**Appendix 3: Public Service Division** *(Adapted from: http://www.gov.sg/psd/pau/)*

The Public Service Division comes under the Prime Minister's Office. It sets policy directions for the efficient and effective management of the public services. Through the Civil service College, it provides training for the development of public officers. It awards and administers scholarships to attract and groom leaders for the public service. It also promotes quality service, productivity and innovation through the Public Service for the 21$^{st}$ century (PS21) programme.

**(a) PSD organization chart**



**(b) PSD website: www.gov.sg/psd**

### Appendix 4: WITS

**Work Improvement Teams** (*Adapted from Current Good Practices and New Developments in Public Service Management: a Profile of the Public services of Singapore, The Public Service Country Profile Series: No. 8, Commonwealth Secretariat*)

### *What is WITS?*

The Singapore Civil Service introduced WITs more than a decade ago. It was introduced in September 1981 as the public service's contribution to the national effort to improve man-management and productivity. Under PS 21, the concept was revamped and revitalized, and all employees are now expected to participate in WITS activities in one way of another.

A WITS program:

- Comprises people of the same work unit,
- Takes joint responsibility for the quality of the unit's work,
- Works as a team
- Meets regularly to review work
- Initiates one project after another to solve problems or effect improvements in their unit
- Concentrates its effort on its own areas of responsibility, and
- Implements solutions

It is believed that an employee will perform better and to be more efficient if he or she is able to contribute to the company and to be recognized as part of the team. WITS thus provide the condition and environment for employees to fulfill their socio-psychological needs.

The WITS program aims to achieve the following objectives:

- Improving the quality and productivity of work
- Developing an improvement-seeking attitude
- Developing problem-solving skills
- Improving teamwork
- Developing pride and satisfaction in work
- Enhancing ownership of the group's responsibilities, and
- Providing challenges on the job

With the launch of PS21, every individual in a ministry is encouraged to participate in WITs activities as a WIT member/ leader/ facilitator or as member of the ministry's Steering Committee.

All new entrants are automatically assigned to a WIT. Existing staff who are not members of any WIT either form new teams or are co-opted into existing WITS. This results in wide participation in WITS activities.

A newly formed WIT will have to complete at least one project within its first year of formation. Subsequently, each WIT is expected to complete two or more projects a year.

Each ministry has a ministry-level Steering Committee responsible for working out the system and procedure; setting realistic targets; establishing criteria for tangible awards and other forms of recognition; monitoring, evaluating and reviewing the progress and achievements; and promoting and publicizing productivity participation programmes within the ministry.

