

Policy Making

Qualities & Competencies

- Singapore's Experience

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Content



Underlying Principle of Governance &
PS21

Competency Model for public sector
leaders and policy makers

Use Electronic Road Pricing (ERP) policy
as case study

Principle of Governance

Fundamental principle underpinning policy-making in Singapore

(1) Reward for Work, Work for Reward

eg. Eradicate Corruption & Nepotism, Uphold Meritocracy, Maximize Investment in Education, Limited Welfare and Focussed Subsidies

(2) Test for Results, Not Political Correctness

eg. Pragmatism, Learning by Doing, Being Nimble, Flexible & Adaptable

(3) Leadership is Key

eg. Vision and Direction is Essential

PS21 Movement



Public Service for the 21st Century

Develop a mindset ready for change

A continuous process & journey of “being”

“Being in Time for the Future”

Anticipate Change

Welcome Change

Execute Change

STAFF WELL-BEING

- Fitness
- Challenge
- Recognition

ExCEL

- Continuous Improvement
- Continuous Learning
- Teamwork

Mission Support Example

LEAD PEOPLE

QUALITY CHANGE EXCELLENCE

QUALITY CHANGE EXCELLENCE

DELIGHT CUSTOMERS

QUALITY SERVICE

- Courtesy
- Accessibility
- Responsiveness
- Effectiveness

SUPERVISOR S

Standards Innovation Economy

MANAGE SYSTEMS

QUALITY CHANGE EXCELLENCE

ORGANISATIONAL REVIEW

- Step Improvement
- IT Harvest
- Red Tape



PS21 Movement



Public Service for the 21st Century

Review in 2000

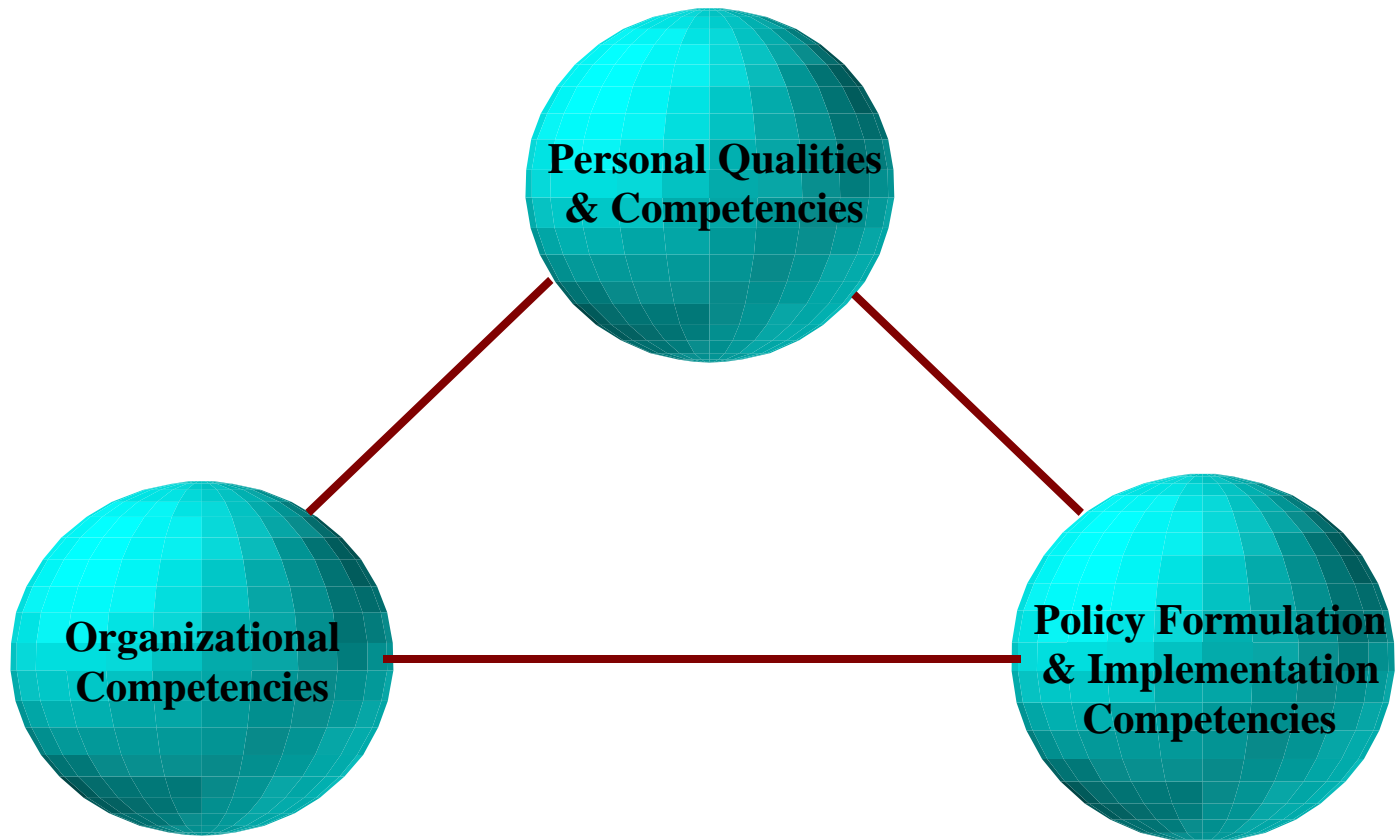
Build new capacity in 3 areas:

Total Organisational Excellence


Innovation & Enterprise

Openness, Responsiveness & Involvement

Leadership Qualities & Competencies Model



(1) Personal Qualities & Competencies



Integrity (eg. moral courage, reliably delivers)

Commitment

Decisiveness

Achievement

Motivation

Initiative (eg. seeks opportunities, take proactive action)

Behavioural Flexibility (eg. sensitive to environment, people and situation)

Self-awareness

Thinking Skills

Communications, Influence & Advocacy

(2) Organisational Competencies



Lead People

Visioning & Culture

Building

Developing others (eg.
coaching, delegation,
perf mgt)

Team Building

Manage Systems

HR, Finance, IT

Delight Customers

Service orientation

Anticipate & meet
customer's needs

(3) Policy Formulation & Implementation Competencies

Understand Spore's Environment

The **Principle of Governance** & their **relevance** in the light of **changing** circumstances

Fundamentals of the basic national imperatives (eg. history, constraints, economy, society)

Understand the **dilemmas** and **tradeoffs** faced in policy making

Approaches to policy making

Networked Government : Sees the **interconnectedness** of key policies, to take into account in formulation and implementation of policies

Initiates **inter-ministry collaboration**

Policy Formulation & Implementation Competencies (Cont')

Understand the Region & the World

Understand the **basic political, economic, social and historical characteristics** of the region and the world
Sees emerging global **trends and developments** and take them into account when formulating and implementing policies

Policy Formulation & Implementation Competencies (Cont')

Formulate Strategies & Policies

Able to **assess opportunities & threats** from analysis of external environment and existing strengths & weakness in internal environment

Able to **identify & evaluate** strategies and policy alternatives, and highlight trade-offs

Lead review, set policy direction & translate into workplan for action

Anticipate and set new direction to keep pace with changing environment, including possible discontinuities

Facilitate inter-ministry cooperation in policy formulation and implementation

Policy Formulation & Implementation Competencies (Cont')

Implement Policies

Project management skills, eg :

ability to develop practical plans

anticipate & prepare for potential problems

assemble required resources

assign work to appropriate persons, teamwork

monitor progress & keep activities on track

seek feedback

adjust policies as required based on review of outcomes

Policy Formulation & Implementation Competencies (Cont')

Connecting Citizens

1) Consultation & Communication

Understand the interests and sensitivities of stakeholders

Use various channels and mechanisms to obtain feedback and ideas from stakeholders

Build networks and good relationship with key stakeholders

Address the concerns of stakeholders effectively and is able to negotiate and garner their support

2) Public Communications

Plan and execute public comms strategies effectively

Manage difficult issues astutely

Case Study : ERP policy



Background:

Road pricing of city area in 1975 (Area Licensing Scheme)

Objective : manage traffic into area to ensure smooth traffic flow. Key for economy.

Effective, but blunt road pricing instrument

Insufficiently flexible



Identify Issue



Competency - Understand Environment

Scarce land

Citizens' aspiration to own cars

As economy grows, demand for more trips

Free flow roads key for economy

Need to find a way to overcome constraints

Ability to balance seemingly conflicting purpose

Research & Analysis

Competency - Professional Competencies & Understand Region & the World

Monitor development in professional areas & keep in touch with overseas counterparts

“Economics of road usage”, Prof Ruben Smeed, 1964

Development of electronic box of tolled roads (1970s)

Visited HK's trial on electronic road pricing (1985)

Betw 1985 - 1989, keep tab of developments

Formulate strategies & policies (1)

Senior public officers **saw opportunities**

beyond use of supply to demand measures

Fixed cost vs variable cost argument

More effective usage charging system

Meet anticipated future needs (more cars, but managed congestion for free flow roads)

National strategic project to develop cashcards for “cashless society”

Finances not a reason. Manual ALS :

\$100m annual revenue, cost only 10%.

