

World-Class MOF
a World-Class MOF



Chapter

06



World-Class MOF

Ministry of Finance wants to create a great future for Singapore. Our mission is to advance the well-being and development of Singapore through Finance.

We achieve this together with our departments and statutory boards. Our departments are: Accountant-General's Department and Singapore Customs. Our statutory boards are: Accounting & Corporate Regulatory Authority, Inland Revenue Authority of Singapore, Monetary Authority of Singapore and Singapore Totalisator Board.

OUR JOURNEY TOWARDS EXCELLENCE

The *MOF Way* is our framework for sustainable organisational excellence. It provides the compass for our strategic corporate planning. It ensures coherence and unity in all our initiatives. The *MOF Way* captures how we pursue and sustain excellence through leadership and system management within a culture of integrity and openness.

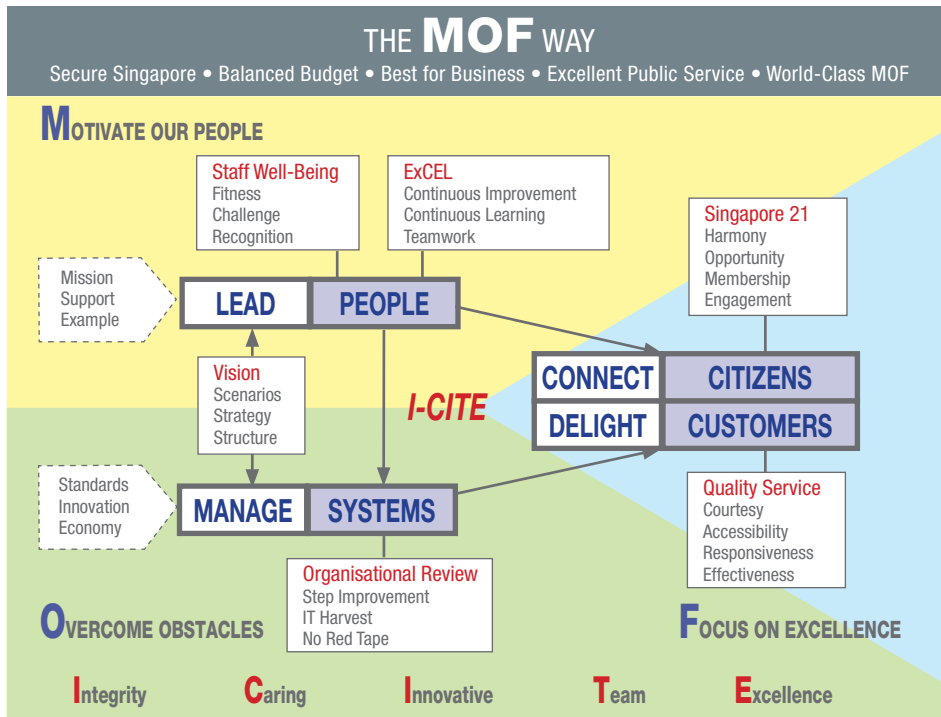
The MOF Way and its elements

The *MOF Way* is built upon the four elements of People, Systems, Citizens and Customers. We lead people, manage systems, connect citizens and delight customers. The framework is supported by MOF's core values - Integrity, Caring, Innovative, Team and Excellence (or I-CITE).

Three ideas drive our behaviour:

- **M**otivate our people to take pride in service based on initiative and creativity
- **O**vercome obstacles in systems and policies to achieve superior results which are sustainable
- **F**ocus on excellence through innovation and quality in serving our customers.

The MOF Way



The *MOF Way* sets our *People* as the originator of all achievements, *Systems* for efficiency, consistency and sustainability, and *Citizens* and *Customers* as the reason for all that we do. It is people-centred, systems-oriented, and focused on citizens and customers.

Connecting Citizens is about engaging and involving Singaporeans in nation-building, and delivering services to them. We connect with our citizens to reinforce the value of being a citizen, and promote their sense of belonging to the nation.

Whenever we develop and implement policies, we are guided by the goal of creating a **HOME** for the citizen, where **HOME** stands for:

Harmony - racial and religious harmony for national and social stability

Opportunity - to be the best that each one can be

Membership - of nation, of community and of individual family

Engagement - to be personally involved in building community

Customers expect and deserve quality service. Our intent is to go beyond the customer's expectations. Quality is how the customer defines it; the goal is not just to satisfy but to *Delight our Customers*.

Remember **CARE** for the customer:

C for Courtesy - what you do, and how you do it

A for Accessibility - where and when the service is available

R for Responsiveness - whether you do it, and do it in time

E for Effectiveness - whether you meet the customer's needs and expectations, being reliable, predictable and helpful

Our *People* serve the citizen and customer directly or *Manage Systems* to do so.

Our people are the critical factor in fulfilling our mission and the five strategic outcomes. *People* are vital. They are served by two elements: **Staff Well-Being** and **ExCEL**.

Staff Well-Being focuses on three areas: *Fitness*, *Challenge* and *Recognition*.

