TrainingConcepts

CASE STUDY · CUSTOMISED TRAINING DESIGN

Service excellence on the *front line*

A highly customised, scenario-based programme designed with the Singapore Police Force to equip front-line officers with engagement and disengagement strategies for every public contact.

3 yrs	All	20 hrs	WSQ
of national roll-out	police land divisions	over three days	accredited unit

CLIENT	PARTNER	ROLE
Singapore Police Force	Service Quality Centre	Design and delivery



01 The brief

Front-line policing is service delivery under conditions no retail counter ever faces. Officers meet the public at counters, over the telephone and on patrol, often at the worst moment of someone's day — and they cannot simply agree to whatever is asked.

The Singapore Police Force wanted its officers to deliver service excellence without losing the firmness the job requires. Generic service training could not do that. The programme had to be built on the realities officers actually meet: the angry complainant, the harassing caller, the member of the public referred from another agency, the interaction that has to be ended courteously and safely.

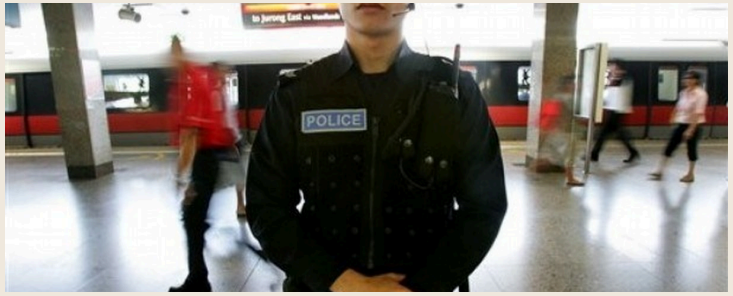
Training Concepts' lead trainer worked with the Singapore Police Force and partner organisation Service Quality Centre to design and deliver a fully contextualised programme, accredited under the Singapore Workforce Skills Qualifications (WSQ) Service Excellence framework and leading to a Statement of Attainment.

"Service" does not mean acceding to all demands from all customers all the time. Public officers shall always do what is right and reasonable, with empathy and respect for the people we serve.

SINGAPORE CIVIL SERVICE CORE VALUES — THE PRINCIPLE THE PROGRAMME IS BUILT ON

THE DESIGN CHALLENGE

- Public-sector service differs from private-sector service: officers must weigh the interest of the nation and community first
- Officers need to engage confidently, and to disengage without escalating
- Training had to work for serving officers and national servicemen alike
- Content had to sit inside a national qualification framework, not alongside it
- Delivery had to scale across every land division without diluting quality



02 How it was designed

A training needs conversation with the client, then a full design: standards mapped, scenarios written, materials built, assessments validated.

Co-designed

Built jointly with the Singapore Police Force and Service Quality Centre, so that police procedure, not generic service theory, sets the content.

Contextualised to the WSQ standard

The national Service Excellence WSQ competency unit was contextualised for law enforcement, keeping the standard while changing every example.

Grounded in real interactions

Scenarios and role plays drawn from the interactions officers actually handle at counters, on the telephone and on patrol.

A complete package

Nine sections: general information, programme overview and structure, lesson plan, trainer's guide, slides, learner's guide, activities, assessment handouts and assessment records.

Qualified delivery

Trainers and assessors required to hold ACTA or equivalent, with supervisory service experience and current industry practice.

Sized for participation

Classes of 16 to 24 officers, ideally 20 — large enough for varied scenarios, small enough for everyone to be on their feet.

AT A GLANCE

UNIT	Deliver Service Excellence, Service Excellence WSQ
DURATION	20 hours across three days
AUDIENCE	Serving police officers and national servicemen
AWARD	Statement of Attainment
VERSION	Version 1, effective 1 November 2010

TRAINING METHODOLOGY

Mini lectures

Short inputs that make the underpinning knowledge explicit before any activity begins.

Interactive activities

Group discussion of procedure and process, so officers test their understanding against each other.

Role plays

Group and individual practice against written scenarios, with observed performance and feedback.

Independent practice

Case studies and games that let officers evaluate their own progress between sessions.

Structured feedback

Mutual sharing and feedback on performance through every formal and informal activity.

Trainer's guide

Facilitation instructions, activity briefs and worksheets so delivery stays consistent across divisions.

03 The programme

Four competency elements across three days, each moving from underpinning knowledge to practice, and each closing with assessment.

DAY 1 · 0900	DAY 1	DAY 1 · PM	DAY 2	DAY 2 · PM	DAY 3	DAY 3 · PM
Course brief and assessment overview	Element 1 — values and systems	Element 2 begins · Assessment 1	Element 2 · Element 3	Difficult contacts · Assessments 2 and 3	Element 4 · records	Assessment 4 and close

COMPETENCY ELEMENT 1

Apply organisational service values and systems

Using service culture and values to guide service decisions; communicating procedures clearly and courteously; sourcing work instructions; following organisational systems to carry out and record service tasks; knowing when to seek advice.

COMPETENCY ELEMENT 2

Contribute to service team effectiveness

Community partnership at the strategic and the contact level; managing expectations; understanding core policing functions and what the public can and cannot ask of them; working as a service team.

