

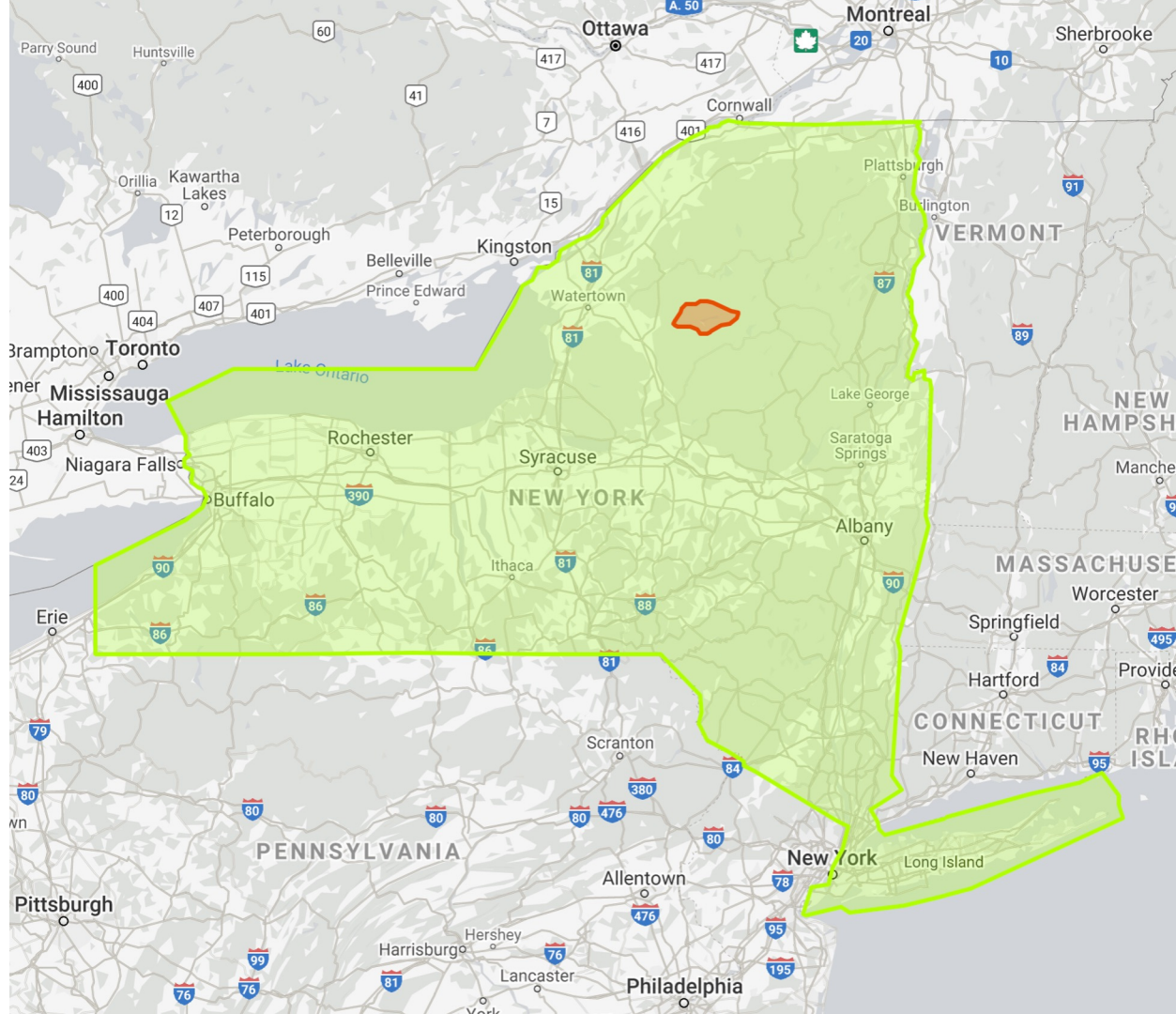
Sparking a service excellence mindset at a gov agency

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

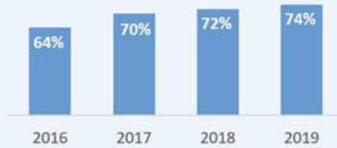


A Great Workforce. A Great Workplace.

