

**Employment Pass Service Centre (EPSC)**

Efficiencies and effective service delivery have been key attributes to creating positive service experiences for MOM. However, the senior management team at MOM saw scope to surpass public expectations of service in government agencies and do even more in terms of new value creations for our customers and creating delightful service experience for them.

Partnering design consultancy IDEO LLC, MOM tapped on Design Thinking to encourage risk-taking, experimentation, prototyping and the adoption of a human-centred approach in the design of the new Employment Pass Services Centre (EPSC). The result - new insights to unarticulated customer requirements.

Innovative designs and service concepts were incorporated into the EPSC for a delightful and world-class customer experience. The ambitious space was sketched out based on the team's research, as MOM wanted its form and function to differ from traditional government offices. The new centre radically departs from the usual large-waiting-room-with-hard-chairs aesthetic and queue displays with row after row of alphanumeric characters.

It allows visitors to book appointments online in advance even before they set foot into Singapore, and log their arrival at the service centre through self-service kiosks. In addition, its counters are purpose-built modular style for scalability and as a square-shaped doughnut instead of the traditional straight-line or cluster-style counters, so that counters can be adequately manned depending on the volume of visitors. Families also conduct their business in "cabanas" with amenities specially provided to entertain the young while their parents conduct the business of registering for their work passes. Instead of queue numbers, to inject a more personable experience, visitors are called by the name of their choice when it is their turn.

In June 2009, we successfully launched the service centre. Designed to extend a welcoming arm to Employment Pass holders and connect them to the community, the service concept radically departs from one that simply captures biometrics information and issues secured identification cards.

The EPSC has received many accolades from customers and employers, and has emerged as one of the top five projects in its class out of 500 nominations in the Government Technology Awards 2009 presented by international publication, FutureGov magazine.

The setup of the EPSC has taught MOM the value of designing through the eyes of our customers, experimentation and prototyping. The same approach is also being used in the design of MOM's future Bendemeer site, which will house many of our services.

## Photos of the Employment Pass Service Centre (EPSC)



*Square-shaped doughnut counters at EPSC are built so that counters can be adequately manned depending on the volume of visitors.*



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