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

QUALITIVITY CHANGE EXCELLENCE

QUALITIVITY CHANGE EXCELLENCE

SUPERVISORS

Standards Innovation Economy

DELIGHT   CUSTOMERS

QUALITY SERVICE
- Courtesy
- Accessibility
- Responsiveness
- Effectiveness

MANAGE   SYSTEMS

QUALITIVITY CHANGE EXCELLENCE

ORGANISATIONAL REVIEW
- Step Improvement
- IT Harvest
- Red Tape

Public Service for the 21st Century

PS21 Movement

Public Service for the 21st Century
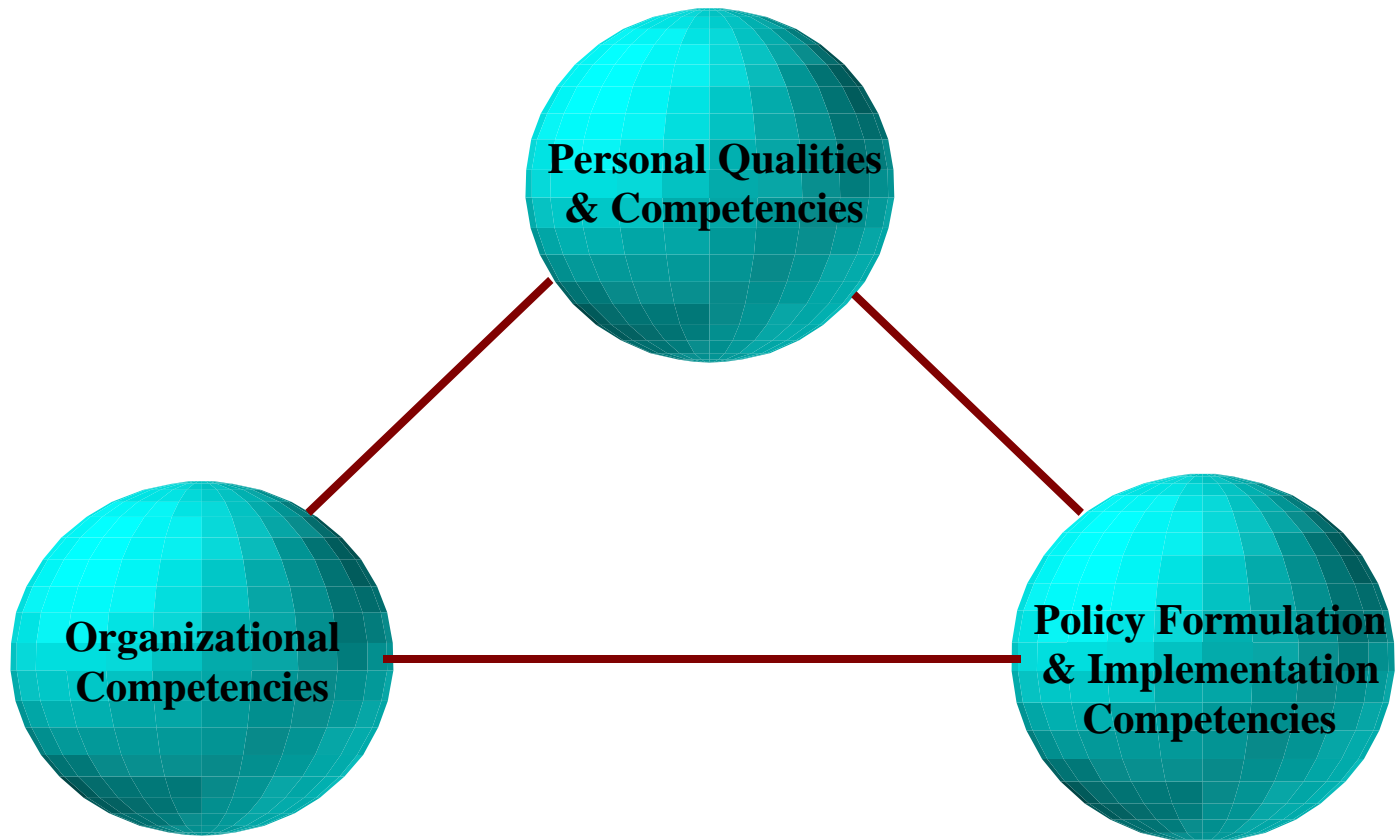
Review in 2000

Build new capacity in 3 areas:

Total Organisational Excellence

Innovation & Enterprise

Openness, Responsiveness & Involvement

5

Leadership Qualities & Competencies Model

Personal Qualities & Competencies

Organizational Competencies

Policy Formulation & Implementation Competencies

(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

16

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

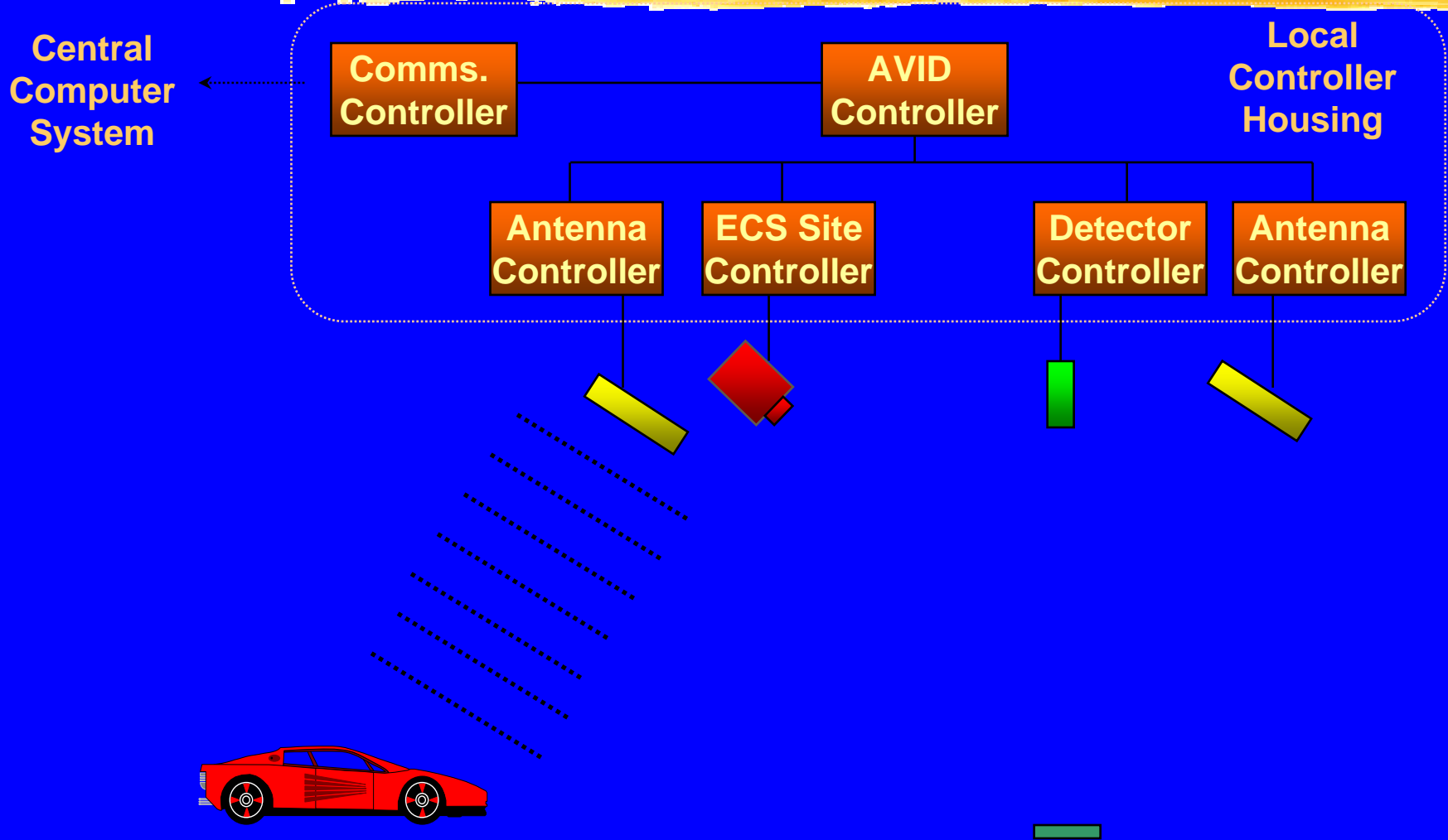Further analysis, finally awarded to one for $197 m.

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?

Central Computer System

Local Controller Housing

Comms. Controller

AVID Controller

Antenna Controller

ECS Site Controller

Detector Controller

Antenna Controller

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)
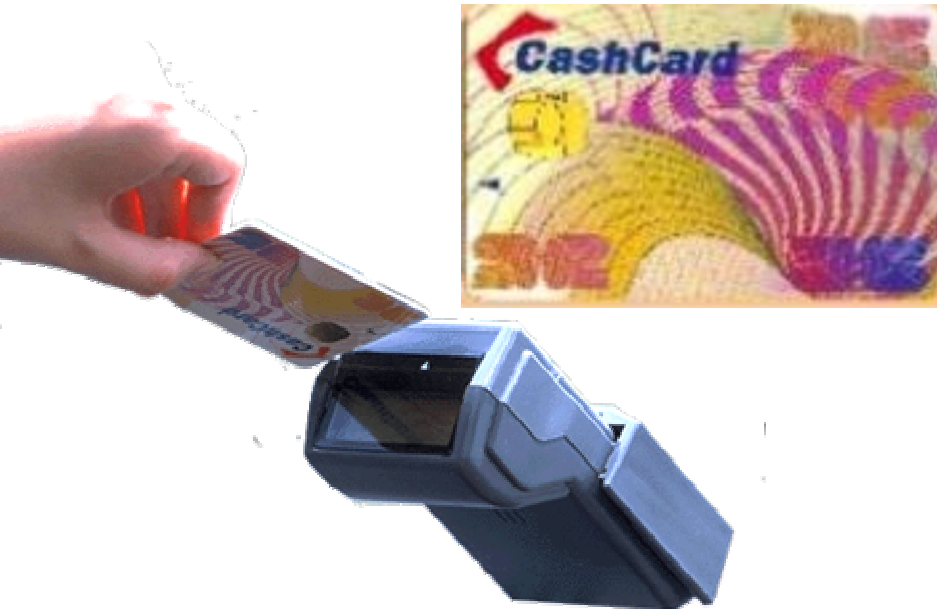
Within 10 mths, 96% fitted

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)

25

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)