**Fig. 6**



**How a WITS Program Operates**
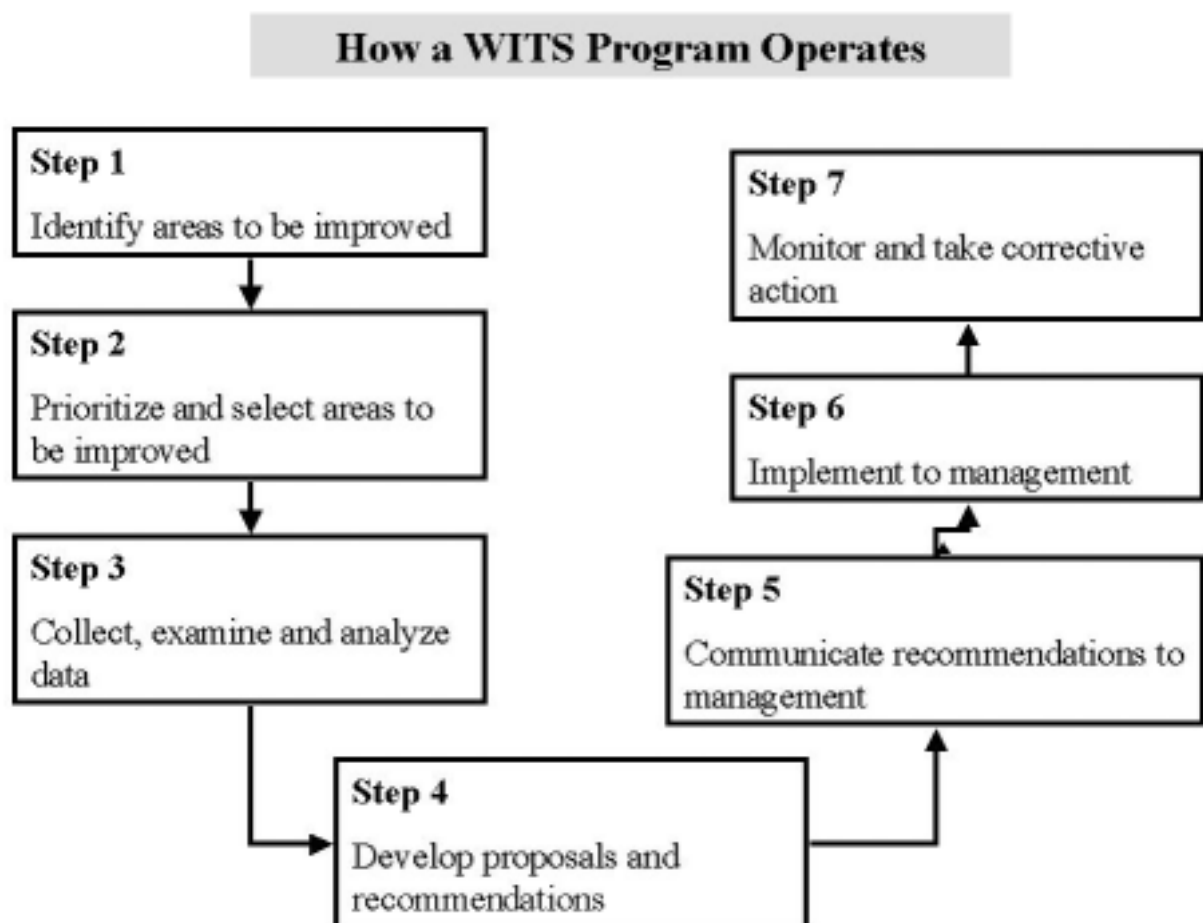
Within the overall framework of the WITS program, Singapore utilizes an Action, Plan, Check and Do approach to implement the program as shown in Fig 7