Formulate strategies & policies (2)

Inter-ministry committee formed, led by PS(Transport), members from various ministries

Technical studies and deliberate feasibility and strategy

Leadership, teamwork, analysis of options

Decided that technology for active ERP system can be ready, though not proven

Innovative, yet pragmatic : Go boldly for active system with development of cashcard, but with careful trials (pre-qualification tenders)

Trials

Organisational Competency

Need for trials before implementation

3 tenderers selected to put up demo system.
Each given \$1.5 m.

2-year tests to show system work and meet all our requirements (eg. multi-lane, active system, highway speed)

Managed by inter-ministry team, senior public sector leadership support

Further Analysis

Competency - **Formulate Strategies & Policies**

Further analysis, finally awarded to one for \$197 m.

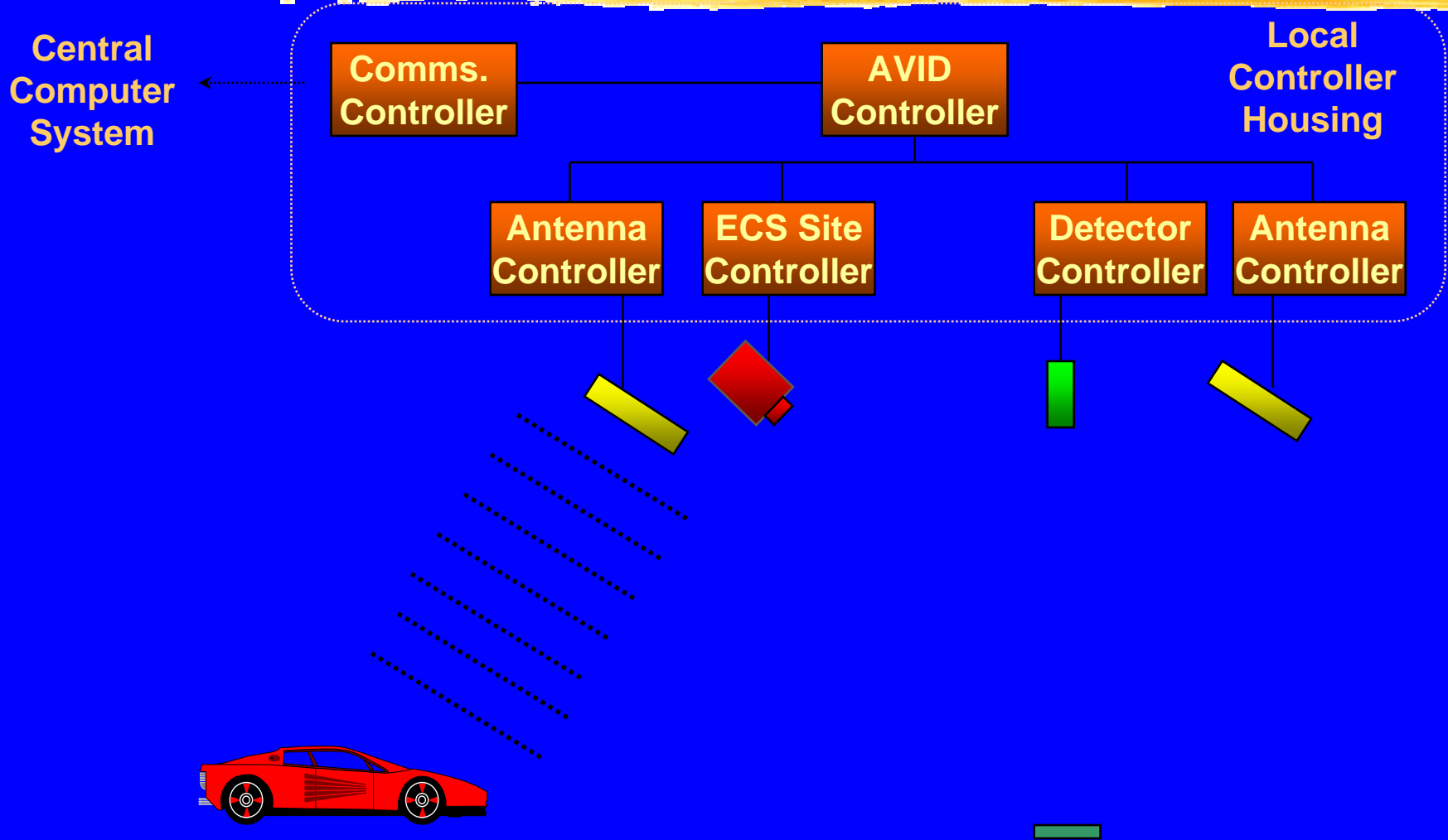
Careful. Tenderer need to further demo compliance with stringent standards under simulated operating environment

Involved 250 vehicles, 120,000 vehicle runs/ day.

