Learn Lessons in Transformation

Video Transcript

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What can human services leaders learn from other agencies’ transformation journeys?

Put People First
I think number one is about putting customer first. We must always ask our self who are we serving? Because (inaudible) is a lot of time we’ve – after a while we forgetting whether we are serving a system, are we serving the customer? So I think the transformation allow us to rethink and redefine our self-service, truly who our customer. And knowing the customer is about understanding the persona, because there may be a range of customers from those who can better help themselves to those who needed more help. So how can we identify the customer? Clearly, knowing their needs then we can design the system, design a service (inaudible). So number one is customer first.

Very often when we talk about service transformation, we are talking about a lot of organizations, think about efficiency, they think about process and the way we work together, and, again, that’s not wrong, but at the end of the day, it’s the client that we are serving. And if you put the client at the center of trying to integrate social services, you get a different outcome from just the sum of all the different processes that agencies themselves have to.

Design the Right Services
But we did a study with Accenture,
we realize that 80% of the workforce can self-help. It’s only the 20% that needed slight different help or more help. So then we can design account system and processes and services where the majority of the workforce can come to (inaudible) website, self-help online, whereas, the 20% may need hand holding so it can provide account case management study.

Adjust the Plan
We can’t know everything, you know, it’s not possible, so I think as we learn and adjust, and that’s the – the adaptability’s very important. Sometime we may know all this planning, know it very well, or the need in the market may be quite different. And we also need to listen to our stakeholders who help our partners to implement the whole transformation, like training providers, maybe consultants, maybe, for example, like other intermediary like employment services, so how do we together learn and adjust our plan as we implement a transformation?

Communicate a Clear Message
But I guess the lesson for me again with this through communications, having a simple message on what we’re trying to do is really essential to get everybody onto same page, everybody to work through at the same goal. So that’s our sharing with the class just now. We are building an IT system for the entire social service sector in Singapore. And, again, it involves both the government users and non-government users. Let’s get everybody to understand what we’re trying to do. We came up with a, perhaps you might call a catchy slogan, one sector, one system, one client, one record.