TRANSFORMING PUBLIC SECTOR WORKPLACE

Towards a Digital Government

CAPAM International Innovation Awards 2018

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Accountant-General’s Department, Singapore
Outline

1) Introduction

2) Our transformation at a glance

3) STEP-up strategy
   a) Streamlining policies
   b) Tapping on technology
   c) Enabling new solutions
   d) People as change drivers

CASE-IN-POINT

Risk-based processing for staff claims
PaC@Gov mobile app
Fi@Gov financial analytics platform
New methods of engagement

4) Achievements & awards

5) What’s next
Quick Facts #Singapore
Size: 720 square kilometres
Population: 5.5 million
The Accountant-General’s Department (AGD) is formed under the Ministry of Finance to ensure strong stewardship of resources and a high performance Government.

**Steward of Government resources**

**Provider of financial systems and services**

**Partner in building capabilities**

*We serve over 120,000 employees & pensioners…*

*…and 100,000 vendors providing goods & services to the Government*
Our transformation at a glance…

**Goal**
A digitally-enabled workplace where corporate services are highly accessible, efficient and empowered by technology and analytics

**Key Drivers & Enablers**
- Global digitalisation wave
- Smart Nation drive
- Need to channel resources towards priority areas (e.g. social, security)
- Cross agency collaboration

**Strategy**

**The STEP-UP framework**
- Streamlining policies
- Tapping on technology
- Enabling solutions
- People as change drivers
The **STEP-UP** framework

- **Streamlining policies**
- **Tapping on technology**
- **Enabling solutions**
- **People as change drivers**

**Risk-based processing for staff claims**

**PaC@Gov mobile app**

**Whole-of-Government financial analytics platform**

**New methods of engagement**
As policies form the foundation of how we operate, we collaborated with policy and process owners to **re-think the “whys” and “why-nots”** as we re-design and digitalise our workplace processes, so that the full benefits of the transformation may be reaped.

### PUSHING POLICY BOUNDARIES
- Allowing softcopy submission of supporting receipts for claims
- Simplified transport and overseas claims policies

### PROCESS STANDARDISATION ACROSS MINISTRIES
- Harmonised processes for trainee teachers and uniformed officers

### MOVE TOWARDS RISK-BASED PROCESSING
- Increased straight-through processing for claims complemented with analytics

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Streamlining Policies  |  Tapping on Technology  |  Enabling Solutions  |  People as Change Drivers
To raise productivity in civil service staff claims processing and cut down on the time spent by supervisors and the finance community on transactional work.

**Before**

Officer submits a claim → Review by supervisor and finance officer → Officer receives payment

**CASE-IN-POINT**
CASE-IN-POINT

...we moved towards increased **straight-through processing** for claims **complemented with analytics** to enable Ministries to manage their risks more effectively.

**After**

Streamlining Policies  Tapping on Technology  Enabling Solutions  People as Change Drivers
...we moved towards increased **straight-through processing** for claims **complemented with analytics** to enable Ministries to manage their risks more effectively.

**After**

- Shortened payment cycle time from 2 weeks to 3 days
- 70% headcount savings for claims shared services
- Shift from transaction-based checks to use of analytics for better risk management and to uplift the capabilities of the finance community
The global digitalisation wave and fast advancing technologies also enabled us to explore new frontiers in financial operations and service delivery…

**MOBILE SOLUTIONING**
- Enable access to corporate services anytime, anywhere
- Leverage ready technologies to enhance experience

**PROCESS DIGITISATION**
- Digitise manual processes to reap efficiency gains and capture transaction data for analytics e.g. nation-wide push for electronic payments (PayNow) and electronic invoicing (e-Invoice)

**ROBOTIC PROCESS AUTOMATION**
- Leverage robotics to perform routine processes more effectively e.g. audits
The PaC@Gov mobile app was launched in 2017 to enable all employees to carry out common staff services (e.g. leave, claims) **anytime, anywhere**…

Mobile app serves the needs of 85,000 employees and 34,000 pensioners, especially those who are constantly on-the-move (e.g. enforcement officers, social workers).
The project involved **multiple Government agencies working as one** to re-design and integrate functions from different systems into a **one-stop solution** for greater efficiency gains and better user experience…
CASE-IN-POINT

To make processes more secure and seamless, we leveraged systems and technologies offered by other agencies...