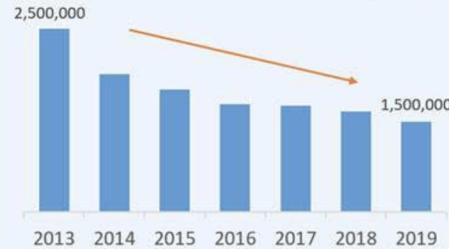


96 services, ~12.4 million transactions per year

Increased customer satisfaction*



Call volume decreased \approx 40%

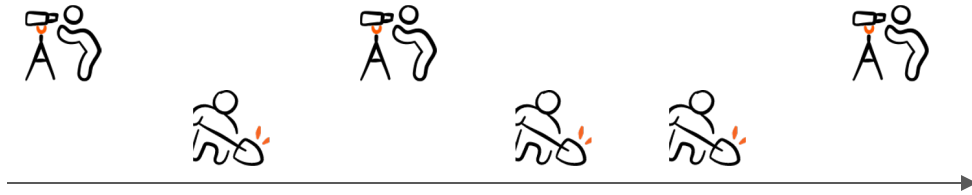


* Source: MOM Customer Satisfaction Survey. Thinking about this most recent interaction with MOM, how would you rate your experience with [Website Services / Email Services / Phone Services / Services Centre / e-Services] on a scale from 1 (very dissatisfied) to 6 (very satisfied)? Score indicates the 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**



2014



1.
*Finding the
narrative*

2.
*Orchestrating
experiences*

3.
*Democratising
design*

4.
*Playing the
infinite game*

1. Finding the narrative

Narrative

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





United Nations
Educational, Scientific and
Cultural Organization



SINGAPORE
CITY OF DESIGN

• Designated
• UNESCO Creative City
• 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



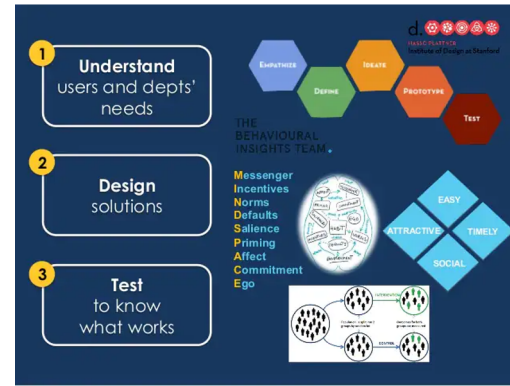
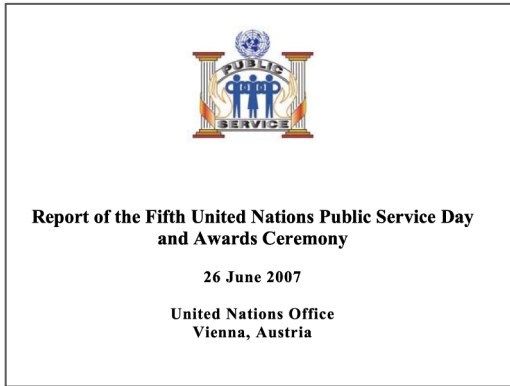
United Nations
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design by 2025.”



Small BIG city state



Design as enabler



Service excellence



2. Orchestrating experiences

Six blind men and the elephant

Each right in their “part” but everyone missing the “whole”.



Employment Pass - Before you apply

About the Pass

Employment Pass Eligibility

- Must be a Singapore Citizen or Permanent Resident.
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Employment Pass Application Process

1. Eligibility
2. Application
3. Interview
4. Approval
5. Issuance

Employment Pass Expiry

- Must be renewed before expiry.
- Must be renewed before expiry.
- Must be renewed before expiry.