2 years development and testing. ERP team and vendors rectify problems along the way

Feedback from test & trial users **taken into account**

How does it work?



Implementation & Feedback (1)

Competency - **Connecting Citizens /
Implementing Policies**

Engage stakeholders, eg. motorists, public,
high-end car users, taxi, goods vehicles

“sweeten” with vehicle tax rationalisation
package, road tax rebate, phased-in ERP charges

addressed concerns early & in comms plan

ERP team regularly brainstorm problems,
develop contingency plans.

Tap on staff with ALS experience; overseas
experience helped

Implementation & Feedback (2)

Communications / public education plan

Important ! 1 year effort

32 advertorials, 85 infomercials (target : **public**)

rationale, statistics, who, what, where, when, why, how, it is free

In-Vehicle Unit (IU) fitting (**users**)

convenient - 200 centres islandwide

mailers to every vehicle owner

\$150 worth of IU and fitting given free

free manual on use of IU, cashcard, ERP system

ERP website and hotline (500 calls per day)

Within 10 mths, 96% fitted



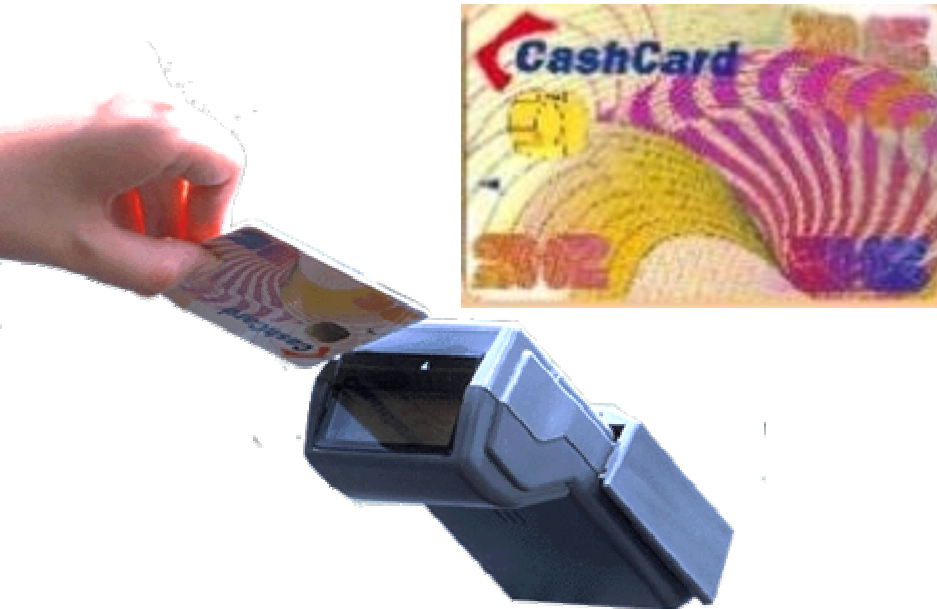
Implementation & Feedback (3)

ERP test drives

media invited to drive through gantry and check ERP system out (**build relationship with media**)

posters, flyers, signboards, media interviews

motorists test-drive through zero-charge gantries for 2 months



Implementation & Feedback (4)

IU clinics for free health check (**assure motorists**)

12 Sundays, 2 locations

free drinks, balloons, Sunday outing

end-of-day media debrief



Radio 'live' talkshows, different languages

Meet grassroot leaders to explain (**build alliances**)

Implementation & Feedback (5)

Monitor feedback, & **act quickly to resolve unexpected problems**

Eg. Human error and gantry charged during test phase. Service recovery. Admit error, apologise, give \$10 cashcard.

After ERP implementation, still monitor closely and gave daily press conference for first few days

Conclusion

Motorists pay less (collection fell from \$100m to \$80 m a year), yet traffic remained at optimal speed range, & vehicle population continues to grow at 3% yearly.

Use of case studies like this to 'teach' our officers required competencies and instincts

Personnel assessment policy aligned (CEP assessment & performance bonus system)