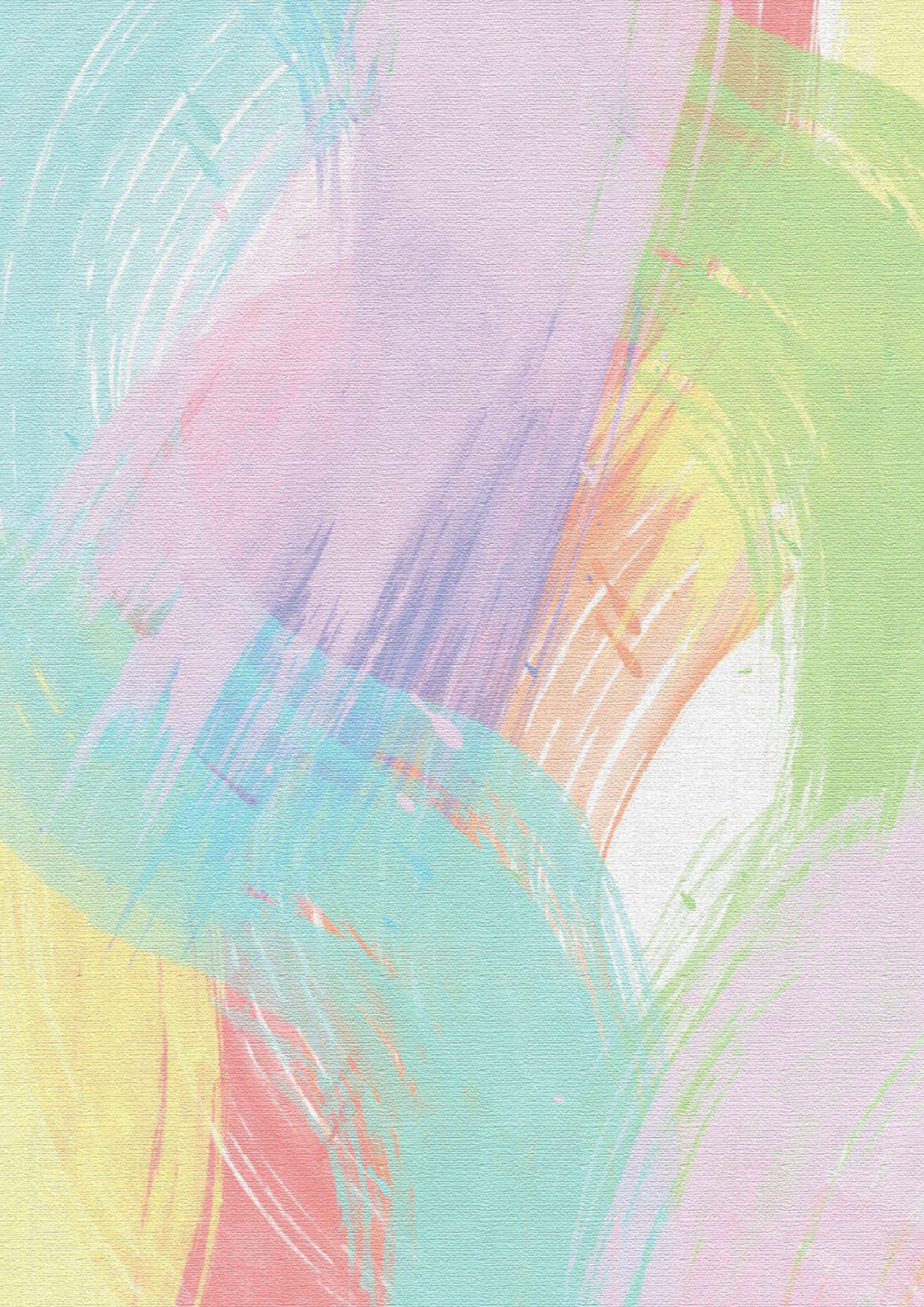


CITIZEN ENGAGEMENT COMPETENCY FRAMEWORK AND TRAINING ROADMAP





COMPETENCY FRAMEWORK

Supported by the Office for Citizen Engagement and with inputs from officers in agencies across the Public Service, the Civil Service College has developed the Citizen Engagement Competency Framework, guided by the following Citizen Engagement Framework comprising six engagement modalities:

Spectrum of Engagement Modes

Increasing level of citizen participation						
MODE	TRANSACTION	INFORM	CONSULT	BUILD CONSENSUS	CO-DELIVER	CO-CREATE
What the agency intends to achieve	Deliver services to citizens	Communicate and explain policy considerations; engender desired behavioural and mindset shifts	Gather ideas and feedback from citizens, understand their views and concerns, and use these to guide decision making	Find common ground, manage conflicts and/or bridge differences among stakeholders on policies and issues	Partner citizens to co-implement policies and programmes	Partner citizens to co-design policies and programmes or facilitate ground-up initiatives
Why agencies might choose this mode	Services need to be delivered to citizens	There is no opportunity for public input but a need to communicate decisions and considerations to the public	It is useful to have public feedback inform decisions	It is possible to have a range of concerns and aspirations identified, voiced and considered in the decision-making process, particularly for contentious issues	There is a role for citizens to assist in implementing policies or delivering services	Working in collaboration with citizens is the best way to identify issues and determine and implement the most effective solution
How we hope the public will respond	Find public services effective and serving their needs, and be satisfied	Be aware of and understand the perspectives of government and make informed choices	Contribute feedback, share experiences and ideas	Participate and offer views and reasons for their perspectives, appreciate other perspectives, and empathise with each other.	Participate and contribute to service delivery and policy implementation, and be our advocates and bridges to the wider community	Partner Government by contributing data, ideas, solutions and jointly deliver outcomes, or lead group-up initiatives for the community
What should the agency be prepared to offer	Professional and customer-centric services. For example, easy-to-use platforms, seamless and integrated service delivery	Objective information about decisions, future directions and reasons for decisions on a regular basis	Opportunity for the public to give feedback with the agency listening and responding to this feedback	Treat all stakeholders fairly, consider their diverse perspectives, identify shared objectives, build trust and relationships with them	Support, recognition and empowerment for citizens to participate in implementing policies and delivering public services	Information, tools and platforms for citizens to partner us. Capacity to facilitate, enable, catalyse and convene citizen ground-up initiatives
Increasing level of citizen participation						

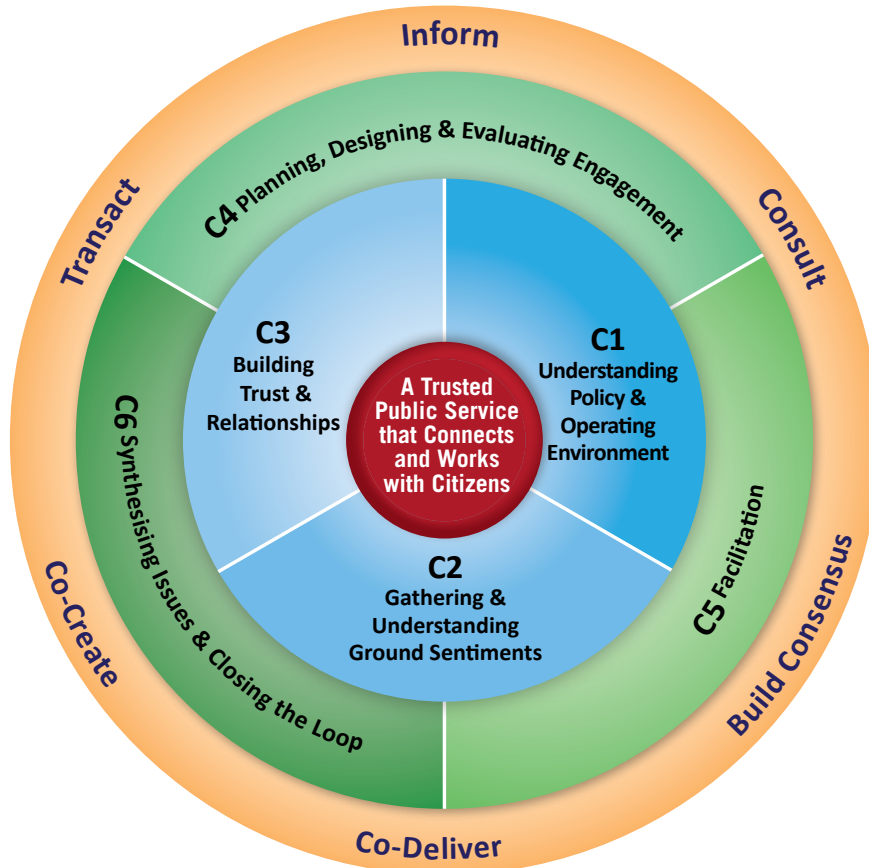
The Competency Framework outlines six core competencies to guide officers at all levels across the Public Service in identifying and developing the knowledge, skills and attitudes that are necessary to support and promote effective citizen engagement. It is intended to assist officers in engagement modalities that involve higher level of active participation from citizens and stakeholders, in particular, to:

- ▶ Consult
- ▶ Build Consensus
- ▶ Co-Deliver
- ▶ Co-Create

For the 'Transact' and 'Inform' modalities that focus on service delivery and public communications respectively, officers can refer to the Service Delivery and Public Communications Competency Frameworks for more information.

In the interpretation of the competencies and behavioural indicators, it is important for officers to understand the purpose and values underpinning the engagement. It is to build a Trusted Public Service that connects and works with citizens.

Citizen Engagement Competency Framework



The visual presents the interrelationship among the public service values, engagement competencies and outcomes of citizen engagement.

The centre is the "heart" of citizen engagement, i.e. public service values (Integrity, Service and Excellence) that remind officers that as Public Service Officers, our role is to serve the people of Singapore with integrity and to produce quality outcome.

The second and third rim personify the acquired knowledge and the skill-sets necessary to be competent in citizen engagement.

The final rim represents the engagement modalities.

C1: Understanding Policy and Operating Environment

Understand the policy that is the subject of engagement, and the social, economic and political system and context – all of which explain why we engage in the first place.

Officers have to understand the “why” first before the “what” and “how”.

They appreciate how citizen centricity should be the cornerstone of all sectors of governance, from policy, implementation to communications, and know the values that underpin the engagement gives clarity to the purpose and the desired modality of engagement.

Behavioural Indicators (BIs)

BASIC

Ability to...

C1.1.1 Understand the rationale and intent behind policies, and the operating environment that impacts the engagement.

C1.1.2 Recognise the possible outcomes, risks, trade-offs and parameters of engagement.

Behavioural Indicators (BIs)

INTERMEDIATE

Ability to...

C1.2.1 Explain the rationale and intent of policies, and the operating environment behind the engagement.

C1.2.2 Anticipate and articulate the possible outcomes, risks, trade-offs and out-of-bounds markers that might arise from engagement.

Behavioural Indicators (BIs)

ADVANCED

Ability to...

C1.3.1 Distil the values behind why we engage, and frame the context in which engagement takes place, and translate this clearly to others, starting with officers in your organisation.

C2: Gathering and Understanding Ground Sentiments

Select and apply tools and methods to sense, analyse and understand the emotions, concerns and perspectives of stakeholders.

The behavioural indicators here describe officers who are end- and business-users in the context of citizen engagement, and not specialists in their fields.

Therefore, officers should have at least basic awareness and appreciation of the different approaches on how to gather and analyse data, and segment stakeholder groups. They should also know who to work with (including specialists, e.g. researcher, data analyst, behavioural scientist and social media expert and marketing communication officer) to gain insights to engage stakeholders.

Behavioural Indicators (BIs)

BASIC

Ability to...

C2.1.1 Understand the measures of success for sensing efforts.

C2.1.2 Identify data sources, and know where and how to obtain them.

C2.1.3 Work with specialists to select and apply sensing tools to gather, integrate and analyse data to understand the ground.

C2.1.4 Coordinate, organise and participate in ground-sensing activities to gather insights on public sentiments.

C2.1.5 Track and analyse data to identify gaps in public perception, gain insights, and highlight possible implications.

Behavioural Indicators (BIs)

INTERMEDIATE

Ability to...

C2.2.1 Communicate the measures of success for sensing efforts.

C2.2.2 Manage the selection and application of data sources, as well as, sensing tools and methods.