**Fig. 7**
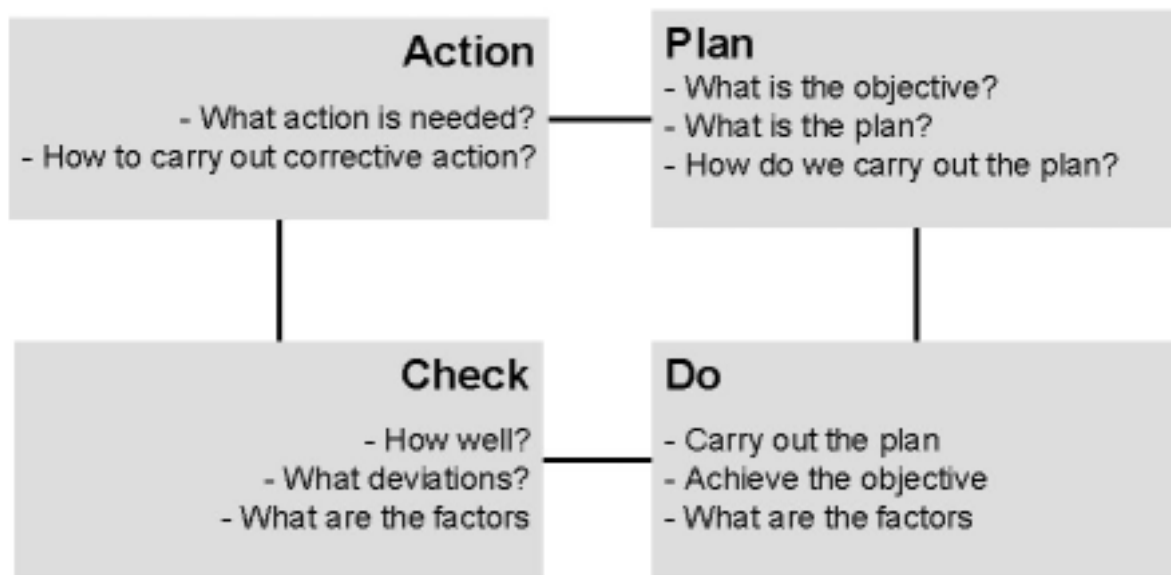


When the movement was first introduced to the public sector, the public sector staff was hesitant in volunteering to form teams. Gradually, however, over the years public sector employees have come to see work improvement as part and parcel and an important aspect of their work rather than something they need not to if they did not want to.

The benefits of the WITS programme entail not just the cost savings and increased productivity, but also that the employees at all levels have developed an improvement-seeking attitude. Managers, supervisors and workers in public sector organizations have become more participative and adaptive.

Every year, a public sector-wide WITS Convention is held to recognize outstanding ministries, departments, teams, facilitators, leaders and members for their contributions to the WITs movement. To the WITs members, the Convention is a way of gaining public recognition for their efforts. It is also an occasion to share their projects with others and to spur more public officers to make similar and initiate other improvements in their work.

The critical factors for success in the successful implementation of the WITS programme in the public sector could be summarized as follows:

1. **Active Top Management Commitment**. The top management of public sector organisations in Singapore showed a strong commitment and support for the programme. They were actively involved in, for example, promoting the WITS programme, monitoring WITS activities, nurturing and encouraging WITS activities, and rewarding WITs groups for their efforts and contributions.

   WITS steering committees, headed by Permanent Secretary in a Ministry or the Chief Executive Officer in a Statutory Board, were also established in government ministries, statutory boards and other public sector organisations. These steering committees serve as strong and direct channel of communication between top management and concrete support of the top management of the organisation for WITs as well. Members of WITs steering committees meet regularly to review WITs' progress. (Lee Eng Wah, XXX)

2. **A Suitable Training and Development Plan**. When the WITS programme was first started in the public sector organisations, it started with a five year training and development plan for WITs in 1981, with target of 600 WITs to be formed in the first five years. Gradually, as the WITs programme gains momentum, the initial modest targets were adjusted to reflect the better awareness of the WITs programme.

3. **Positive Reinforcement in the form of recognition and encouragement.** Various forms of recognition are implemented to acknowledge the achievements of WITS. The annual Public Sector WITS Conventions is one such programme in which the recognition by the public and top management is a strong motivating factor. The WITS scheme has also been integrated with the Staff Suggestion Scheme

4. **Annual Appraisal system**

The annual performance appraisal system also takes into account employees' participation in the WITS activities. This serves as a good incentive for members of the organisation to continue to be involved in WITs activities.

5. **Other recognition mechanisms**

Public sector organisations also initiate their own functions to introduce their own special awards of recognition for WITs' achievements. The forms of recognition range from invitations to tea parties and meetings with the management to cash awards, special gift vouchers, public recognition through write-ups and special features in publications and the media. Some other examples of the internal organizational award schemes for WITs achievements include VIP treatments at dinner parties, grant to attend seminars and overseas holiday trips.

**Appendix 5: Examples of PS21 Quality Service Committee Projects** (*adapted from www.gov.sg/ps21*)

**Improving Service to the Public**

- **Singapore ONE**

The advent of Singapore ONE opened up a whole host of new possibilities in service delivery. The QSC encouraged ministries to identify the services and applications they provided and aim to put as many as possible on Singapore ONE. The QSC further facilitated the drive by conducting a survey of the services and applications ministries could place on the web now and Singapore ONE later. The idea was to position ministries to take advantage of the electronic network infrastructure when it was made available to a wider audience.

