. In 2005 and 2006, public-assisted arrests for major offences accounted for over 40% of the total arrests made as shown in Figure 7.4.7.

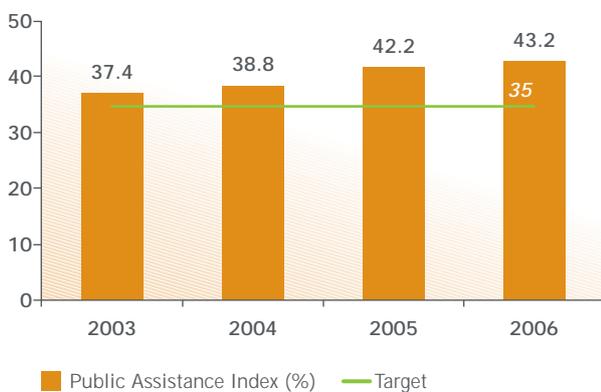


Figure 7.4.7: Public Assistance Index

RESPONSIBILITY TO THE COMMUNITY AND THE ENVIRONMENT

The Committee on Societal and Environmental Responsibility tracks the performance and sets targets for the four main thrusts.

THRUST 1: ORGANISATIONAL DEVELOPMENT AND POLICING

Exchange of Knowledge and Skills

Key officers from the SPF are invited to share their expertise and experiences at community and non-SPF events. This provides the SPF with opportunities to share and learn experiences from within as well as with other organisations. The rise in number of talks conducted by key officers as shown in Figure 7.4.8 suggests the SPF's commitment to contributing to the community by helping organisations achieve organisational excellence.

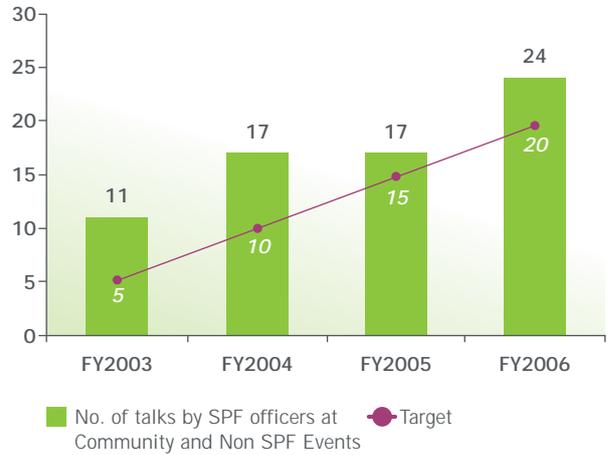


Figure 7.4.8: Number of Talks by Officers from the SPF

International Policing

The SPF's global contributions have seen more than 128 officers sent on overseas missions over the past three years to various locations as tabulated in Figure 7.4.9. Through it, the SPF has played key advisory role in developing other countries' policing capabilities in policing and public security.

DISASTER VICTIM IDENTIFICATION	HUMANITARIAN EFFORTS
Iraq, Indonesia, Dhaka and Thailand	Tibet, East Timor and Nepal

Figure 7.4.9: Global Contribution in Overseas Missions

THRUST 2: COMMUNITY PROGRAMMES

Fund-raising and Charity Drives

The SPF's commitment to Community Programmes is evident in the number of Platinum SHARE awards the SPF has received and in its SHARE participation rate that has far exceeded its target of 90% as tabulated in Figure 7.4.10. For FY2006, the total contribution exceeded \$300,000.

Social Service and Community Projects

In addition, every Police unit successfully conducted at least two social responsibility visits over the last three FYs. These activities involve officers taking time off from work to perform community service.

	FY2003	FY2004	FY2005	FY2006
SHARE Silver Awards	1	-	-	-
SHARE Gold Awards	6	6	6	6
SHARE Platinum Awards	23	25	27	23
SHARE Events Gold Awards	1	2	-	-
SHARE Events Platinum Awards	-	-	1	1
Pinnacle Awards	1	-	-	-
5-Year Outstanding SHARE Awards	-	1	-	9
5-Year Outstanding Special Awards	-	-	1	-
15-Year Outstanding SHARE Awards	-	-	1	1
TOTAL	32	34	36	40

Figure 7.4.10: SHARE Awards Received

In recognition of the SPF's outstanding contributions to social services, the SPF was awarded the following:

- (i) President Social Service Award in FY2003
- (ii) United Way International, Best Strategic Partnership Award in FY 2004
- (iii) SHARE Special Event Platinum Award and SHARE 5-year outstanding Special Event Award (FY2005)
- (iv) Corporate Citizen Award Honourable Mention 2005

THRUST 3: SPORTS AND PROMOTION OF HEALTHY LIFESTYLE

Professional Sports Participation

The SPF strongly believes in *promoting sports and healthy lifestyle* by encouraging its officers to participate in various sports activities at the Home Team, national and international levels. In recognition of its valuable contribution to this area, the SPF was given the *Special Contribution Award* in 2004, the highest accolade in the Sporting Singapore Inspirational Awards awarded by the Singapore Sports Council.

THRUST 4: ENVIRONMENTAL PROTECTION

The SPF's commitment to Environmental Protection commenced with the inaugural launch of the SPF Green Competition in FY2002. Figure 7.4.11 shows the decreasing patterns in consumption.