C2.2.3 Network to gain insights on ground sentiments, and identify new tools and methods to improve sensing.

C2.2.4 Distil and highlight key findings.

Behavioural Indicators (BIs)

ADVANCED

Ability to...

C2.3.1 Establish clear measures of success for sensing efforts.

C2.3.2 Understand and discern underlying sentiments that guide the thinking of stakeholders.

C2.3.3 Integrate findings from multiple data sources, and work with other agencies to gather and analyse deeper insights, and surface potential impact on engagement at whole-of-government level.

C3: Building Trust and Relationships

1. *Understand and prioritise stakeholders, identifying issues that drive them.*
2. *Appreciate group dynamics and each other's views.*
3. *Develop rapport and build trust and long-term relationship with key groups of stakeholders.*
4. *Maintain consistent and continual communication with stakeholders.*

Empathy is the foundation to building trust and relationships.

Officers should demonstrate personal mastery in continual learning, self-care, problem-solving, creative thinking and interpersonal skills.

In particular, interpersonal skills are important, including the ability to:

1. Listen actively
2. Communicate clearly
3. Influence others, without authority
4. Motivate others to speak up and participate
5. Work with diverse opinions and conflict

Officers should be able to work with communications specialists to engage stakeholders in the areas of digital media, media relations, marketing communications, strategic communications and crisis communications. They should also work with other experts in fields such as social psychology and behavioural science to better engage stakeholders.

Behavioural Indicators (BIs) BASIC Ability to...	Behavioural Indicators (BIs) INTERMEDIATE Ability to...	Behavioural Indicators (BIs) ADVANCED Ability to...
C3.1.1 Understand stakeholders, and appreciate their motivations, perspectives and concerns.	C3.2.1 Anticipate stakeholders' needs and empower them by giving necessary information, roles and choices, paying close attention to under-represented groups and those who are unwilling to be engaged.	C3.3.1 Establish and cultivate relationships with strategic influencers, and secure their commitment, including key whole-of-government players, community leaders and political office holders.
C3.1.2 Map the community and prioritise who to engage, including key influencers and third party advocates.	C3.2.2 Identify risks and obstacles that can potentially undermine trust.	C3.3.2 Strategise systematic and long-term communication and engagement to build resilient and trusting relationships.
C3.1.3 Interact with stakeholders and persuade them to be engaged.	C3.2.3 Discern and adapt to the evolving nature of relationships, including changes in engagement modality.	
C3.1.4 Know when and how to disengage without undermining stakeholders' trust.		

C4: Planning, Designing and Evaluating Engagement

1. *Frame the issue for engagement well, and establish clear objectives and outcomes.*
2. *Formulate a plan to select the appropriate engagement modality, tools and methods, stakeholders and evaluation criteria for the engagement to achieve its objectives and outcomes.*
3. *Evaluate outcomes, processes and activities on an on-going basis.*
4. *Reflect on and apply the learnings for future engagement.*

Engagement can be part of a short-term initiative, but more often, officers should see engagement as a long-term continuing process to build trust and relationships.

Before any engagement, at the basic level, officers should be aware of and understand the definition the six engagement modalities.

Officers should demonstrate strong project management skills that are essential to organising engagement. They know how to work with project team and external stakeholders to manage the engagement from Needs Analysis, Planning, Monitoring to Evaluation.

Behavioural Indicators (BIs)

BASIC

Ability to...

Plan and Design

C4.1.1 Understand objectives and intended outcomes.

C4.1.2 Prepare and develop engagement according to the chosen modality, and select the tools and methods to engage and meet the desired objectives and outcomes.

C4.1.3 Gather and organise discussion materials that frame the issue for engagement.

Evaluate

C4.1.4 Collect and analyse feedback from stakeholders for diverse perspectives.

C4.1.5 Identify room for improvement on the implementation and management of engagement.

Behavioural Indicators (BIs)

INTERMEDIATE

Ability to...

Plan and Design

C4.2.1 Set and communicate clear objectives and measurable outcomes.

C4.2.2 Design engagement guided by objectives and outcomes, determine the engagement modality, and integrate the use of tools and methods for the chosen modality.

C4.2.3 Curate appropriate discussion materials to frame the issue.

