

CCS IN ACTION @ VITAL THROUGH INVESTING IN DATA ANALYTICS LEARNING PATHWAY

MS KAVITHA SUBASH, DIRECTOR (CENTRAL SERVICES)



VITAL PROVIDES A WIDE RANGE OF CORPORATE SHARED SERVICES FOR PUBLIC AGENCIES



~500 employees

Serving more than 100,000 public servants across more than 100 Government agencies



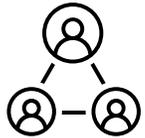
1,500,000 annual transactions

Overall service accuracy and timeliness of 99.9%



Overall service satisfaction of 94%

OUR KEY SERVICES



HUMAN RESOURCE



PAYROLL & CLAIMS



LEARNING SERVICES



PROCUREMENT

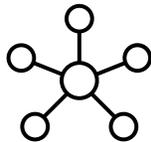


TRAVEL MANAGEMENT

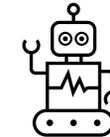


FINANCE SERVICES

OUR ROLES



CENTRAL AGENCY FOR CORPORATE SHARED SERVICES



ROBOTICS AND AUTOMATION LEAD FOR CORPORATE & ADMIN SERVICES

VITAL WORKS CLOSELY WITH DIFFERENT STAKEHOLDERS TO ACHIEVE POLICY-OPS-TECH INTEGRATION



Ministries

Statutory Boards

Organs of State

VITAL interacts mostly with HR and Finance teams from public agencies, with some direct interactions with public officers, e.g. signing of letter of appointment, scholarship / training deeds, claims-related enquiries, etc.

VITAL'S MISSION, VISION, VALUES AND STRATEGIC PILLARS

Vision

A globally recognized leader for corporate shared services

Mission

To transform and deliver corporate shared services for the Singapore Public Service

Strategic Pillars



PEOPLE

Resize, reskill and reshape VITAL's workforce to empower VITALites to create value for stakeholders.



PLATFORM

Strengthen systems and structures to make VITAL an effective policy-ops-tech corporate services innovation platform.



PARTNERS

Expand and cultivate VITAL's ecosystem of partners to catalyse and facilitate corporate services transformation across WoG.

Values



Visionary

Innovation

Teamwork

Agility

Leadership

Public Service Values



Integrity

Service

Excellence

CHANGES TO GLOBAL SHARED SERVICES ENVIRONMENT

Digital adoption and continuous improvement remain the key focus areas for SSC organizations in the next 3-5 years.

Crucial we crack the code on automation as we move into an era focused heavily on data & analytics.

Organizations plan to leverage data analytics capabilities in conjunction with cloud and single instance ERP to drive more visibility into SSC operations with the goal of increasing productivity/efficiency.



Process mining and RPA form the perfect partnership - SSOs are beginning to recognise process mining as a fundamental and hugely beneficial step before implementation of RPA programs.

Cloud, RPA, and single instance ERP are the key digital drivers.

A more holistic view of digital transformation is honing into view – moving away from incremental improvements through single-point solutions towards redefined end-to-end processes with customer-centricity in mind.

Source:

1. Deloitte 2019 Global Shared Services Survey Report
2. Shared Services and Outsourcing Network (SSON) 20 Years of Shared Services Trends: Key Milestones and Future Predictions

BUILDING SHARED SERVICES PROFESSIONALS

VITAL launched its Shared Services Competency Framework (SSCF) in Jan 2021.

This Framework aims to equip VITAL officers with the competencies required as a Shared Services Practitioner which we envision as encompassing these three concurrent roles:

SERVICE PROVIDER



PROCESS SPECIALIST



ANALYST



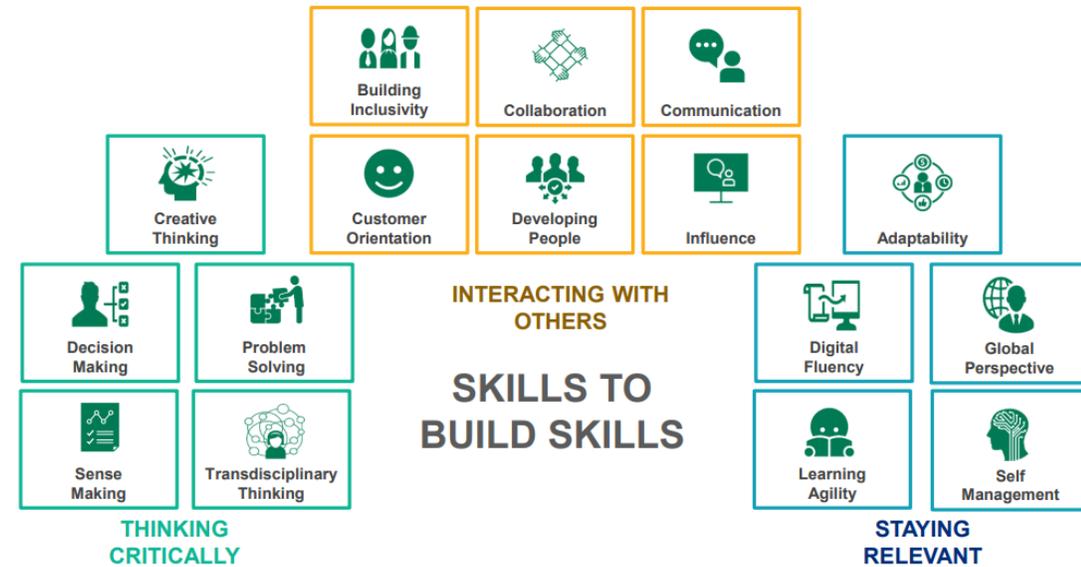
SIMILAR TO CCS, SSCF IDENTIFY SKILLS REQUIRED FOR VITAL OFFICERS TO STAY RELEVANT IN THEIR JOB ROLE.

SHARED SERVICES COMPETENCY FRAMEWORK (SSCF)

VITAL Competencies	Core Knowledge & Skills		Behavioural Competencies	
	Knowledge & Understanding of VITAL Business		Agility Under Pressure	
	Knowledge & Understanding of Customers' Business			
	Communications Skills		Managing Ambiguity	
	Digital Workplace Skills			

Domain Competencies	SERVICE PROVIDER		PROCESS SPECIALIST		ANALYST	
	Professional Knowledge	Business Knowledge	Digital Dexterity	Digital Mind-set	Business Skills	Business Understanding
		System Knowledge		Information Processing Skills		Analytical Thinking
	Service Delivery & Operations	Quality Focus		Content Creation & Collaboration		Report Writing Skills
		Solutioning Skills		Systems Thinking	Presentation Skills	
	Stakeholder Engagement	Negotiation Skills	Process Expertise	Process Knowledge	Data Collection & Analysis	Data Management Knowledge
		Conflict Management		Technical Skills		Data Mining Skills

CRITICAL CORE SKILLS (CCS)



UPSKILLING VITAL STAFF IN DATA ANALYTICS

1. Who should be trained in Data Analytics?
2. How intense should the training be?
3. What type of course (certification or short-courses) would be suitable?

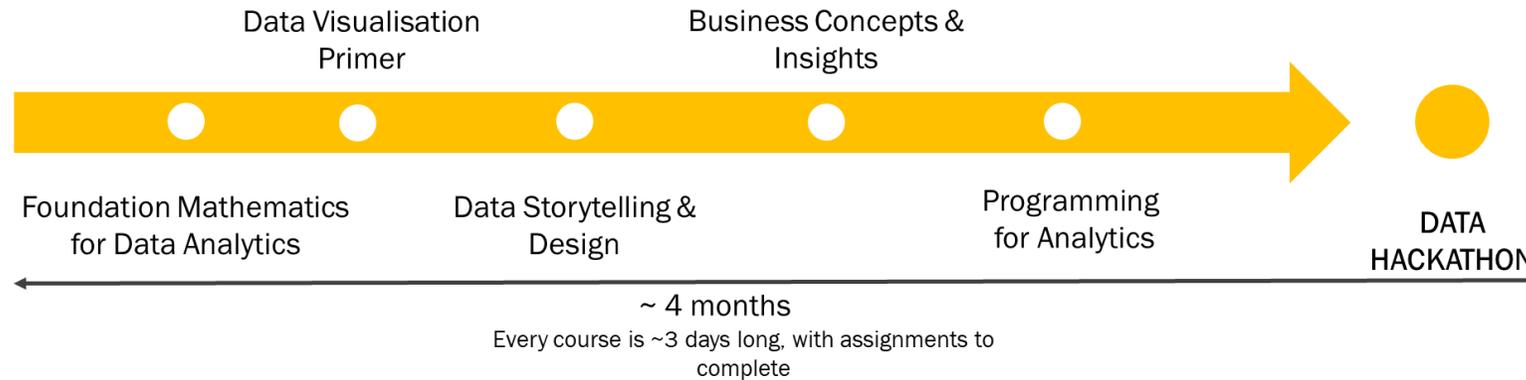
Citizen Data Analyst

- Ngee Ann Polytechnic's
- Specialist Diploma in Data Analytics
 - Certificate in Data Analytics