Employment Pass Renewal

- Must be renewed before expiry.
- Must be renewed before expiry.
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Employment Pass - When you apply

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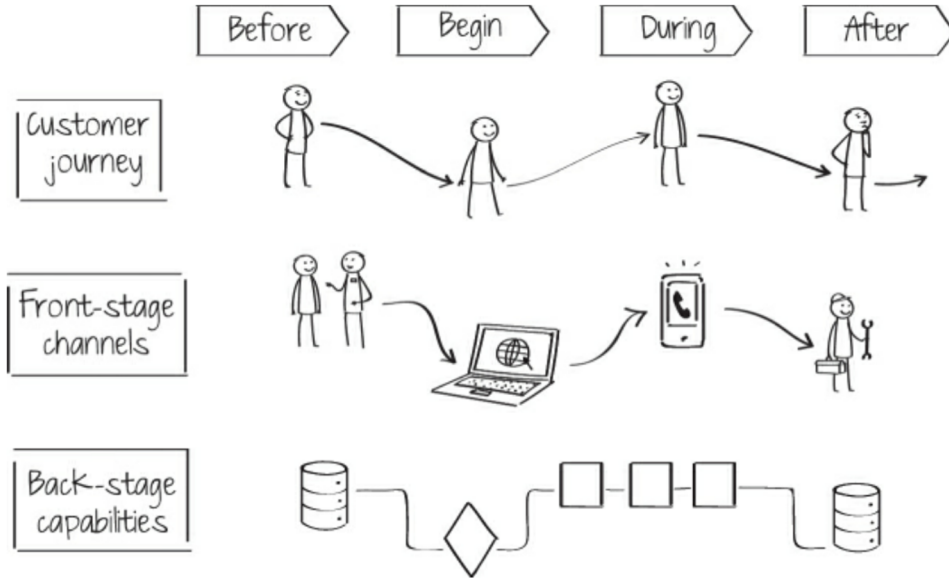
Apply for an Employment Pass to hire a foreign professional

2013

Form Field



Set up for success!



Local employer



Foreign employee



Website




Call centre staff



Service centre




About us

Services
🔍

Employment / S Pass Self-Assessment Tool (SAT)

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

🔗 Check EP or S Pass eligibility

● Service is online

Availability
24 hours

<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

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

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 ...

At a glance

Who can apply	Employer or appointed employment agent (EA) Note: You are required to advertise your job opening on MyCareersFuture to consider all applicants fairly, before you can apply for an Employment Pass.
How much it costs	When you submit the application: <ul style="list-style-type: none"> \$105 for each pass When you get the pass issued: <ul style="list-style-type: none"> \$225 for each pass \$30 for each Multiple Journey visa (if applicable)
How long it takes	If you apply online: within 3 weeks for most cases. For overseas company without a Singapore-registered office: within 8 weeks for most cases.
Documents required	Find out what you'll need.
Related eServices	<ul style="list-style-type: none"> Apply for an EP Check application status EP Online - get the pass issued Make an appointment Check card delivery status More eServices and forms


About us

Menu
What's new
Employment Pass
Home

Apply for an Employment Pass

You can apply for an Employment Pass using myEIM Portal.

At a glance

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Tip
Use the [Self-Assessment Tool](#) to check if your candidate qualifies. You should not apply if the Self-Assessment Tool shows that your candidate does not qualify.

These are the steps you'll have to apply:

Step	Who does this	Result
Submit an application	Employer or EA	In-principle approval letter or rejection letter
Bring your candidate into Singapore	Employer	Entry approval letter
Get the pass issued	Employer or EA	Notification letter
Register fingerprints and photo (if required)	Candidate	Advise completion of card delivery
Receive the card	Authorized employers or candidate	Employment Pass card

Note:

- If a candidate is in Singapore with a valid pass that will expire before the Employment Pass is issued, we need for them to renew the old pass.
- You should only bring in candidates when the pass is approved. They don't need to be in Singapore when you apply and we won't be able to extend their visit pass.