SingPass with 2-factor authentication is used for logins to our mobile app for enhanced security.

OneMap is used to make location input and mileage computation easier for users; enables geo-spatial data to be tracked for analytics.
CASE-IN-POINT

…and embedded mobile technologies into our customer touchpoints!

Attach receipts with a quick snap

Auto-populate date, time and location using GPS
The big data captured through the digitised processes and system integration presented us with new opportunities in moving towards a digital workplace empowered by analytics…

**ANALYTICS AND PERFORMANCE**

- Central data warehouse enables real-time analysis and monitoring of performance

**DATA VISUALISATION**

- Rich graphical presentation of connections across multi-dimensional datasets presents new ways to interpret data

**UPLIFTING CAPABILITIES OF FINANCE COMMUNITY**

- Analytics tools and sharing of data across agencies facilitates cross-agency analysis and collaboration
Fi@Gov, a one-stop whole-of-government financial analytics platform empowered by data from multiple Government systems, was developed to enable agencies to leverage analytics to strengthen governance, drive performance and optimise resources...

CASE-IN-POINT

Web-Based Self-Service Visualization Tool

Integrated Finance Data Warehouse

Digital Library of Smart Analytical Rules & Tools

Streamlining Policies

Tapping on Technology

Enabling Solutions

People as Change Drivers
CASE-IN-POINT

…it offers users with a myriad of analytical tools…
For example, in the area of staff claims…
you can obtain a **bird’s-eye view** of your agency’s staff claims expenditure.
CASE-IN-POINT

...know who are your top claimants and top claims at a glance...

<table>
<thead>
<tr>
<th>Business Unit</th>
<th>Division</th>
<th>Part/RC Description</th>
<th>Claim Fiscal Year</th>
<th>Claim Paid Month</th>
</tr>
</thead>
<tbody>
<tr>
<td>(All)</td>
<td>(All)</td>
<td>(All)</td>
<td>(All)</td>
<td>(All)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Reimbursed Amount</th>
<th>Number of Trips</th>
<th>Average Reimbursed Amount</th>
<th>Average Trips per Claimant</th>
</tr>
</thead>
<tbody>
<tr>
<td>$47,541</td>
<td>2,814</td>
<td>$14</td>
<td>8</td>
</tr>
</tbody>
</table>

Analysis of Amounts by Fiscal Year

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Amount</th>
<th>Trips</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>14,425</td>
<td>26,630</td>
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</table>

Analysis on Trips by Fiscal Year

<table>
<thead>
<tr>
<th>Number of Trips</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>400</td>
<td>7,616</td>
</tr>
<tr>
<td>800</td>
<td>14,425</td>
</tr>
<tr>
<td>1,200</td>
<td>26,630</td>
</tr>
<tr>
<td>1,600</td>
<td>400</td>
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<tr>
<td>2,000</td>
<td>800</td>
</tr>
<tr>
<td>2,400</td>
<td>1,200</td>
</tr>
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</table>

Analysis of Reimbursed Amount and Trips by Month

<table>
<thead>
<tr>
<th>Month</th>
<th>Reimbursed Amount</th>
<th>Trips</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan</td>
<td>7,800</td>
<td>400</td>
</tr>
<tr>
<td>Feb</td>
<td>7,500</td>
<td>350</td>
</tr>
<tr>
<td>Mar</td>
<td>7,200</td>
<td>300</td>
</tr>
<tr>
<td>Apr</td>
<td>6,900</td>
<td>250</td>
</tr>
<tr>
<td>May</td>
<td>6,600</td>
<td>200</td>
</tr>
<tr>
<td>Jun</td>
<td>6,300</td>
<td>150</td>
</tr>
<tr>
<td>Jul</td>
<td>6,000</td>
<td>100</td>
</tr>
<tr>
<td>Aug</td>
<td>5,700</td>
<td>50</td>
</tr>
</tbody>
</table>

