# Sparking a service excellence mindset at a gov agency

Maish Nichani

### Hello from Singapore —the "small BIG" city state!



Look, Singapore is tiny. It's 170 times smaller than NY. But...



Singapore is dubbed a lightning capital it has one of the highest occurrences of lightning activity in the world.



Singapore is home to a third of the world's diversity of coral species!



A 1ha plot within Bukit Timah Nature Reserve contains more tree species than the whole of North America.



### MOM



A Great Workforce. A Great Workplace.



96 services, ~12.4 million transactions per year



\* Source: MOM Customer Satisfaction Survey. Thinking about this most recent interaction with MOM, how would you rate your experience with [Website Services / Email Services / Phone Services / Services Centre / e-Services] on a scale from 1 (very dissatisfied) to 6 (very satisfied)? Score indicates the Top 2 Boxes "The 'Best Customer Experience Team' was awarded to the Ministry of Manpower. Their entry was lauded as particularly outstanding in the way they address customer issues – effective collaborations across the organisation to impact CX results and going so far as to define the language and tone to be used." – CX Asia Awards 2018





### **1. Finding the narrative**

### Narrative

The stories we tell about ourselves—who we are, what we do and why we do it.







United Nations Designa Educational, Scientific and UNESC Cultural Organization in 2015



ions Designated and UNESCO Creative City ition in 2015 "Singapore to be an innovation-driven economy and a loveable city through design by 2025."



"Singapore is **a nation by design**. Nothing we have today is natural, or happened by itself. Somebody thought about it, made it happen."

**Lee Hsien Loong**, Prime Minister of Singapore





United Nations Educational, Scientific and Cultural Organization



tions Designated and UNESCO Creative City ation in 2015 "Singapore to be an innovation-driven economy and a loveable city through design by 2025."



#### Small BIG city state



### 2. Orchestrating experiences

# Six blind men and the elephant

Each right in their "part" but everyone missing the "whole".



Apply for an Employment Pass to hire a foreign professional

2013

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Local employer

Foreign employee







Website

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#### MINISTRY OF MANPOWER < Services

#### **Employment / S Pass Self-**Assessment Tool (SAT)

Use the SAT to check if your candidate gualify for an Employment Pass or S Pass before you apply or renew.

- Check EP or S Pass eligibility Service is online

Availability 24 hours

#### A Singapore Covernment Agency meloste MANPOWER = MENU Apply for an Employment Pass You can apply for an Employment Pass using myMOM Portal. At a glance Who can Employer or appointed employment agent (54) Note: You are required to advertise your job opening on MyCoreersPuture to consider all applicants folity, before you can apply for an Employment Pass. How much it When you submit the application: \$105 for each pass When you get the pass issued: \$30 for each Multiple Journey visa (if applicable) How long it If you apply online: within 3 weeks for most cases For overseas company without a Singapore registered office: Find out what you'll need. required Related Apply for an EP Check application state S IP Online - pet the pass issued Employer or appointed employment agent (EA) O Make an appointment O Check card delivery statu Note: You are required to advertise your job opening on More eServices and forms MyCareersFuture to consider all applicants fairly, before you 🖓 Тір can apply for an Employment Pass. Use the <sup>(2)</sup> Self-Assessment Tool to check if your candidate qualifies. You should not apply if the Self-Assessment Tool shows that your candidate does not cualify When you submit the application: These are the steps you'll take to apply: Step Who does this Result Submit an application Employer or EA In-principle approval letter or rejection letter When you get the pass issued: Bring your candidate Employer Entry approval letter into Singapore Get the pass issued Employer or EA Notification letter • \$30 for each Multiple Journey visa ☑ (if applicable) Register fingerprint Candidate Advanted extent of card and photo (if required) Authorised Receive the card Employment Pass card recipients or candidate Note: If a candidate is in Singapore with a visit pass that will expire before the Employment Pass is issued, we want't be able to extend the visit pass. · You should only bring in candidates when the pass is approved. They don't need to be in Singspore when you apply and we won't be able to extend their visit 🕀 Submit an application Bring your candidate into Singapore

Get the pass issued

Receive the card

SHOW -

stave this page 🥤 🎽 📼 🛛 😂

About us

https://www.mom.gov.sg > passes-and-permits > apply-...