[Submit an application](#) ----- [View](#)

[Bring your candidate into Singapore](#) ----- [View](#)

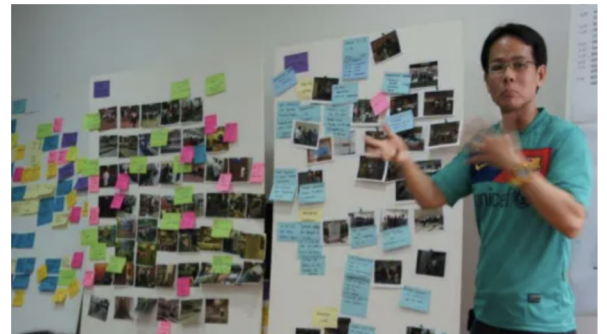
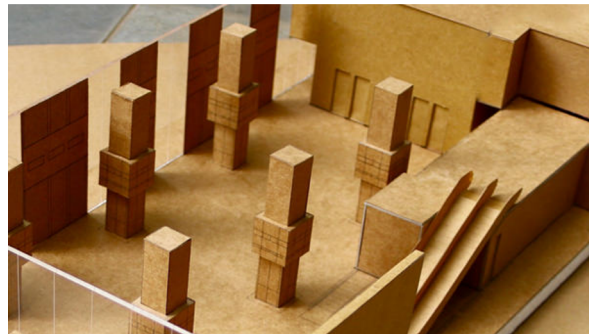
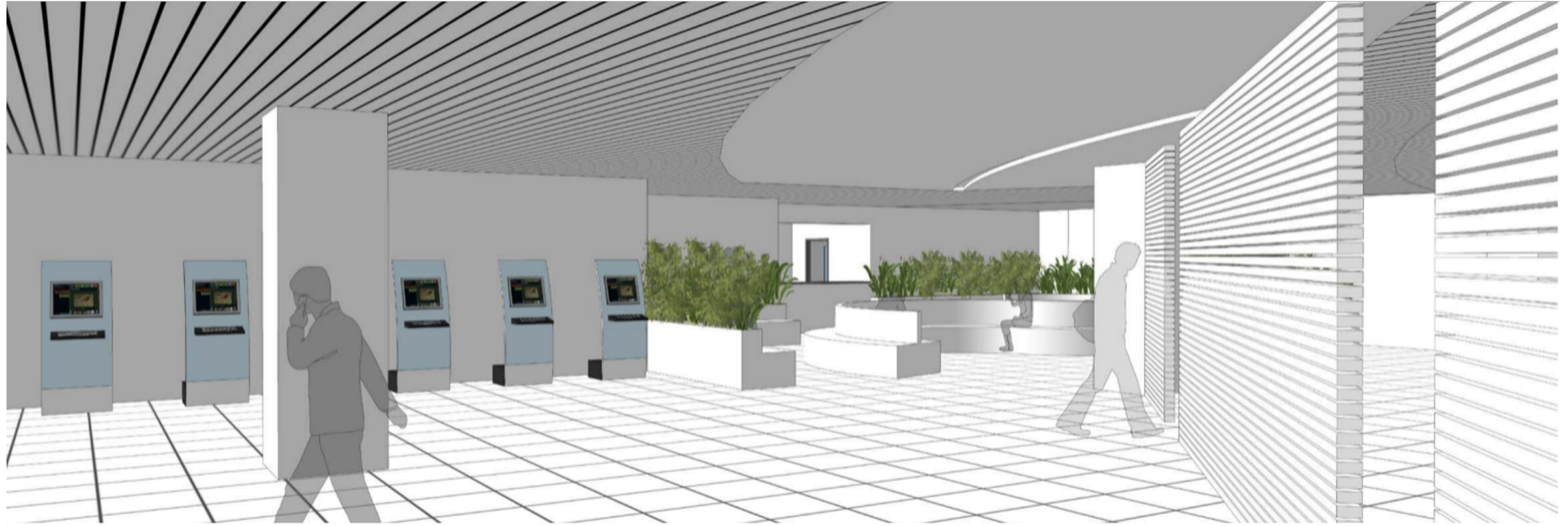
[Get the pass issued](#) ----- [View](#)