Top Claimants by Claim Amount

<table>
<thead>
<tr>
<th>Claimant</th>
<th>Claimed ID</th>
<th>Reimbursed Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Claimant 264750</td>
<td>NRI204750</td>
<td>$1,892</td>
</tr>
<tr>
<td>Claimant 264716</td>
<td>NRI204716</td>
<td>$1,233</td>
</tr>
<tr>
<td>Claimant 264772</td>
<td>NRI204772</td>
<td>$1,194</td>
</tr>
<tr>
<td>Claimant 261940</td>
<td>NRI201940</td>
<td>$1,155</td>
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</tbody>
</table>

Top Claimants by #Trips

<table>
<thead>
<tr>
<th>Claimant</th>
<th>Claimed ID</th>
<th>Number of Trips</th>
</tr>
</thead>
<tbody>
<tr>
<td>Claimant 264750</td>
<td>NRI204750</td>
<td>101</td>
</tr>
<tr>
<td>Claimant 264716</td>
<td>NRI204716</td>
<td>101</td>
</tr>
<tr>
<td>Claimant 264772</td>
<td>NRI204772</td>
<td>80</td>
</tr>
<tr>
<td>Claimant 261940</td>
<td>NRI201940</td>
<td>78</td>
</tr>
</tbody>
</table>

Streamlining Policies

Tapping on Technology

Enabling Solutions

People as Change Drivers
...and deep dive into the visualisations to identify potential anomalies!

CASE-IN-POINT

Top claimant with about $60,000 in claims

<table>
<thead>
<tr>
<th>Claim Reference</th>
<th>Claim Receipt Number</th>
<th>Claim Date Paid</th>
<th>Claim Paid Month</th>
<th>Type of Expense</th>
<th>Claim Purpose</th>
<th>Reimburse Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>161012081003</td>
<td>TNR8275PTN</td>
<td>19/11/2016</td>
<td>Nov-16</td>
<td>STAFF IN SERVICE TRAINING</td>
<td>KBSA training</td>
<td>$4,290.00</td>
</tr>
<tr>
<td>160822113144</td>
<td>2016GF106</td>
<td>15/10/2016</td>
<td>Oct-16</td>
<td>OTHER SUPPLIES</td>
<td>Climbing gear</td>
<td>$4,165.00</td>
</tr>
<tr>
<td>161012081242</td>
<td>ST301573D1</td>
<td>19/11/2016</td>
<td>Nov-16</td>
<td>OTHER SUPPLIES</td>
<td>Catering for CCI (3-7Oct)</td>
<td>$4,150.00</td>
</tr>
<tr>
<td>170303212057</td>
<td>C81780/17</td>
<td>18/03/2017</td>
<td>Mar-17</td>
<td>OTHER SUPPLIES</td>
<td>CCI equipment</td>
<td>$4,059.80</td>
</tr>
<tr>
<td>161125205827</td>
<td>ST303807NYC</td>
<td>18/02/2017</td>
<td>Feb-17</td>
<td>OTHER SUPPLIES</td>
<td>Stamford Catering for CCI course</td>
<td>$3,758.00</td>
</tr>
</tbody>
</table>

Streamlining Policies
Tapping Technology
Solutions
Change Drivers
CASE-IN-POINT

...and deep dive into the visualisations to **identify potential anomalies**!

Claims with very short trips but disproportionately high transport claim amounts
You can also use these analyses to identify **improvement opportunities** and **increase performance**…

most common pickup/drop-off places for transport claims → opportunities for car-pooling or shuttle services?

CASE-IN-POINT

Streamlining Policies  Tapping on Technology  Enabling Solutions  People as Change Drivers
CASE-IN-POINT

…or perform analysis **across datasets** for more insights!

