

Adapt to survive: creating more responsive civil services

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SPEAKERS



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Adapt to Survive: **Creating More Responsive Civil Services**

Teoh Zsin Woon, Deputy Secretary (Transformation),
Public Service Division Singapore

15 Sep 2020



The **BIG** Changes

VOLATILITY

COMPLEXITY

SCARCITY



Our Response: Do Things **Differently**



Change The Way We **WORK**

Arranging services around citizens.

Not citizens arranging themselves around public agencies.



Change The Way We **WORK**

Integrating Services within a single physical and digital touch point

**Integrated Public Service Centre:
>240 services from 15 agencies**

**Average serve time
has reduced by >50%**

25 min
2019

11 min

2020



**Citizens are
more satisfied**

96%

2020

80%

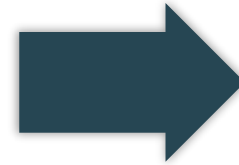
2019



Change The Way We **WORK**

OLD:

14 government touchpoints, **845** form fields for a food service license



NEW:

SIMPLER. FASTER. BETTER.



Change The Way We **WORK**

Organise around “**Missions**”.
Not just along agency functional lines.



...Safe Distancing



...Contact Tracing



... Foreign Workforce Testing
and Management

Change The Way We **WORK**



Government, businesses and volunteers worked hand-in-hand to pack and deliver food to seniors during "Circuit Breaker"

Work **WITH**, not just
Work **FOR** citizens

Grow New SKILLS

OUR CORE COMPETENCIES

#OurFutureWorkforce

6 core competencies

For all officers regardless of substantive grade

Head: Makes The call

- 1 Thinking Clearly and Making Sound Judgements

Heart: Purpose and Passion

- 2 Serving with Heart, Commitment and Purpose

Hands: Get Things Done

- 3 Working As One Public Service
- 4 Working Effectively with Citizens and Stakeholders

Legs: Propel Us Forward

- 5 Improving and Innovating Continuously
- 6 Keep Learning and Putting Skills into Action



Torch: The Public Service Values

- Integrity
- Service
- Excellence

2 additional core competencies for those in supervisory and leadership positions:

- 7 Stewarding Systems for Today and Tomorrow
- 8 Caring for, Developing and Inspiring Staff

Grow New **SKILLS**

Career Coaching / Transition



Strategic Workforce Planning



Structured Job Rotations *"One Career, Many Experiences"*



Grow New **SKILLS**

Develop capabilities to manage an agile workforce

Public officers educating commuters in train stations on safe distancing



800 SIA cabin crew deployed in Singapore's fight against Covid-19 in alternative roles



Singapore
Roaming 'robodog' to promote safe distancing at Bishan-Ang Mo Kio Park



Safe Distancing... With a mix of permanent and contract staff, volunteers and even robots!

Develop New **MINDSETS**

Leadership Alignment on Ambition and Action



Extensive engagement platforms:

Senior Leadership Forums

Learning Circles

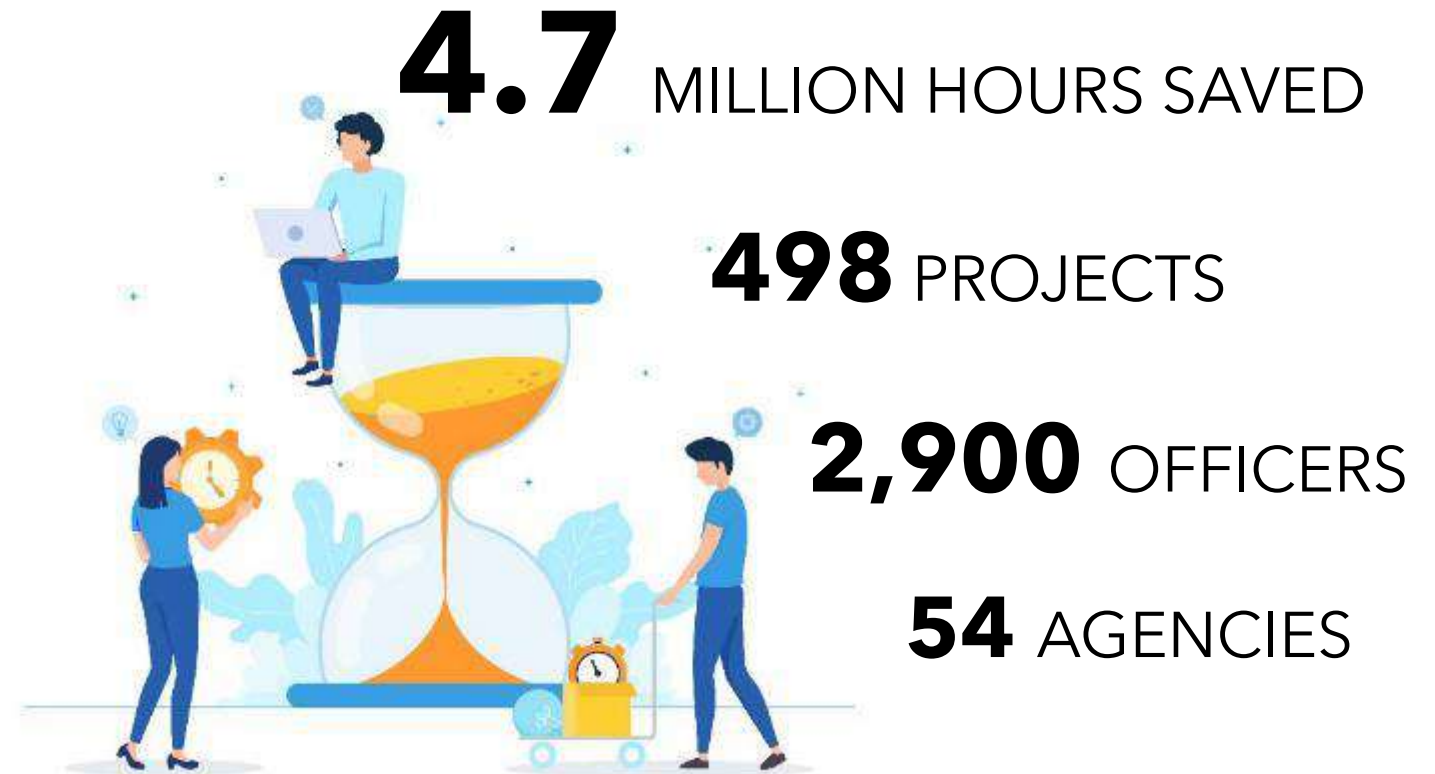
Annual bilaterals with agencies

Develop New **MINDSETS**

Foster a Culture of Innovation and Agility