[Register fingerprints and photo](#) ----- [View](#)

[Receive the card](#) ----- [View](#)

Share this page [f](#) [t](#) [e](#) [l](#)





3. Democratising design

Building design capabilities

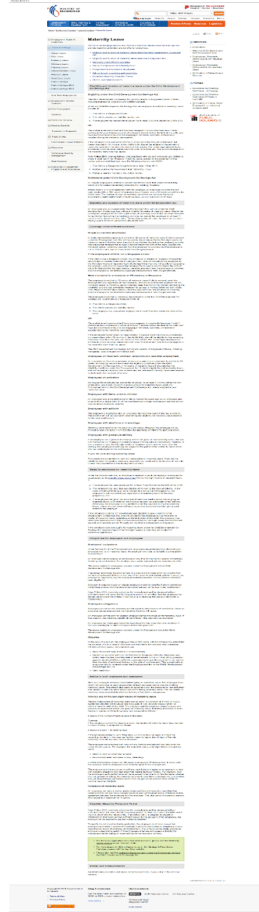
From being a practice of a few to a habit of the many.



"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 is on
the website.” —
Internal staff*



**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, whichever is later:

9 December 2021

Continue

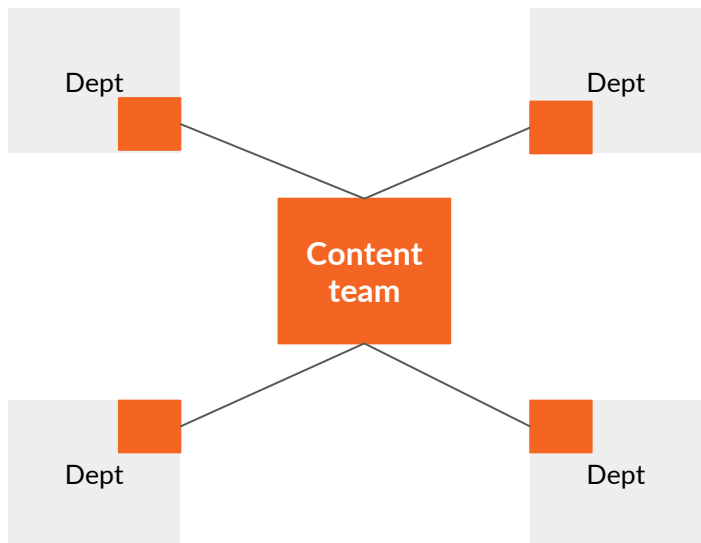
Answer

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 11 November 2021 to 2 March 2022
By mutual agreement: Take the last 8 weeks flexibly within 12 months of delivery	<ul style="list-style-type: none">First 8 weeks from 11 November 2021 to 5 January 2022Last 8 weeks flexibly from 6 January 2022 to 8 December 2022



Focus on the job-to-be-done.

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!



1. 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



Hear them out

Make it **E**asy

Anticipate their needs

Respect every individual

Be **T**imely

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.