C4.2.4 Anticipate and plan for uncertainties and risks, and build in checkpoints to evaluate engagement and allow for adjustments along the way.

Evaluate

C4.2.5 Lead the team to consolidate feedback and based on the data, to evaluate if engagement has met the objectives and achieved the outcomes.

Behavioural Indicators (BIs)

ADVANCED

Ability to...

Plan and Design

C4.3.1 Align objectives and outcomes with whole-of-government objectives and long-term goals.

C4.3.2 Frame the issue clearly and broad enough around interests to encourage diverse viewpoints and ideas.

C4.3.3 Spearhead inter-ministry/ agency or large-scale engagement for major government policies or initiatives.

C4.3.4 Strategise and obtain buy-in to mobilise manpower, budget and other resources required to achieve the objectives and outcomes.

Evaluate

C4.3.5 Measure and evaluate engagement outcomes against whole-of-government objectives and long-term goals.

C5: Facilitation

1. *Make it easy for stakeholders to interact and participate actively in the engagement process.*
2. *Understand how groups operate and be able to track and intervene in group dynamics.*
3. *Apply facilitation tools and techniques to facilitate exchange of ideas and opinions with and among stakeholders.*

As with gathering and understanding ground sentiments, officers should demonstrate basic facilitation skills.

They could also partner facilitators with more advanced skills for engagements based on these considerations:

1. Modality (ranging from information provision, consultation to active participation)
2. Duration (length of process, number and frequency of interactions)
3. Scale
4. Issue

Facilitation tools and techniques range from simple (e.g. one-on-one interview, focus group, advisory committee) to complex (e.g. Citizen Jury and Deliberative Polling).

Behavioural Indicators (BIs)	Behavioural Indicators (BIs)	Behavioural Indicators (BIs)
BASIC Ability to...	INTERMEDIATE Ability to...	ADVANCED Ability to...
C5.1.1 Apply simple facilitation techniques to achieve engagement objectives and outcomes.	C5.2.1 Apply a wider range of facilitation techniques that requires higher levels of active participation from stakeholders.	C5.3.1 Champion the use of new and/or more complex facilitation techniques to drive high stake engagement.
C5.1.2 Demonstrate interpersonal skills, including empathy and active listening.	C5.2.2 Identify stakeholders' needs and concerns, and recognise triggers for potential conflicts.	C5.3.2 Lead and facilitate high stake engagement to achieve engagement objectives and outcomes.
C5.1.3 Create a safe environment for stakeholders to express and exchange ideas.	C5.2.3 Discern interests from positions during engagement, and guide participants to focus on collaborating to meet their needs and concerns.	C5.3.3 Defuse conflict in sensitive and volatile situations.
C5.1.4 Guide discussion by asking questions, and ensuring all views are heard and understood.	C5.2.4 Mediate conflicts in a calm and measured manner.	C5.3.4 Help stakeholders make group decision.
C5.1.5 Be aware and manage own emotions and use of words, acknowledging what stakeholders say without holding judgment.		

C6: Synthesising Issues and Closing the Loop

1. *Distil and synthesise key issues, messages and insights to support the engagement objectives.*
2. *Recommend follow-up options and responses for future engagement.*
3. *Communicate findings and acknowledge stakeholders for their contributions.*
4. *Encourage stakeholders to take responsibility for their contribution to solutions.*
5. *Facilitate stakeholders' efforts in deepening engagement for longer term impact, where relevant.*

Officers should be able to distil key feedback, issues and outcomes of engagement, and recommend responses and follow-up actions. They should work with communications specialists to develop plans to communicate responses promptly and clearly to the stakeholders engaged. Officers should also be able to sustain engagement with stakeholders and encourage them to take follow-up actions, either on their own or in collaboration with the Government.

Behavioural Indicators (BIs)

BASIC

Ability to...

C6.1.1 Know and apply the tools to surface ideas and issues.

C6.1.2 Consolidate feedback and outcomes, and share findings and lessons with stakeholders.

C6.1.3 Recognise and thank stakeholders for their involvement.

C6.1.4 Identify and tell human interest stories of how engagement impacted decision making or influenced stakeholders to respond to call for action.