Million Hours Challenge:

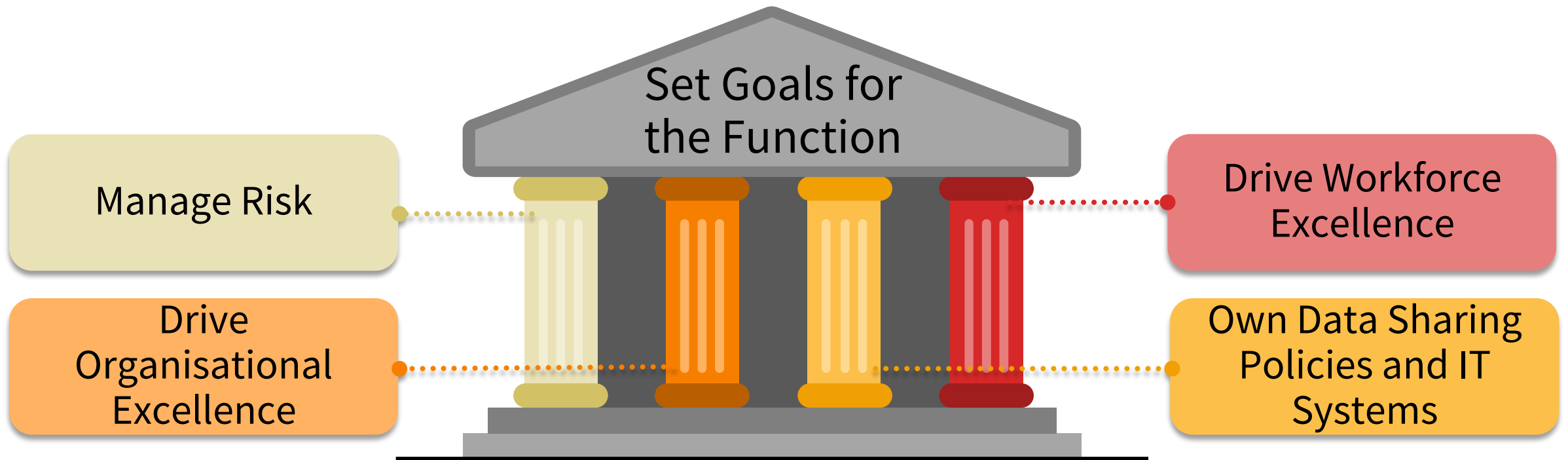
Started in 2018 to rally officers to explore innovative solutions to save time for citizens and businesses