- **Electronic Government Services Directory (eGSD)**

The QSC worked closely with National Computer Board (NCB) (*Note: Since December 1999, NCB no longer in existence. NCB had merged with the Telecommunication Authority of Singapore (TAS) to form the Infocomm Authority of Singapore (IDA)*) and PS21 Office (PSO) to build up the Government Services Directory. The new eGSD, enhanced by hyperlinks to on-line services, will allow the public to quickly locate and access public services through the Internet. There will also be a facility for ministries and departments to update and maintain the lists of services provided by them. One day, the directory will be a one-stop doorway to Internet public services, and render the print version obsolete. (**http://web8.internet.gov.sg/mita_psdi/owa/home.page)**

- **Government Mailbox as Feedback Channel**

The QSC looked at ways to enable ministries and statutory boards to exploit the potential of the Government Mailbox as an electronic feedback mechanism. Apart from adding ministries' major departments and statutory boards to the Government Mailbox, the QSC together with NCB and PSO continued to find ways to improve its operation. In future, a generic mailbox account could be developed and used with a setting that redirects all mails to the respective serving QSMs.

- **Quality Electronic Services**

As the Public Service is gearing for comprehensive delivery of services by electronic means, a whole new set of challenges and issues will come to the fore. The QSC highlighted the need to focus on the service quality aspects of electronic services from the perspective of the customer. The QSC proposed new standards like "3 clicks", common login and friendly user interfaces as a reference when designing future eServices or in reviewing current eServices. The guide to Quality eService will be circulated to Ministries.

## Improving Service to Business Customers

*Efforts to Measure and Reduce Bureaucracy*

The QSC encouraged ministries to hold regular dialogue sessions with the representatives of business and industry groups. In addition to clearing up misconceptions and enhancing mutual understanding, such consultations have been found to be very useful platforms to promote service improvements. All Permanent Secretaries were encouraged to consider consultations as a useful avenue to obtain independent feedback from industry and client groups.

## Building Capabilities for Quality Service

*Benchmarking of Quality Service Indicators*

The on-going effort to benchmark quality service indicators attempts to measure and compare performance for and among ministries. The QSC will start by measuring the more readily quantifiable quantitative indicators such as speed at which service was delivered and convenience afforded to customers. Qualitative indicators like the level of customer satisfaction which were harder to measure will be looked at later.

- **Roundtable for Quality Service Manager**

The QSC agreed to a proposal to introduce half-yearly roundtables for QSMs. The forum will be one of the mechanisms to build up the Public Service's capacity for service excellence and continuous improvement. The round table's aims are:

1. to provide a forum for sharing experiences, expertise and best practices in the area of quality service;
2. to provide a mechanism for obtaining the feedback and suggestions of the QSMs on quality service-related issues to help PSO and the PS21 ExCEL Committee better plan future programmes and efforts; and
3. to provide an opportunity for all QSMs, particularly the new QSMs, and the Statutory Board and Government Department QSMs who do not sit in the PS21 QSC, to touch base and network with one another

(Note: The session will include presentations, followed by sharing of experiences, expertise and best practices. The statutory boards' QSMs will also be invited to give them an opportunity to share their experiences.)

**Appendix 6: Excellence Recognition Awards**

**Singapore Quality Award**

1. The SQA framework is designed to help organizations assess their health against a model of excellence. Through the self-assessment and award's process, it provides the organization with a structured approach to identify the priority areas for improvement, and to be able to find out where they stand.

2. The award has a set of seven criteria[1] that help organizations to enhance their competitiveness and to achieve world-class excellence. The criteria emphasise strong leadership, efficient processes and results-oriented goals.

3. The SQA framework is based on a set of core values and concepts such as like customer-driven quality, continuous improvement, and management by fact and fast response and results orientation. Organizations applying for the award will thus be assessed on how well they perform against the criteria in terms of the soundness of their approach, the breadth and depth of their deployment and the extent to which results are realised.