- **Government Procurement System**
- **Central Bank**
- **Company Registrar**

**Relationship analytics** on staff transactions with related or blacklisted parties

- **Streamlining Policies**
- **Tapping on Technology**
- **Enabling Solutions**
- **People as Change Drivers**
The transformation efforts would not have been as successful without the close collaboration with agency partners and continuous engagement with users...

- **People Engagement**
  - Targeted outreach strategies based on the needs of different user groups for more effective engagement

- **Change Management**
  - Cross-agency effort in championing change for better buy-in

- **Continuous User Engagement**
  - Open communication channels for continuous improvement and stakeholder engagement
Instead of the traditional methods of communication, we piloted the use of **bite-size infographics** to communicate our new products and services to our stakeholders in a **simple and easy to understand** way.

CASE-IN-POINT

The information is graphically presented and summarised.

I LOVE IT!

Mr Yeo Siew Mui, Senior Consultant
Government Technology Agency
CASE-IN-POINT

We leveraged Workplace by Facebook, a collaborative platform and social medium, to create buzz on our new services across the public service.

Our Accountant-General sharing the launch of leave module pilot on Workplace…

Other announcements on Workplace to drum up interest around the new features …

Streamlining Policies  
Tapping on Technology  
Enabling Solutions  
People as Change Drivers
Since its launch, the PaC@Gov mobile app has been very well received by public officers…

50,000 active users

16 Ministries

9 Organs of State

8 Statutory Boards

800,000 user transactions

what this means

1 in 2

civil servants actively use the services we provide!
“The AGD mobile app has made my life easier by allowing me to have easier access to administrative tools that are fundamental to my work as a civil servant.”

Michael Ee
Teacher,
Ministry of Education

“What I particularly enjoy was the ‘on-the-go’ aspect which had allowed me to file my claims and submit leave applications without hassle.”

Norman Lee
Enforcement Officer,
Ministry of Home Affairs
The policy and process revamps had also helped agencies **reap efficiency gains** and allowed public officers to **spend less time on administrative work**...

Reduced **2 weeks** of processing time for each claim

Eliminated **3,500 days** per year

**US$600,000** worth of manpower savings per year!

What this means...
In our latest customer satisfaction survey...
the PaC@Gov mobile app achieved a satisfaction rating of 97%,

bearing true testimony to the impact it brings to users!
AGD’s efforts in transforming public sector workplace processes had been affirmed and commended by Public Sector Leaders and Government pensioners...

“Thank you, AGD, for ‘uptech-ing’ us and bringing public service processes closer to the 21st century.”

Tan Gee Keow, Permanent Secretary of Ministry of Community, Culture and Youth

“The app has brought about great convenience to me. As a pensioner, I am now able to submit claims using the mobile app, and no longer need to buy postage stamps anymore.”

Jenny Lim Pensioner
…and piqued the interest of other countries and statutory boards who were keen to find out more about our implementation journey.

Sharing with The Treasury of Government of Hong Kong SAR (2018)

Sharing with interested agencies
The project had been recognised at various national and international level awards…

- Winner under ‘Government & Public Services’
- Winner under ‘Excel Innovation Project’
- Finalist under ‘Innovation in Public Service Management’
…and shared at various public sector level and international forums…

Sharing at the Ministry of Finance Exchange (2017)

Our journey continues…

Setting the stage for the next phase of the digital workplace transformation
Looking back, the critical success factors of our transformation journey are (i) complementing 3Ps (policy, processes, people) with technology, and (ii) cross-agency collaboration.

Through cross-agency collaboration, we were able to complement each other’s pressing needs, and support each other in delivering wider-reach results in a shorter amount of time.
The **STEP-UP** framework

- Streamlining policies
- Tapping on technology
- Enabling solutions
- People as change drivers

**Risk-based processing for staff claims**

**PaC@Gov mobile app**

**Whole-of-Government financial analytics platform**

**New methods of engagement**
Thank you!

Brought to you by AGD
Accountant-General’s Department