Design-led Innovation in the Singapore Public Service

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Introduction
The Human Experience Lab, Public Service Division

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We are passionate about **UNCOVERING HUMAN STORIES** behind the challenges we face in the public sector

Our mission is to help public agencies **INJECT HUMAN-CENTRICITY** into designing public policies and services
We facilitate inter-agency as well as government-citizen COLLABORATION and CO-CREATION

We encourage and nurture experimentation to build an INNOVATIVE and RESPONSIVE Public Service
About this workshop:

This is NOT a lecture

We are here to share our process, and give you a hands-on experience on design-led innovation in the Singapore Public Service

It may be messy at times, but please withhold judgment, go with the flow and everything will be clear at the end

Ask questions at anytime

Participate, have fun and ENJOY!
There will be 3 parts:

1. **Why** do we need Design-led Innovation in the Singapore Public Service

2. **How** do apply Design-led Innovation in the Singapore Public Service

3. **What** do we do to build this capability and scale across the Singapore Public Service
2. Why
Why innovate?
Providing high quality, timely and relevant services for our citizens
Being efficient and effective in the use of resources
Building strong relationships and trust with and among our citizens
Why Design-led Innovation or Design Thinking?
QUICK CHECK
Who is involved in the design, formulation or review of policies or government services?
When we design, formulate or review policies or government services, are we rational, impartial and clear-headed, with the best interests of our citizens in mind?
“As long as we build the world around us assuming that people have limitless cognitive capacity and no emotions to interfere with our decisions, we will fail, and we will fail often and on larger scales”

Dan Ariely
Professor of Psychology and Behavioral Economics at Duke University
Why does THE Lab exist?
Citizens’ desire for participation
Vocal Citizenry
Not In My Backyard Syndrome (Nimbyism)

No to nursing home, say Bishan residents

About 40 people signed petition to oppose MOH plan

By JESSICA LIM

Not in my neighbourhood, please. In the latest example of Singaporeans not wanting certain amenities in their estate, a group of Bishan residents are clamouring for a nursing home to be sited elsewhere.

The Ministry of Health plans to build a 260-bed nursing home on a 0.3ha site facing three blocks of flats in Bishan Street 13.

Mr Cheong Weng Kit looking out from the corridor of Block 181 to the football field where the nursing home is proposed to be built. – ST PHOTO: DESMOND WEE
Netizens slam LTA taxi app for being useless but some say it offers useful information

PUBLISHED ON DEC 18, 2014 10:53 AM

This taxi app by Singapore is stunningly pointless

Terence Lee
3:37 pm on Dec 17, 2014

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No booking, no use. LTA cab app draws flak

Commuters say merely displaying the locations of taxis is not helpful

PUBLISHED ON DEC 19, 2014 6:51 AM

LTA taxi app: Criticised by commuters, drivers prove receptive

The Land Transport Authority's (LTA) Taxi-Taxi@SG app has drawn flak from many commuters for not including a booking service, but taxi drivers said it could help them better cater to the needs of commuters by helping them locate taxis in their area and also, helping the drivers locate you.


1. Why

We have to understand the needs and aspirations of our Citizens better.
“We cannot solve our problems with the same thinking we used when we created them.”

Albert Einstein
Design-led Innovation or Design Thinking applies tools and processes used by designers to help us overcome these common biases and challenge our assumptions.
So, what is Design Thinking?
Design Thinking is a human-centred approach - involving both mindset and processes - to value creation or problem solving
The design mindset is like exploring a new frontier – you are going to a place where no one else have gone before.
2. How
3 Key Mindsets:

1. Empathise with all stakeholders

2. Collaborate for holistic outcomes

3. Experiment to try ideas and test assumptions
Our Process

1. Understand the broad context
2. Gain empathy for stakeholder’s real needs
3. Experiment with diverse ideas
4. Strategise the rollout

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empathise
Ministry of Education
Upgrading for Operations Support Officers