**ISO 9000**

1. ISO 9000 is another quality standard. The difference between SQA and ISO 9000 certification is that they are different in focus, purpose and content. ISO 9000 focuses on conforming to quality system and is working towards the principle that an organization should consistently deliver a product or service that meets the needs of the customers.

2. Therefore, ISO 9000 is narrow in scope, focusing on customer and details of the process. Whereas for SQA, it has a much larger scope and it focuses not just on customer and process but also look at an organization's overall corporate vision and management.

**Fig. 11**

| Leadership | Planning | Information |
|------------|----------|-------------|
| People | **Process** | **Customer** | = ISO 9000 |
| Results | | |

[1] The 7 criteria are: Leadership, Planning, Information, People, Processes, Customers and Results

## 4/3 Approach

1. The 4/3 approach links the four PS 21 functional areas of ExCEL, Staff Well-being, Organizational Review and Quality to the three critical functions of any public sector organization – Lead People, Manage Systems and Delight Customer

2. The approach emphasizes the centrality of People in the organization (Lead People), the need for Systems to ensure consistency and efficiency (Manage Systems), and the need to focus on the Customer as the ultimate arbiter of the organization (Delight Customers).

3. The 4/3 Approach is closely related to the developing of the PS 21 functional area. At the same time, the elements of this approach are also closely linked to the SQA criteria

To show how the six elements of the Singapore Quality Award and the 4/3 approach related to the PS21 movement:

(a) **Fig. 12:** Graphical Form
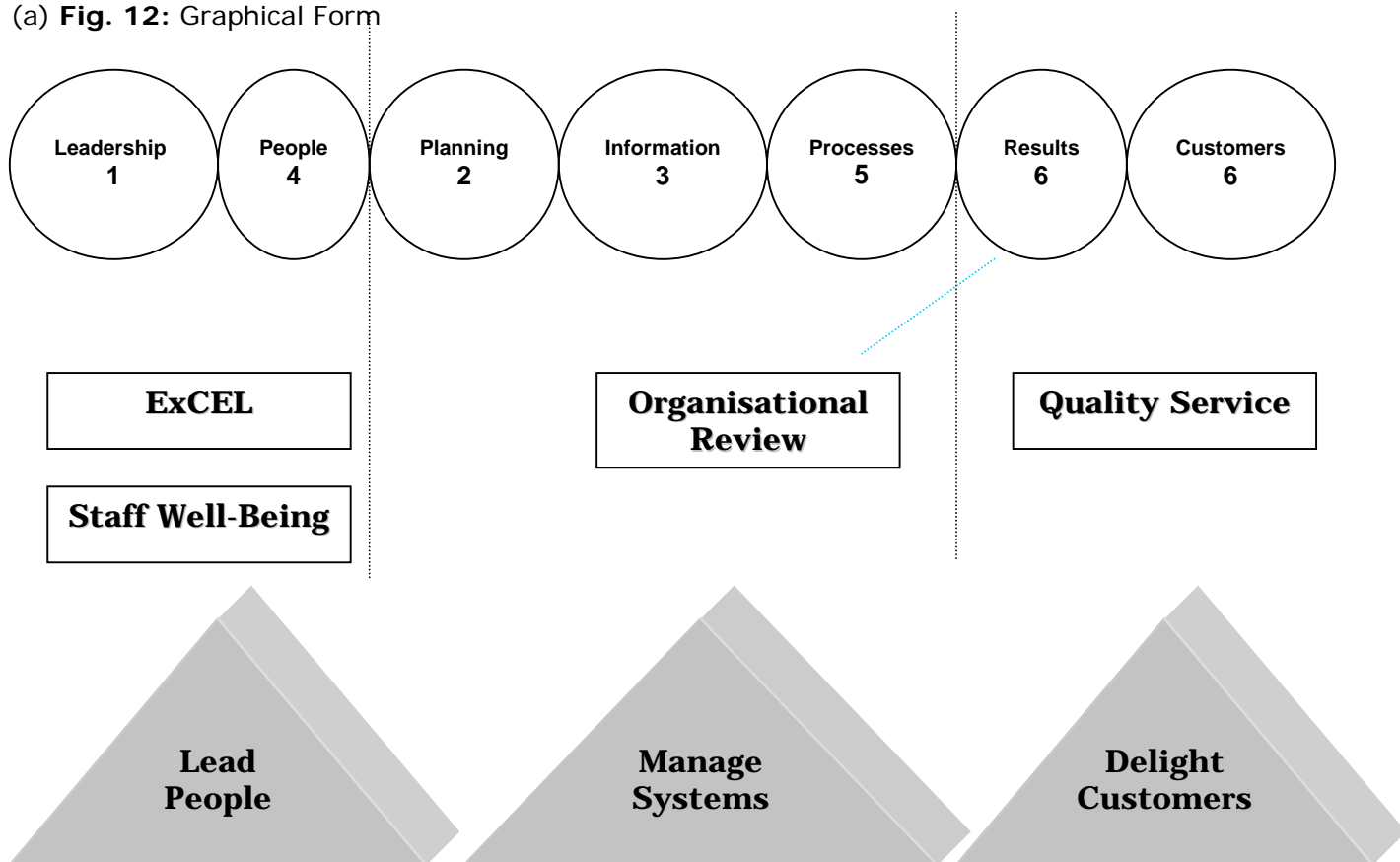
(b) **Table 1:** table form