Website



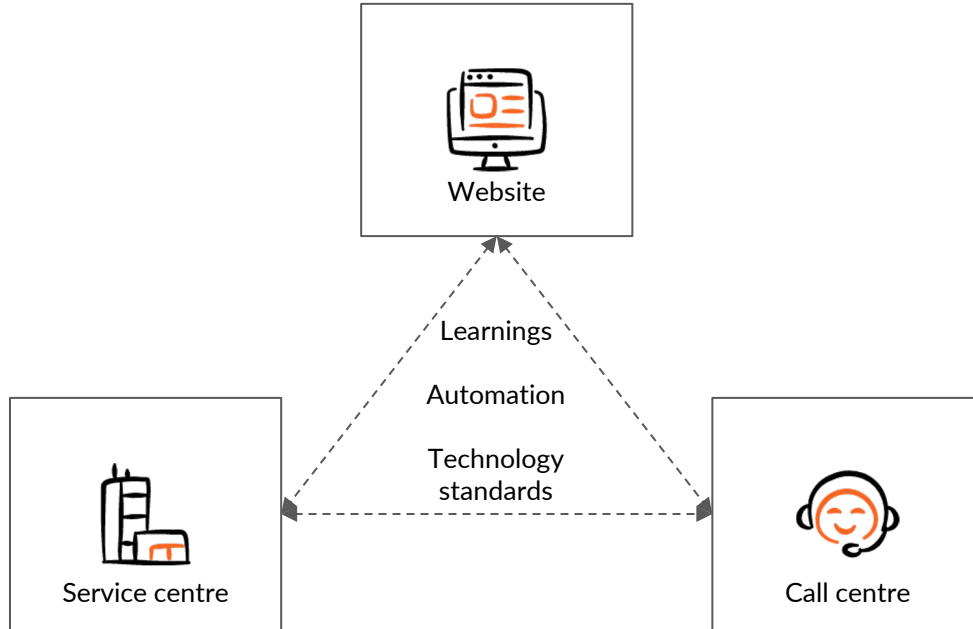
Website



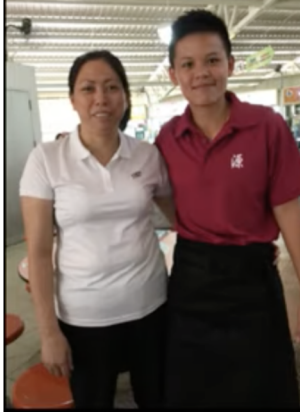
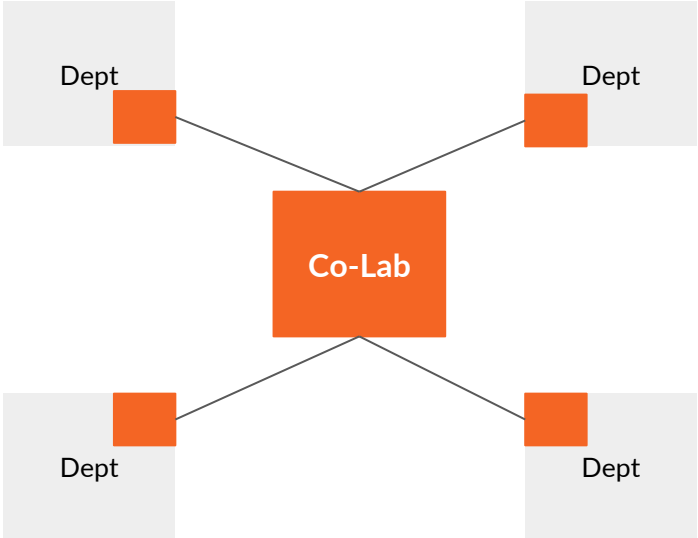
Call centre



Service centre



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



Control

GOVERNMENT OF SINGAPORE
 Ministry of Manpower
 111A Hill Street, Singapore 179049

REMEMBER

OUTSTANDING PAYMENT FOR FOREIGN WORKER LEVY (FWL)

On the FWL, it includes monthly instalment levy of \$10 per month and a final payment amount of \$1,000. When you get the notice of FWL, you should pay the amount immediately. If you do not pay the amount, you will be liable for the interest on the amount of \$100 per month for every \$1,000 of the amount due.

Treatment

14 February 2017

Your foreign worker levy is overdue - avoid further costs by paying now

What you need to do?

If you have made payment records, no further action is required.

What you need to do?

If you have not made payment records, no further action is required.

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