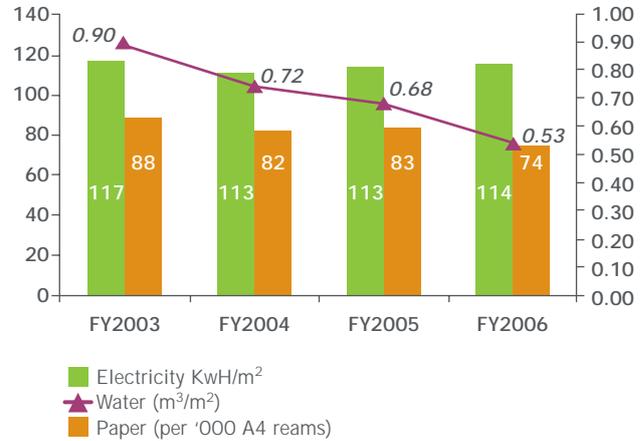


Figure 7.4.11: Electricity, Paper and Water Consumption Trends

The SPF's contributions to the society are best described in the excerpt from 'Firm Hands, Warm Hearts', Time, Talent and Treasure: Best Practices in Corporate Giving, National Volunteer and Philanthropy Centre, Singapore, 2006 – 'The police play a much larger role than law enforcement and ensuring safety and security. Through a strong spirit of giving, they also help to knit the fabric of our society, helping the poor, the disabled and other needy persons. Besides its strong support for the social service sector, the police also contribute towards environmental protection and sports.'

CONCLUSION

Winning the SQA for the first time in 2002 did not cause the SPF to rest on its laurels. Driven by the conviction to push the edge of the envelope in the various aspects of the organisation, the SPF continued to test itself against the criteria of several other standards. Indeed, the true milestones in an organisation's OE journey are not marked by the achievement of multiple standards and awards, but more meaningfully, the realisation of the journey itself.

For this reason, the SPF has understood the necessity for constant and relentless renewal and improvement. It has been five years since the SPF first passed the test; it is time for another health check. This is in the true spirit of the never-ending OE journey, as well as the SPF's ambition to be a Force for the Nation, one that inspires the World.

LIST OF ABBREVIATIONS



3-I	Ideas, Improvement and Innovation	MAYCI	Management Analysis System for Customer Information
AAR	After-Action Review	MOM	Ministry of Manpower
BOR	Building Organisational Resilience	MPD	Manpower Department
BSC	Balanced Scorecard	NEV	Net Economic Value
CAD	Commercial Affairs Department	NPC	Neighbourhood Police Centre
C.A.R.E	Caring Action in Response to Emergencies	NPP	Neighbourhood Police Post
CID	Criminal Investigation Department	NYGR	National Youth Guidance and Rehabilitation
COM	Certificate of Merit	OBLs	Online Business Licensing Service
COS	Chief of Staff	OE	Organisational Excellence
CP	Commissioner of Police	OHS	Organisational Health Survey
CPF	Corporate Planning Forum	P&O	Planning and Organisation
CPS	Community Partnership Survey	PA	People's Association
CR	Consensus Resolution	PBEC	Police Budget and Establishment Committee
CREATE	Collective Resource, Learning and Thinking System	PDS	People Developer Standard
CRO	Criminal Records Office	PERC	Political and Economic Risk Consultancy Limited
CSR	Committee on Societal Responsibility	PLUS	Police Licensing Computerised System
CSSP	Community Safety and Security Programme	PNSF	Police National Serviceman (Full-time)
DC	Deputy Commissioner of Police	PNSmen	Police National Servicemen
DIPS	Driver Improvement Points System	PPSD	Police Psychological Services Division
DNA	Deoxyribonucleic Acid	PS21	Public Service for the 21st Century
ePC	Electronic Police Centre	Q2Q	Quarter-to-Quarter
ED	Economy Drive	QSM	Quality Service Manager
EDDIES	Electronic Driver Data Information and Enquiry System	RC	Residents Committee
EOC	Enhancing Operational Capability	SAR	Staff Appraisal Report
ERM	Enterprise Risk Management	SCAL	Singapore Contractors Association Limited
EXSA	Excellent Service Award	SCP	Strengthening Community Partnership
FY	Financial Year	SD&I	Service Development and Inspectorate Department
GeBiz	Government Electronic Business	SHA	Singapore Hotel Association
HEALTH	Helping Employees Achieve Life-Time Health	SHARE	Social Help and Assistance Raised by Employees
HITS	Handphone IMEI Tracing System	SIU	Service Improvement Unit
HQ	Headquarters	SIRD	Security Industry Regulatory Department
HUFC	Home United Football Club	SMS	Short Message System
HR	Human Resource	SOP	Standard Operating Procedures
HUBT	Home United Basketball Team	SPF	Singapore Police Force
ICB	Innovation Challenge Bank	SQA	Singapore Quality Award
ICT	Information and Communication Technology	SRA	Singapore Retailers Association
IID	Internal Investigation Division	SSI	Strategic Service Intent
IMEI	International Mobile Equipment Identity	SSS	Staff Suggestion Scheme
IMF	International Monetary Fund	SUG	Staff Unit Guidance
IPPT	Individual Physical Proficiency Test	SWG	Security Watch Group
ISO	International Standard Organisation	TEC	The Enterprise Challenge
IT	Information Technology	TP	Traffic Police
KM	Knowledge Management	UNTAC	United Nations Transitional Authority in Cambodia
KPI	Key Performance Indicator	VSC	Volunteer Special Constabulary
LG	Leadership Group	WITs	Work Improvement Teams
LGF	Leadership Group Forum	WPS	Workplan Seminar



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