| PS21 Functional areas | 4/3 Approach | SQA – 7 criteria |
|---|---|---|
| ExCEL<br><br>Staff Well-being | Lead People | 1. Leadership<br>4. People |
| Organizational Review | Manage Systems | 2. Planning<br>3. Information<br>5. Processes<br>7. Results |
| Quality Service | Delight Customer | 6. Customers<br>7. Results |

**Resource Management**

1. Resource Management seeks to enhance the quality of financial management in public sector organizations. It helps public sector organizations to assign and deploy resources on a total cost (rather than cash) perspective.

2. Resource Management also facilitates the introduction of Net Economic Value (NEV®) in public sector organizations. NEV® is the public sector name for Economic Value Added in the private sector. NEV® measures the performance of agencies, taking into consideration their revenue, operating costs and costs of capital.

3. NEV® will increase the awareness of the cost of capital and promote efficient utilization of resources – whether they are human, material or financial.

4. Resource Management thus helps to develop the disciplines that are assessed in the SQA Criterion 7.4 "Operational and Financial Results"

**People Developer Standard**

1. The People Developer Standard offers a framework for **directly linking the management and development of staff with the strategic objectives of the organization**.

2. It encourages the organization to review how it established its people management strategies, and how it deploys them through its development process.

3. It requires organizations to consider the alignment between the success measures for people development and the success measures for the organizations as a whole.

4. In essence, the People Developer Standard helps the organization strengthen the people resources it needs to deliver its strategic objectives.

5. The People Developer Standard also helps organizations working towards the achievement of the SQA award given that the focus of the People Developer Standard is inline with one of the SQA criterion: 7.2 "People Results".

**Balanced Scorecard**

1. The Balanced Scorecard is a performance management tool. It helps organizations reach some balance among the needs of their customers, employees and stakeholders along with the achievement of the organizations' mission.

2. The scorecard provides an overview of the organization's performance by integrating (a) financial measures with other key performance indicators around (b) customer perspectives, (c) internal business processes and (d) organizational growth, learning and innovation.

3. The scorecard emphasizes the need to identify and track a number of measures to provide a broader view of the business. It provides important information from different perspectives, creating a holistic view of the organization's health and brings together many elements of the organization's agenda on a single management report. It also helps to translate strategic intentions into tangibles that can be understood the organization.