Fitness is all-embracing: physical, mental and emotional, the complete person.

Challenge is critical. People build up their self-esteem through responsibility and achievement in tasks which are worth doing and which they can do well.

Recognition refers to respect, regard and reward.

ExCEL similarly identifies three areas for attention: *Continuous Improvement*, *Continuous Learning* and *Teamwork*.

Continuous Improvement means always looking to the future. *Continuous Learning* refers to our attitude and effort, both in formal training and learning from the experience of others, especially from mistakes. *Teamwork* is the ability to work with others to accomplish more than what an individual can on his own. Staff Suggestion Schemes, Innovation Quality Teams and Training are critical instruments for **ExCEL**. Undergirding the **ExCEL** framework is the spirit of innovation and enterprise, creativity and leveraging on knowledge.

Systems is about *Organisational Review*. The objective is to always look for process improvement to produce sustainable results. The areas of emphasis are *Step Improvement*, *Information Technology Harvest* and *No Red Tape*. *Step Improvement* is to devise new directions, to do things differently and doing new things. (It contrasts with *Continuous Improvement* which focuses on current work and processes.) *Information Technology* is the most powerful enabler for the knowledge-based economy. *No Red Tape* refers to the elimination of red tape wherever we find it.

Our supervisors do two tasks: *Lead People* and *Manage Systems*. Anyone who has anyone reporting to him or who is responsible for getting a job done is a supervisor.

There are three critical points in *Leading People*: *Mission*, *Support* and *Example*. People must know the *Mission*: what is their reason for being and why they are doing it. Vision expresses what the organisation proposes to do to fulfil its *Mission*. Our supervisors must provide all the *Support* their people need to do an excellent job. Our supervisors must continually ask themselves what they can do to help their



people perform better in their jobs and develop as individuals. Our supervisors must also lead by *Example*. It is through excellent leadership that we expect our people to be motivated with pride in service based on initiative and creativity.

There are three critical parts in *Managing Systems: Standards, Innovation* and *Economy*. *Standards* of service must be clearly defined, in quantity, quality and time. *Innovation* refers to a new way of seeing, a new way of thinking or a new way of doing. *Economy* is cost, benefit, effectiveness and efficiency all rolled into the question “What is the most I can get out of these resources?” It is through excellent management that we overcome obstacles in systems and policies to achieve sustainable performance.

People-Systems-Citizens-Customers tie directly into PS21, the Public Service for the 21st Century movement driving the public service to seek excellence in always “Being in Time for the Future”. PS21 is built upon the four elements of *Staff Well-Being, ExCEL* (Excellence through Continuous Enterprise and Learning), *Organisational Review* and *Quality Service*.



MOF Values: I-CITE

The values that underpin The *MOF Way* describe the shared vision and aspirations of MOF and all our people. The set of values can be expressed succinctly with the acronym *I-CITE*.

- I** for **Integrity** – being honest, trustworthy and reliable in all things
- C** for **Caring** – respecting and caring for each other as persons
- I** for **Innovative** – believing there is always a better way
- T** for **Team** – working together instead of working alone
- E** for **Excellence** – being the best we can be; doing the best we can

One measure of the success of the *MOF Way* is the awards in organisational excellence our agencies have won. These include the International Organisation for Standardisation (ISO), People Developer Standard (PDS), Singapore Quality Class (SQC), Singapore Quality Award (SQA) and Singapore Innovation Class (I-Class).

MOF Agency	Award	Year attained
Ministry of Finance, HQ	ISO9000	1999
	PDS	2001
	SQC	2002
	I-Class	2004
Accountant-General's Department	ISO9000	2000
	PDS	2000
	SQC	2001
Singapore Customs	ISO9000	1998
	PDS	2000
	SQC	2000
Inland Revenue Authority of Singapore	SQC	1999
	PDS	2000
	ISO9000	2001
	SQA	2003
Accounting and Corporate Regulatory Authority	ISO9000	2001
Singapore Totalisator Board	PDS	2003

ANNEX

USEFUL WEBSITES

Ministry of Finance Headquarters

<http://www.mof.gov.sg>

Accountant-General's Department

<http://www.agd.gov.sg>

Singapore Customs

<http://www.customs.gov.sg>

Accounting and Corporate Regulatory Authority

<http://www.acra.gov.sg/>

Inland Revenue Authority of Singapore

<http://www.iras.gov.sg/>

Monetary Authority of Singapore

<http://www.mas.gov.sg/>

Singapore Totalisator Board

<http://www.singtote.gov.sg/>

Government e-Business (GeBIZ) website

<http://www.gebiz.gov.sg>

Cut Waste Panel website

<http://www.cutwaste.gov.sg>

Photographs courtesy of:

Housing and Development Board (Pg 22, third picture; pg 17, second picture)

Land Transport Authority (Pg 12, third picture; pg 45, first picture)

Ministry of Community Development, Youth and Sports (Pg 48, first and third pictures)

PSA Corporation (Pg 34, first picture)