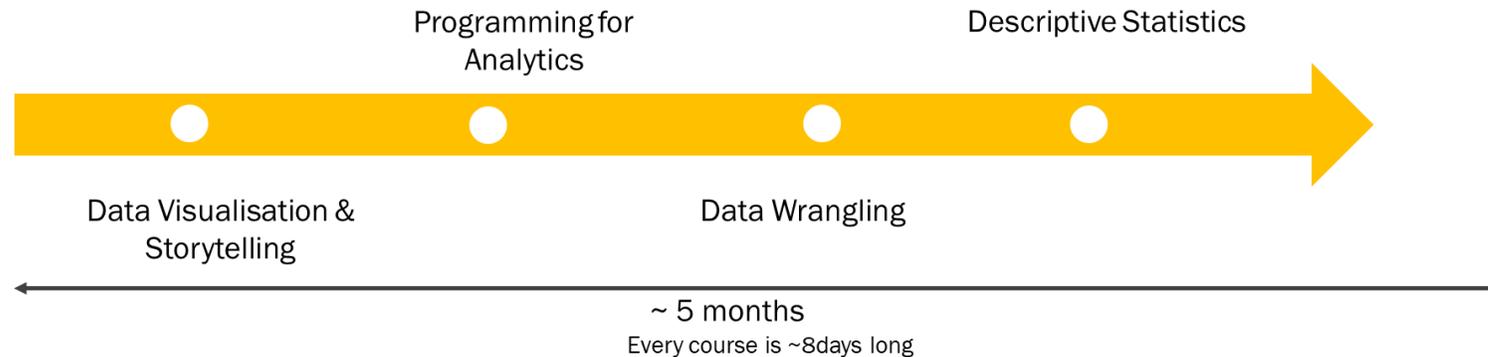


COMPREHENSIVE PROGRAMME CURATED FOR STAFF AT DIFFERENT JOB LEVEL

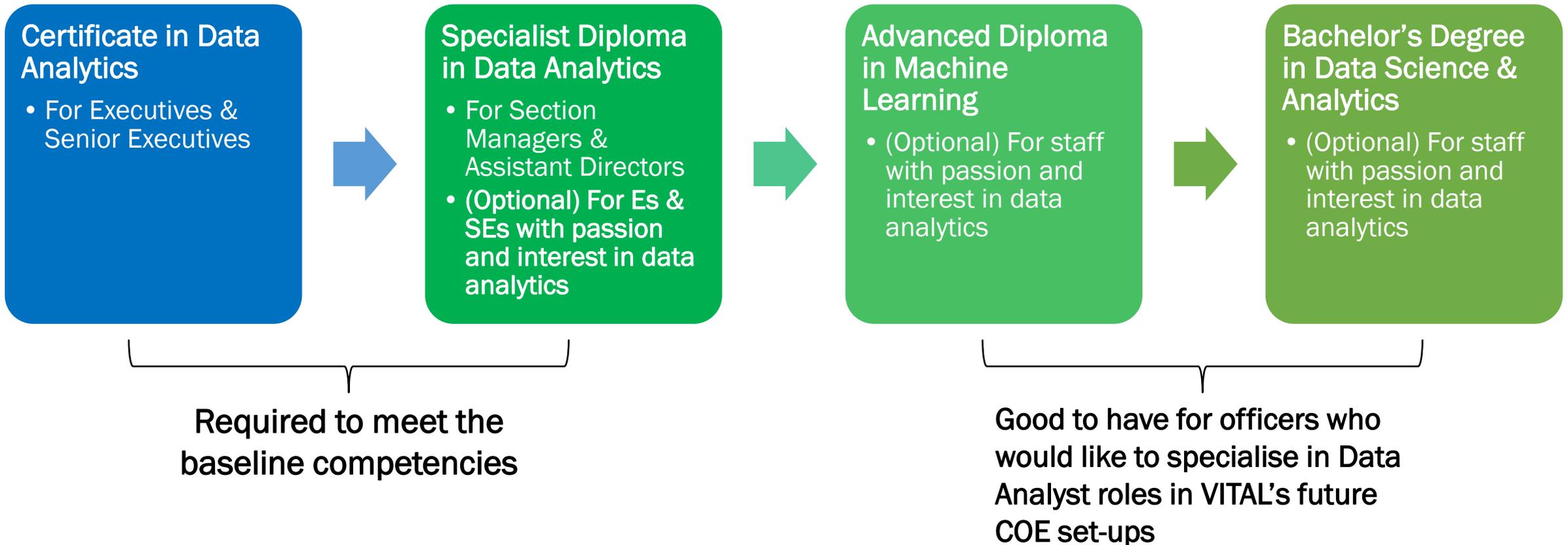
CERTIFICATE IN DATA ANALYTICS (CDA) FOR EXECUTIVES & SENIOR EXECUTIVES



SPECIALIST DIPLOMA IN DATA ANALYTICS (SDDA) FOR SECTION MANAGERS & ASSISTANT DIRECTORS

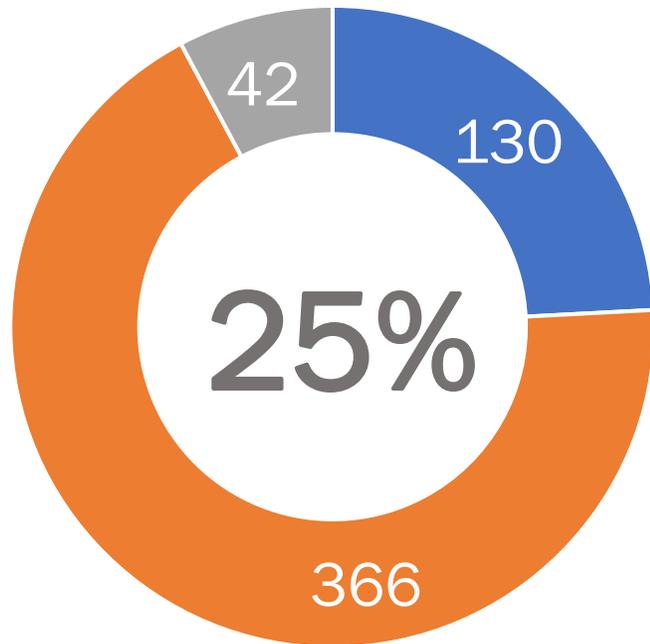


DATA ANALYTICS PATHWAY – ARTICULATION & FURTHER PROGRESSION



130 VITAL OFFICERS HAVE BEEN TRAINED IN DATA ANALYTICS SINCE MAY 2021

Number of Officers Trained in Data Analytics



■ Trained ■ Yet to be trained ■ Optional

Number of SDDA Cohorts

3

Number of CDA Cohorts

4

Number of Data Hackathons

3

CHALLENGES IN IMPLEMENTING CDA & SDDA

Staff find it challenging to juggle between work and studies.

Steep learning curve, especially for 'Programming' modules.

Frequent changes to Safe Management Measures.

Rollout of new system and on-boarding of new Service Partners, coupled with staff turnover.



Space out lessons and introduce mid-point check-in sessions with staff.

Revise programme structure and introduce measures to create better learning environment.

Change to Virtual Learning as default mode of delivery.

Exercise flexibility in allowing staff to defer studies and resume after operations are stabilised.

THE PROGRAMME CREATED POSITIVE IMPACT ON VITAL

1. New ways of work



Build dashboards for more timely updates to help Management make better decisions, instead of traditional presentation updates.

2. Data-Driven Culture



Beyond processing of data, staff realised the potential of data when they got to hack real business problems.

3. Staff Empowerment



Staff at all levels are empowered to influence key management decisions using data.

THE PROGRAMME CREATED POSITIVE IMPACT ON VITAL

4. Teamwork



Staff from different sections and departments worked together to try to solve an Organisation problem - Building friendships and sense of belonging to the Organisation.

5. Self-Belief



Junior staff were given the confidence to present their ideas in front of Senior Management.

Self-motivated staff learning beyond what is required out of interest.

KEY TAKEAWAYS FROM THIS JOURNEY



Be clear of organisation's learning needs



Create opportunities at organisational level for staff to apply their learning, e.g. establishing a clear Data Strategy



Every staff have different learning abilities and challenges



Create a supportive environment in the workplace for learners