COMPETENCY ELEMENT 3

Follow up post-service support

Assuring the service promise and exchanging contact details; informing people when circumstances change; resolving post-service problems promptly; managing difficult and harassing contacts.

COMPETENCY ELEMENT 4

Utilise and update records

Upholding confidentiality and security of records as policy and law require; storing accurate records; following up appropriately; using records to keep the public informed.







04 Engagement and disengagement

The heart of the programme. Officers rehearsed the contacts that go wrong most often, and practised both halves of the skill: opening an interaction well, and closing one that cannot be resolved.

Scenarios were written around recognisable situations — the complainant sent from another agency, the neighbour dispute that is not a police matter, the caller who will not hang up, the member of the public who raises his voice at the counter. Each role play was scripted from the complainant's side as well as the officer's, so the pressure in the room was real.

PRACTISED IN THE ROOM

- Counter interactions, telephone contacts and patrol encounters
- Five scripted role plays with observed performance and feedback
- Case studies carried through to written assessment
- Peer observation using the same criteria the assessors apply

THE SKILLS OFFICERS TOOK BACK TO THE DIVISION

Read the situation Establish the real issue early, take note of concerns, and be clear about what the police can and cannot do.	**Engage with empathy and firmness** Listening, acknowledgement and courteous explanation, without conceding what should not be conceded.
Defuse before it escalates Recognised techniques for bringing an agitated member of the public back to a rational conversation, and knowing when to hand over to a senior officer.	**Be straight about limits** Where a request cannot be met, say so early and tactfully rather than raising expectations that will later collapse.
Disengage cleanly Ending persistent or repetitive contacts courteously, with the position stated once, clearly, and recorded.	**Record the interaction** Accurate records of what was said and agreed, supporting follow-up, supervision and, where needed, investigation.

05 Assessment and quality assurance

Competency-based, not attendance-based. Officers had to demonstrate the standard before being certified.

ASSESSMENT 1 · 60 MINUTES

Written assessment

Force mission, core values and the boundaries of police responsibility.

ASSESSMENT 2 · 45 MINUTES

Written assessment

Service systems, team effectiveness and managing expectations.

ASSESSMENT 3 · 30 MINUTES

Case study

Applied judgement on a written service scenario.

ASSESSMENT 4 · 45 MINUTES

Case study

Follow-up, records and confidentiality in practice.

Three hours of assessment in total, moderated against the national standard, with a Statement of Attainment for officers who met it.

HOW SUCCESS WAS MEASURED ON THE GROUND

- Post-transactional surveys of members of the public who had used police services
- The community partnership survey, measuring rapport, integrity, responsiveness and effectiveness against civil service norms
- Divisional service quality branches supporting officers after training
- Annual review of the training and assessment package to keep it current

06 Roll-out and recognition

What began as a single contextualised programme became a force-wide capability build. Over three years the workshop was rolled out across all police land divisions, and the majority of front-line officers went through it.

Because the package included the lesson plan, trainer's guide, activities and assessment instruments, delivery could scale without drifting. Every division ran the same standard, with the same scenarios and the same assessment criteria, adapted only where local conditions required.

All land divisions

Delivered across every police land division in Singapore.

Majority of front-line officers

The officers who meet the public daily, trained over three years.

One consistent standard

The same materials, scenarios and assessment criteria in every division.

THE OUTCOME

The developers and staff behind the programme were awarded the Commissioner's Commendation.

One of the Singapore Police Force's most prestigious awards, recognising the contribution the programme made to front-line service.



07 The lead trainer

Shareef Jaffar

International management and training consultant

Shareef led the design and delivery of the programme, working with the Singapore Police Force and Service Quality Centre. His own service in the Singapore Police Force — as a Superintendent of Police and NS Commander, Central Police Division — gave the design an insider's grasp of what front-line officers actually face.

He continues to work with the Service and Development Inspectorate of the Singapore Police Force on training for front-line officers across the land divisions.

DESIGN CREDENTIALS

- Advanced Certificate in Learning and Performance (ACLP), Singapore WSQ
- Certificate in Effective E-Learning Design, University of Oxford
- Certifications in curriculum design, instructional design and competency-based assessment
- MA Education (Merit), University of Nottingham

RELATED PUBLIC-SECTOR WORK

- Service excellence programmes for PUB and the Singapore Civil Defence Force
- Training needs analysis and curriculum design for InWEnt's IT@Coop project in Thailand
- Retail service programmes for Nokia across six Asian markets
- Train-the-trainer programmes in seven countries

ALSO AVAILABLE

Crisis Prevention & Management · Building Relationships with Difficult Customers · Winning Telephone Techniques · Presentation Skills · Strategic Visioning. Any programme can be contextualised for your organisation in the same way.

DESIGN A PROGRAMME FOR YOUR ORGANISATION

Contextualised training, built on your own reality.

Tell us who your front line is and what they face. We will design the programme around it, map it to a recognised standard where that helps, and build the materials so it can be delivered at scale.

TrainingConcepts

Singapore · Serving clients across Asia Pacific

+65 8993 1155

enquiries@trainingconcepts.us

www.trainingconcepts.us