4. Used in conjunction with SQA, the Balanced Scorecard can provide the operational focus, with weekly or monthly reviews offering an insight into day-to-day performance.

## Appendix 7: Different phases of e-government initiatives.

### Phase I: National Computerisation Plan (1980 – 1985)

In 1980, the Committee for National Computerisation (CNC), led by a Cabinet Minister, formulated a 5-year National Computerisation Plan, with primary focus on 3 areas:

A Civil Service Computerisation Programme (CSCP) to computerize the major functions in every ministry;

1) Facilitate the development and growth of the local IT industry;
2) Develop a pool of IT manpower to meet the future needs of the industry.

The CNC also advocated the formation of the National Computer Board (NCB) to implement the National Computerisation Plan (NCP), which included the development of the CSCP

### Phase II: National IT Plan (1986 – 1991)

The success of the NCP inducted another 5-year plan in 1986. The National IT Plan enhanced the CSCP with the introduction of networking technologies, integrating computing and communications, providing one-stop, fast and efficient services.

A number of government systems were made accessible to private organizations via Electronic Data Interchange (EDI). Among them are :

1) TradeNet - for the trading, shipping and freight forwarding community;
2) LawNet - for the legal community;
3) MediNet - for the healthcare community.

### Phase III: IT 2000 (1992 – 1999)

Launched in 1992, the IT2000 plan aimed to transform Singapore into an intelligent island where IT is pervasive in every sector and sphere of economic and social activity, it also aimed to make IT services readily accessible by every Singaporean at any time and at any place. IT2000 essentially seeks to make Singapore economically more competitive, with Singaporeans enjoying a better quality of life.

Today, many are enjoying the fruits of IT2000 are enjoyed by many. The national information infrastructure and the first nationwide broadband network in the world, **Singapore ONE** (One Network for Everyone) has reached nearly every households, all schools and many public and private institutions. From on-line banking to video and music on demand, the applications on Singapore ONE are extensive and widely used.

Under IT2000, IT and communications have been harnessed in specific applications to cater for different user groups. For example, a nationwide digital library system now links up the catalogues and resource materials of major libraries. Immigration-clearance at key checkpoints is automated via smart cards.

Singapore has also become one of the top few countries in the world with the highest PC and Internet penetrations. With increasing online filing, applications and registrations in many areas, it is a clear indication of the effectiveness of the government's drive to develop a nation of IT savvy citizens.

The success of IT2000 is attributed to the joint effort of government agencies, private industry, academia, research institutes, community groups and civic and voluntary organisations, who have played important roles in the conceptualisation, planning and the implementation of the IT2000 plan.
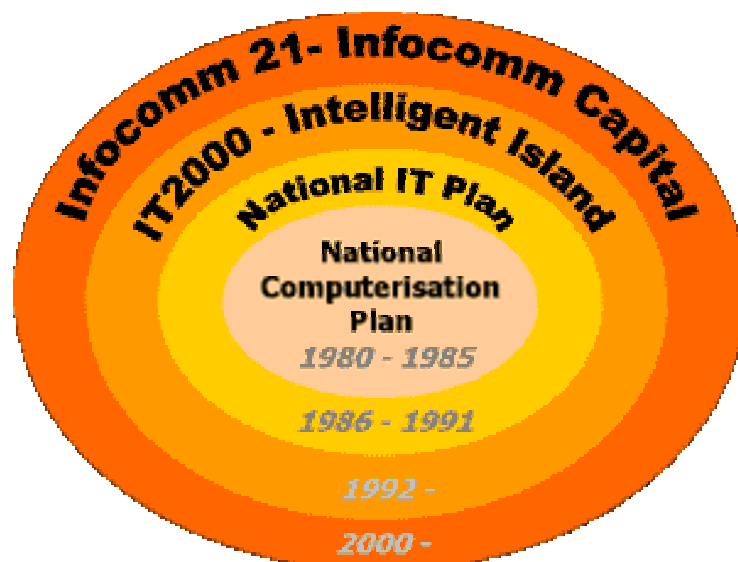