Change The Way We **ORGANISE** Ourselves

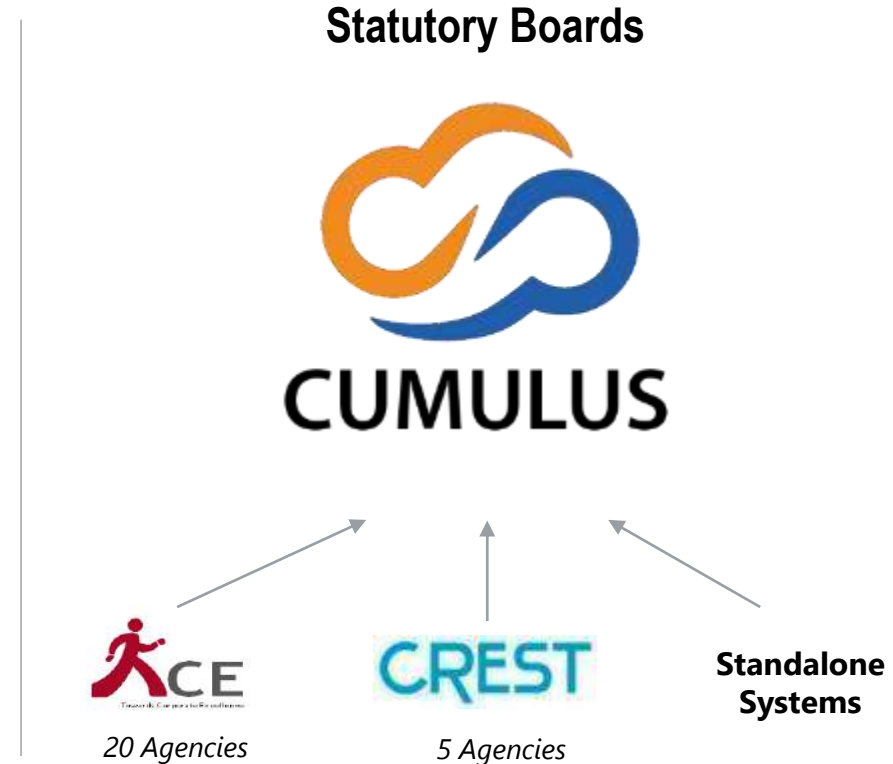
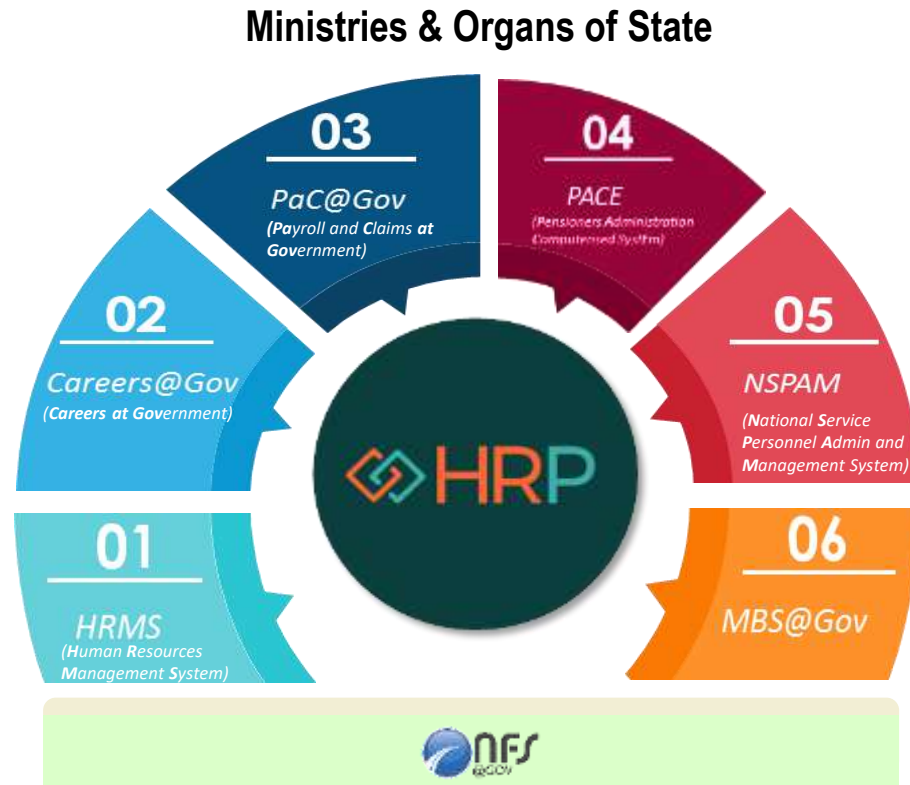
Establish Functional Leadership