Behavioural Indicators (BIs)

INTERMEDIATE

Ability to...

C6.2.1 Analyse and highlight core issues that matter to the stakeholders and recommend follow-up responses to findings and lessons.

C6.2.2 Translate findings into action.

C6.2.3 Curate human interest stories to reinforce engagement objectives, and communicate outcomes and follow-up action.

Behavioural Indicators (BIs)

ADVANCED

Ability to...

C6.3.1 Identify emerging trends, and anticipate opportunities and challenges for government engagement.

C6.3.2 Develop longer term narrative themes around stakeholders' stories to sustain engagement.

C6.3.3 Secure resources and support action efforts and lasting change.




The background is a soft, abstract composition of pastel colors including light green, pale blue, and hints of pink and yellow, with visible brushstroke textures. In the center, there is a rectangular box with a thin grey border. Inside this box is a vertical gradient from a dusty rose color at the top to a warm, golden-yellow at the bottom. The text 'TRAINING ROADMAP' is centered within this box in a bold, black, sans-serif font.

TRAINING ROADMAP

Training Roadmap A

Courses to build engagement competencies across three levels:

BASIC, **INTERMEDIATE** and **ADVANCED**



Competencies	Course Title	Course Code			
C1: Understanding Policy and Operating Environment	CORE				
	Introduction to Citizen Engagement	CEE10	•		
	Public and Stakeholder Engagement Workshop – From Planning to Execution*	PNW11	•		
	Public Policy in Practice	PIP10	•		
	Public Service Induction Programme	PSI10	•		
	The Politics of Policy Making	PPM10	•		
	ELECTIVE				
	Introduction to Social Policy	SP101	•		
	A Public Officer's Toolkit for Designing and Evaluating Policies and Programmes	PDE10	•		
	Law-Making and Policy Course	LEG10	•		
C2: Gathering and Understanding Ground Sentiments	Economics in Practice	EIP10	•		
	CORE				
	Public and Stakeholder Engagement Workshop – From Planning to Execution*	PNW11	•		
	Survey Questionnaire Design and Implementation	SDE10	•		
	Survey Sampling Methods	SMG10	•		
	Statistics for Bureaucrats – Stats 101 for Policymakers	ST101	•		
	Cost-Benefit Analysis for Beginners	CBAFC	•		
	Data Analytics – Basic Principles and Applications	DDA10	•		
	Think, Experience, Design	TED10	•		
	ELECTIVE				
	A Public Officer's Toolkit for Designing and Evaluating Policies and Programmes	PDE10	•		
	Analysing and Converting News Events into Policy Briefings	DSA10	•		
	Introduction to Predictive Analytics – Tools and Techniques	PPA10		•	
	Workshop on Randomised Controlled Trials in Public Policy	RCT10		•	
	Cost-Benefit Analysis for Practitioners	CBASC		•	
	Introduction to Behavioural Insights	EPD10		•	

Competencies	Course Title	Course Code	BASIC	INTERMEDIATE	ADVANCED
C3: Building Trust and Relationships	CORE				
	Introduction to Citizen Engagement	CEE10	•		
	Public and Stakeholder Engagement Workshop – From Planning to Execution*	PNW11	•		
	Principles and Tools for Building, Empowering and Partnering with Community	JIMD1	•		
	Sense-Make and Empathise Through Powerful Conversations	EPC10		•	
	Engaging Citizens Meaningfully in Difficult Conversations	ECM10		•	
	ELECTIVE				
	Building Positive Relationships Through Effective Conversational Skills	ECS12	•		
C4: Planning, Designing and Evaluating Engagement	CORE				
	Public and Stakeholder Engagement Workshop – From Planning to Execution*	PNW11	•		
	ELECTIVE				
	Project Management Workshop for Senior Officers	PRMTS	•		
C5: Facilitation	CORE				
	Facilitation for Public Engagement	FEN10	•		
	Public and Stakeholder Engagement Workshop – From Planning to Execution*	PNW11	•		
	ELECTIVE				
	ToP™ Group Facilitation Methods	GFM10		•	

