

WORKFORCE TRANSFORMATION AWARD



VITAL's Workforce Transformation: Building a Culture of Innovation & Technology Adoption





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IMPETUS FOR WORKFORCE TRANSFORMATION



VITAL'S TRANSFORMATION OVER THE YEARS



Impetus

New mandate as Central Agency for Corporate Shared Services and Robotics & Automation Lead for Corporate & Admin



Outcome

Officers in Shared Services functions to go beyond processing transactions



Strategy

- Citizen Developer Strategy
- Progressive upskilling and reskilling of all VITAL officers
- New career opportunities for officers keen in Digitalisation, Automation and Ops-Tech

Our Approach: Training + Technology

"The application of robotics and automation is not just enabling VITAL to provide public service agencies with more effective and efficient services; the core of our purpose is to equip and empower our people by giving them the tools and opportunities to move up the value chain."

Dennis Lui,
CE VITAL
featured in Deloitte Insights –
Government Trends 2023



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VITAL'S WORKFORCE TRANSFORMATION

Sustain initiatives to reskill & upskill our workforce to adapt to expanded business roles and tech advancements

- Citizen Development Strategy
- Build critical capabilities based on Shared Service Competency Framework (SSCF) i.e. data analytics, automation (RPA) and design thinking and WOG Competency Frameworks (i.e. core, functional and leadership competencies)



Expand system of reskilling and upskilling across different modalities

Skills Conversion and Career

Job Re-design, Career Guidance and Transitions

Skills Conversion Training

In-employment Skills Upgrading

Functional / Domain-Specific Competencies

Core Competencies

Across Different Modalities

Training

Short-Term Immersion Programmes (PSD)

Job Rotations

Work Attachments

Adopt new progression system as Public Service shifts away from planning for "career endpoint"

Lifelong Career

- Expectations of stable, lifelong careers in a single organisation premised on upward progression
- Focus on educational qualifications

Lifelong employability

- Greater focus on collecting experiences (e.g. through lateral movements) and
- Deepening Skills and Competencies

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UPLIFTING & UPSKILLING TO BE IN TIME FOR THE FUTURE

- VITAL launched our **Shared Services Competency Framework** in 2021 to move our staff beyond transactional processing to become shared services professionals who are able to pre-empt issues, provide agencies with insights from data, and recommend policy and process improvements.
- **Data Analytics, Design Thinking and RPA Citizen Developer** were identified as critical skills for staff.

DATA ANALYTICS

Partnered Ngee Ann Polytechnic (NP) and curated the Certificate in DA (CDA) and Specialist Diploma (SDDA)

The programmes are cohort-based learning with practical training focusing on real business problems and is accessible to all staff. Staff can tap on the SkillsFuture funding and 99% achieved at least a 'B' in SDDA modules, and 82% in CDA modules.



DESIGN THINKING

Partnered Civil Service College & Singapore Polytechnic to conduct DT workshops.

Applying DT, VITAL officers have generated more than 60 ideas/projects since training began in FY21.



RPA CITIZEN DEVELOPER

Officers are trained to use automation software as a Citizen Developer, through online learning, facilitated learning and clinic sessions.

Estimated annual time savings of at least 1,200hrs.



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SUSTAINING WORKFORCE TRANSFORMATION



APPLYING NEW SKILLS TO BUSINESS PROBLEMS

Introduced Hackathons and post-training consultations to solve real business problems as part of overall learning.

RESULTS

New skills are sustained through constant application and through different forms of reinforcements.



DECENTRALISED CENTRE OF EXCELLENCE

Each Shared Service Division has its own CoE teams consisting of officers who are more tech-savvy and keen to drive process excellence and automation.

RESULTS

Structure in place to offer opportunities for officers from functional teams to work on process improvement & automation projects.



CONTINGENCY WORKFORCE

Piloted Contingency Workforce Model to bring in gig workers seeking flexible work arrangements to supplement VITAL's workforce in lower complexity/risk work.

RESULTS

Creates bandwidth for existing officers to focus on higher value or complex work, attend training for competency development and have time for continuous innovation.

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