In areas such as service delivery, ICT, citizen engagement and HR



Change The Way We **ORGANISE** Ourselves

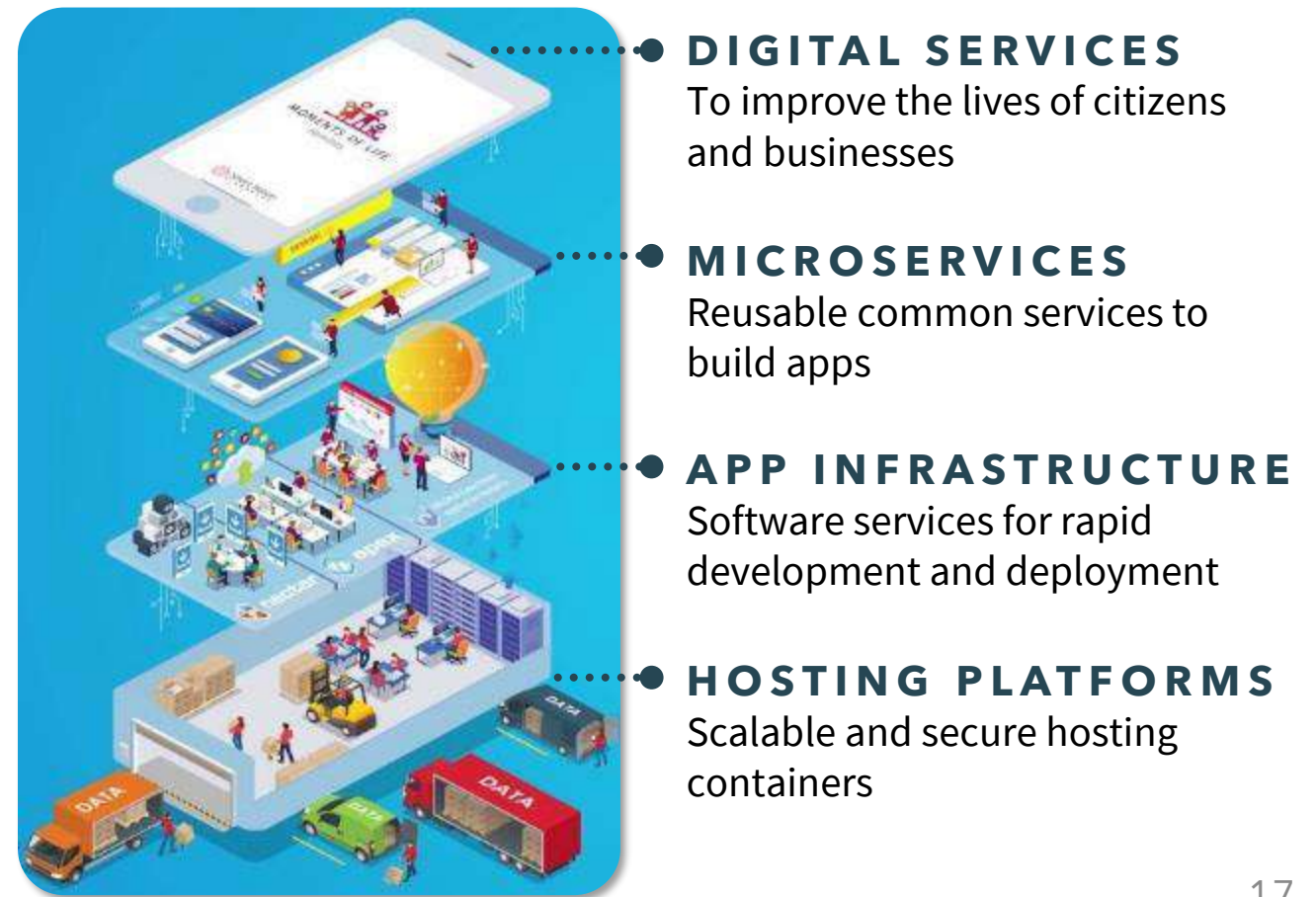
Build Strong Central Systems and Capabilities



Change The Way We **ORGANISE** Ourselves

Build A Strong Tech Backbone

Singapore Government Technology Stack:
Focus on designing solutions, and SGTS will do the rest!

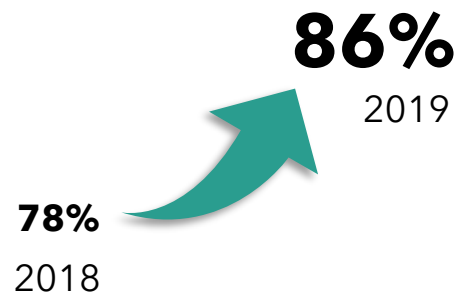


Are We Adapting “Fast Enough”?

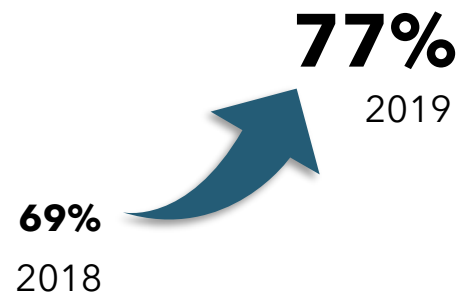
Digital Government Blueprint 3 Stakeholders, 6 Outcomes, 14 KPIs