Competencies	Course Title	Course Code	BASIC	INTERMEDIATE	ADVANCED
C6: Synthesising Issues and Closing the Loop	CORE				
	Public and Stakeholder Engagement Workshop – From Planning to Execution*	PNW11	•		
	Fundamentals of Public Communications	FPC10	•		
	ELECTIVE				
	Maximising the Power of Digital Communication	MPD10	•		
	Data Visualisation for Effective Communications	SEC10	•		
	The Power of Visuals: A Tool to Storytell	PVS10	•		
	The Power of Visuals: A Tool to Attract and Connect	POV10		•	
	Organisational Speech Writing	OSW10	•		
	Masterclass on Speeches that Sell – The Insights of the Craft	SST10			•

Core Courses that provide the fundamentals to the development of engagement competencies.

Elective Courses that are useful in supporting the development of engagement competencies.

* *“Public and Stakeholder Engagement Workshop – From Planning to Execution” (PNW11) is bundled together with the e-learning course “Introduction to Citizen Engagement” (CEE10). If you are attending PNW11, you do not need to sign up for CEE10 separately.*

Training Roadmap B

Courses that cover a specific competency or more

Course Title	Course Code	C1	C2	C3	C4	C5	C6
CORE PROGRAMMES							
Introduction to Citizen Engagement	CEE10	•		•			
Public and Stakeholder Engagement Workshop – From Planning to Execution*	PNW11	•	•	•	•	•	•
Public Policy in Practice	PIP10	•					
Public Service Induction Programme	PSI10	•					
The Politics of Policy Making	PPM10	•					
Survey Questionnaire Design and Implementation	SDE10		•				
Survey Sampling Methods	SMG10		•				
Statistics for Bureaucrats – Stats 101 for Policymakers	ST101		•				
Cost-Benefit Analysis for Beginners	CBAFC		•				
Data Analytics – Basic Principles and Applications	DDA10		•				
Think, Experience, Design	TED10		•				
Principles and Tools for Building, Empowering and Partnering with Community	JIMD1			•			
Sense-Make and Empathise Through Powerful Conversations	EPC10			•			
Engaging Citizens Meaningfully in Difficult Conversations	ECM10			•			
Facilitation for Public Engagement	FEN10					•	
Fundamentals of Public Communications	FPC10						•

ELECTIVE PROGRAMMES							
Introduction to Social Policy	SP101	•					
A Public Officer's Toolkit for Designing and Evaluating Policies and Programmes	PDE10	•	•				
Law-Making and Policy Course	LEG10	•					
Economics in Practice	EIP10	•					
Analysing and Converting News Events into Policy Briefings	DSA10		•				
Introduction to Predictive Analytics – Tools and Techniques	PPA10		•				
Workshop on Randomised Controlled Trials in Public Policy	RCT10		•				
Cost-Benefit Analysis for Practitioners	CBASC		•				
Introduction to Behavioural Insights	EPD10		•				
Building Positive Relationships Through Effective Conversational Skills	ECS12			•			

Course Title	Course Code	C1	C2	C3	C4	C5	C6
ELECTIVE PROGRAMMES							
Project Management Workshop for Senior Officers	PRMTS				•		
Master Class on Plan and Manage Large Scale Projects and Events	PPE10				•		
ToP™ Group Facilitation Methods	GFM10					•	
Maximising the Power of Digital Communication	MPD10						•
Data Visualisation for Effective Communications	SEC10						•
The Power of Visuals: A Tool to Storytell	PVS10						•
The Power of Visuals: A Tool to Attract and Connect	POV10						•
Organisational Speech Writing	OSW10						•
Masterclass on Speeches that Sell – The Insights of the Craft	SST10						•

C1 - Understanding Policy and Operating Environment

C2 - Gathering and Understanding Ground Sentiments

C3 - Building Trust and Relationships

C4 - Planning, Designing and Evaluating Engagement

C5 - Facilitation

C6 - Synthesising Issues and Closing the Loop

Core Courses that provide the fundamentals to the development of engagement competencies.

Elective Courses that are useful in supporting the development of engagement competencies.

** “Public and Stakeholder Engagement Workshop – From Planning to Execution” (PNW11) is bundled together with the e-learning course “Introduction to Citizen Engagement” (CEE10). If you are attending PNW11, you do not need to sign up for CEE10 separately.*