#### Apply for an Employment Pass - Ministry of Manpower

Apply for an Employment Pass · Submit an application · Bring your candidate into Singapore Get the pass issued · Register fingerprints and photo · Receive the card ... You've visited this page 5 times. Last visit: 5/7/21

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#### Employment Pass - Ministry of Manpower

The Employment Pass allows foreign professionals, managers and executives to work in Singapore. Candidates need to earn at least \$4,500 a month and have ...

 \$225 for each pass How long it If you apply online: within 3 weeks for most cases. takes

\$105 for each pass

At a glance

How much it

Who can

apply

costs

Related

eServices

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Q

For overseas company without a Singapore-registered office: within 8 weeks for most cases.

```
Find out what you'll need.
Documents
required
```

```
    Apply for an EP

    Check application status
```

```
• ③ EP Online – get the pass issued
```

```
• @ Make an appointment
```

```
    O Check card delivery status
```

More eServices and forms























### 3. Democratising design

### Building design capabilities

From being a practice of a few to a habit of the many.



"I think you should be more explicit here in step two."

© Sidney Harris/Condé Nast Publications/www.cartoonbank.com.

In 2013, the website had over 2,000 pages that contained jargon, and cryptic instructions.



Call center folks faced the heat

But, employment agencies loved the confusion



# Production mindset

"I don't see what's the problem. The information in on the website." – Internal staff W anna a

## Consumption mindset

"I need to help them get their job done."



#### **Calculate maternity leave**

Use the maternity leave calculator to plan your maternity leave dates.

1 Is your child a Singapore citizen?					
Yes	🖉 Edit				
2 Are you lawfully married to the child's father?					
Yes	🖉 Edit				
3 Have you worked for your employer or have you been self-employed for at least 3 continuous months before the birth of your child?					
Yes	🖉 Edit				
4 Enter the child's date of birth or estimated delivery date, v later:	whichever is				
9 v December v 2021 v					
Continue					

#### Answer

About us

Q Search

You will be entitled to **16 weeks** of maternity leave.

Based on your inputs, your maternity leave will start on **11 November 2021** and will end on **2 March 2022** 

#### Your other maternity leave options are:

Option	Dates
By default: Take 16 weeks continuously starting 4 weeks before delivery	Starting from <b>11 November 2021</b> to <b>2</b> March 2022
By mutual agreement: Take the last 8 weeks flexibly within 12 months of delivery	<ul> <li>First 8 weeks from 11 November 2021 to 5 January 2022</li> <li>Last 8 weeks flexibly from 6 January 2022 to 8 December 2022</li> </ul>



Focus on the job-to-bedone.

Use plain language (accurate, clear, consistent and complete).

Give answers, not descriptions.

Give only what users need to know at that point in time. Content research Author style guide Content workflows Content measurements Content testing Author training



Reviewing 1,000 Pages in 3 Months: **The Barn Raising Method** 

### 4. Playing the infinite game

### Infinite game

"There are no winners or losers in an infinite game, there is only ahead and behind." —Simon Sinek



### Redesigns must die!



- I. Swap control for prioritization
- 2. Embrace evolution over revolution
- 3. Emphasize process over projects
- 4. Use anchors to counterbalance reaction
- 5. Sneak in governance at the grass roots



#### Corporate Communications Department

Handles media relations, research, citizen engagement, marketing, and digital communications.

### Customer Responsiveness Department

Plans and delivers MOM's services and customer responsiveness initiatives.







To collaborate with MOM's divisions to create data-driven and humancentric policies, programmes and customer interactions.