**Phase IV: Infocomm 2000 (2000 – Present)**

As IT2000 was being implemented progressively, the global technology and economic landscapes also experienced massive evolutions. The globalisation of businesses, liberalisation of markets, emergence of e-commerce and e-business, proliferation of Internet, broadband and wireless technologies, and convergence of IT, telecommunications and broadcasting have caused paradigm shifts that called for a review of strategies to stay ahead of technology, the Singapore Government embarked on a new plan in 1999 - Infocomm 21 (Information and Communications Technology for the 21st Century). A new statutory board, the **Infocomm Development Authority of Singapore** (IDA) was formed with the merger of NCB and Telecommunications Authority of Singapore (TAS) to spearhead the development of Infocomm 21. This is part of the government's strategic response to the converging IT and telecommunications markets and industries. One of the key thrusts of the Infocomm 21 Strategic Plan is to enable the Public Sector to harness ICT to better serve Singaporeans. The e-Government Action plan was developed to drive this initiative

**Phase IV: e-Government (2000 – Present)**

With two decades of IT experience, creating innovative and better e-Government services for the public became second nature. A number of e-Government services are already on the Internet and some are implemented on Singapore ONE. The government encourages citizens to access e-Government services from the comforts of their home or workplace, at their own time. One main effort is the **e-Citizen** Centre, which offers a host of citizen services that integrate related processes across different government agencies. The ordinary citizen can now have a one-stop access to government services without having to navigate through the bureaucratic jungle.

**Fig 13: Summary**

**Appendix 8: Red Tape Ranking** *(Source: http://www.cipe.org/efn/informalsector/redtaperanking/)*

## ASIA and the PACIFIC

| COUNTRY | Number of procedures | Time in number of business days | Cost relative to 1999 GDP | Nominal cost in USD | Nominal cost + time in USD | Corruption Ranking (1999) | % of urban sector employment* | % GDP growth 1999 |
|---|---|---|---|---|---|---|---|---|
| Australia | 2 | 2 | 2.25% | $451 | $612 | 12 | | 4.7% |
| China | 12 | 92 | 14.17% | $111 | $398 | 59 | | 7.1% |
| Hong Kong | 5 | 15 | 3.33% | $783 | $2194 | 15 | | 3.1% |
| India | 10 | 77 | 57.76% | $260 | $399 | 73 | | 6.6% |
| Indonesia | 11 | 128 | 53.79% | $312 | $609 | 97 | | 0.8% |
| Japan | 11 | 26 | 11.61% | $3742 | $7094 | 25 | | 0.8% |
| Korea, Rep. | 13 | 27 | 16.27% | $1381 | $2298 | 52 | | 10.9% |
| Malaysia | 7 | 42 | 26.45% | $899 | $1471 | 32 | | 5.8% |
| Mongolia | 5 | 22 | 3.31% | $12 | $42 | 43 | | 3.2% |
| New Zealand | 3 | 3 | 0.53% | $73 | $238 | 3 | | 3.9% |
| Pakistan | 8 | 50 | 34.96% | $164 | $258 | 88 | | 4.3% |
| Philippines | 14 | 46 | 18.97% | $194 | $381 | 54 | 17% - 1995 | 3.3% |
| Singapore | 7 | 22 | 11.91% | $3527 | $6132 | 7 | | 5.9% |
| Sri Lanka | 8 | 23 | 19.72% | $162 | $237 | N/A | | 4.3% |
| Taiwan | 8 | 37 | 6.6% | $874 | $2835 | 28 | | 5.4% |
| Thailand | 9 | 35 | 6.39% | $125 | $400 | 69 | 6% - 1995** | 4.2% |
| Vietnam | 16 | 112 | 133.77% | $495 | $661 | 79 | | 4.2% |
| Average of 85 countries | 10.48 | 47.4 | 47.08% | $3873 | $5428 | | | |