OSO Workforce – Agency and Age Distribution

- Of 2,203 OSOs in the Civil Service:
  - 89% (1963) of OSOs are employed in MOE
  - 2.5% (54) in Judiciary
  - 1.7% (37) in MHA

![Age Distribution Chart]

![Grading Distribution Chart]
A day in the life of OSO Kin Mun

A day in the life of OSO Della
Ministry of Health
Pioneer Generation Package Lanyard
Lanyard?
Wear in front?
No, thanks!
Wearing it is like having a sign – “I’ve got Alzheimer's”
collaborate
Singapore Land Authority

Channel Migration for Land Occupancy Permit Services
Observe how customers use the portal
Interview customers to learn about their pain points
Bringing customers’ insights and relevant internal departments’ insights together to identify opportunities
experiment
People’s Association

Our Tampines Hub
Service Centre
Field research conducted @ PA, WDA, MSF, SportsSG & HDB
Floor Plan of Our Tampines Hub
Uncovering the assumptions with each step

Intended Customer’s Journey

1. **Entrance**
   - I walk into TTH

2. **Service Ambassador**
   - SA diagnose my query and issue me a ticket
   - SA approaches me
   - SA diagnose my query and direct me to e-kiosk

3. **Waiting Area**
   - I go to the waiting area
   - My number is called and I go to the counter
   - My number is called and I go to the room
   - I go to an unoccupied e-kiosk
   - Roving SA to assist when required
   - Referred to other agency

4. **Transaction completed**

Questions:
- Do I know what services are available?
- Will SA be able to diagnose? Will SA be available?
- What do I do? How long do I wait? Where do I wait?
- What if I get stuck while using the kiosk?
- Where do I go? How do I feel when I am being served?
- What if I have other queries? Do I queue all over again?
Video: Our Tampines Hub
3. What
What does THE Lab do?
• Project management (OJT)
• Seminars
• Conferences
• Workshops
• Consulting
• International Networking
• Community of Practice
• Training Courses
  - ½-day Introductory Workshop
  - 3-day Foundation Course
  - 13-day Practitioner Programme
• Innovation Coaching on Agency Projects
• Makeathons for engagement
Video: PSC Makeathon
4. Conclusion
Insights Platform

Meta

Organisational – Systems, networks or organisational processes that need to be in place to enable the Macro solutions

Macro

Relational – Interactions/Relationships between people or groups to deliver the Micro solutions

Micro

Personal – Products/Services for the Individual

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Micro - The individual’s interaction with the car
Macro - The interaction with other cars on the road
Meta - The interaction with the larger road network
Conclusion

Desirable
(Citizen-centricity)

Feasible
(Agency Capability)

Viable
(National Objectives)

Public Service Innovation
How do you create a culture of innovation?
WOG espouse innovative culture, with clear governance structures to support and nurture collaboration. Agencies are capable and forthcoming in convening to deal with complex inter-agency issues. Agencies embrace innovative mindset and provide nurturing environment for experimentation. Officers learn about design tools and mindsets.
Success Factors

• For innovation projects to have any chance of success, **CHANGE MANAGEMENT** and people-centric **ENGAGEMENT** are critical.

• **EVERYONE** involved in the project idea, from a Frontline staff all the way to the top Leaders, must be engaged to ensure buy-in, support and sponsorship.

• Develop a **GOVERNANCE** structure to map out stakeholder responsibilities, accountabilities, timelines and deliverables.

• Design competencies are gained through hands-on experience by the **OFFICERS**, not via consultants or courses.
Tips for Managing Innovation

• Start with the right mindset – *empathetic, collaborative, experimental*

• Be comfortable with ambiguity

• Assemble a small but diverse team with similar goals and mindset

• Start on small projects (preferably non mission-critical)

• Document, Measure, Evaluate – create case studies, ‘feel good’ stories

• Share and celebrate quick wins as well as failures

• Build governance structure to house these capabilities

• *Just do it*
Questions? Comments?
Thank you