Satisfaction with our digital services is improving

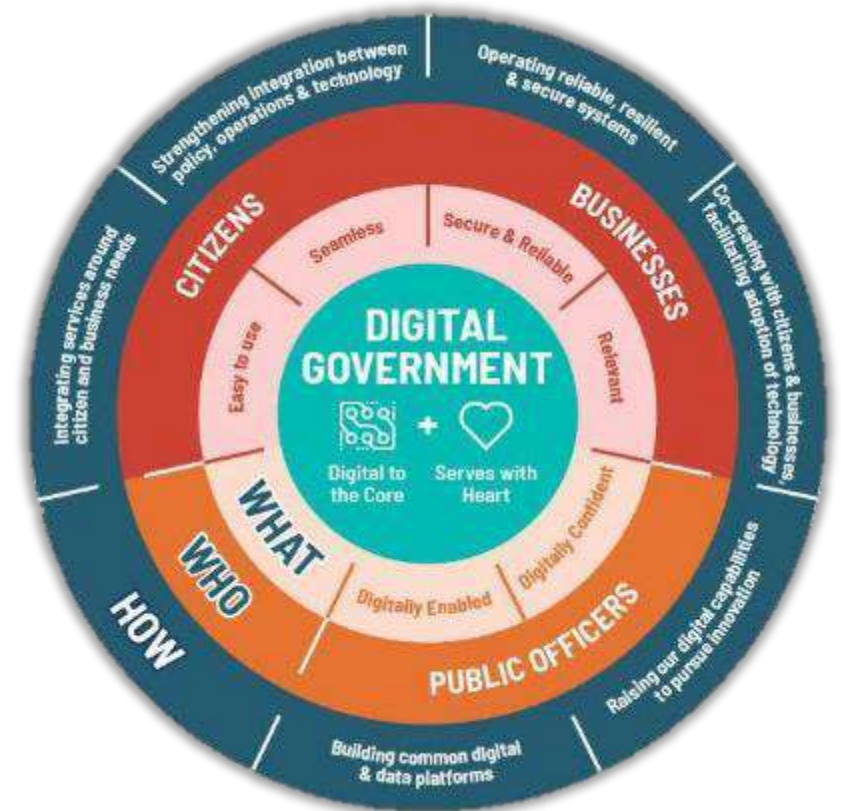
Citizens



Businesses

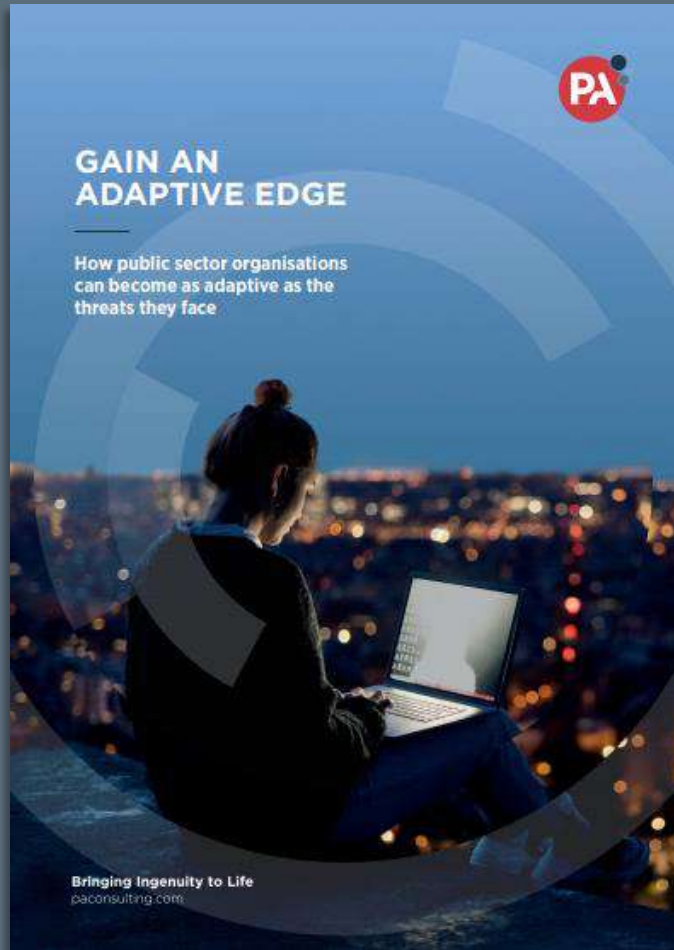


94% of government transactions were completed electronically in 2019



Thank You





Gaining an adaptive edge

Instilling a permanent positive
relentlessness

Alex Richards | Managing Consulting, PA Consulting

www.paconsulting.com/anadaptiveedge

#AnAdaptiveEdge