

SERVE WITH PRIDE



ECDA Service Playbook

A playbook by Service Officers, for Service Officers

Serving with...

PROFESSIONAL **R**ESPONSIVE **I**NNOVATIVE **K**:) NOWLEDGEABLE **E**MPATHETIC

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CHAPTER 1: PLAYBOOK 101

Who is this playbook for?

ECDA service officers! Whether you deliver service to customers at the frontline or play a part in enabling the service delivery indirectly, this playbook is for you and your team.

How can you use this playbook?

For
Service
Officers

Understand your
service strengths
& weaknesses

Strengthen
your service
competencies

Navigate service
policies, SOPs
and guidelines

For
Supervisors

Onboarding/
retraining of
service officers

Understand
your team's
competencies

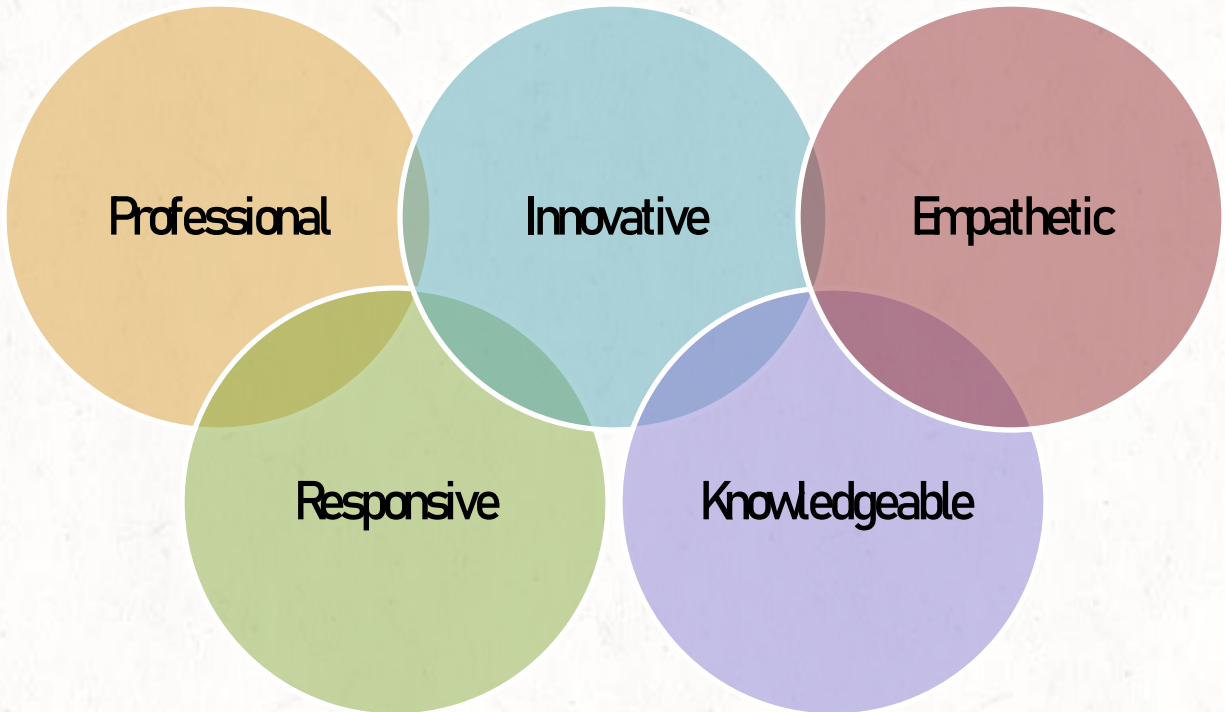
Align service
standards within
Division/across
ECDA

[Find out more about what [Public Service Delivery](#) entails!]

CHAPTER 2:

THE 5 ECDA SERVICE PRINCIPLES

Every officer can **be a Service Champion** by exemplifying these 5 service principles that ECDA customers value.



Together, we can achieve the service vision of

A delightful preschool journey and experience for all

"The key to delivering quality service is enhancing the service experience and providing customer-centric services instead of agency-centric services."

CHAPTER 2A:

PROFESSIONAL

Maintaining a high standard of conduct,
demonstrating expertise and reliability in every interaction

Good practices & tips for your day-to-day

Follow proper email etiquette

- Check for typos and grammatical errors
- Keep sentences short and succinct (to the point)
- Address customers by their name and sign off properly

Focus on the solution

- Direct customer's attention towards possible solutions, and not what went wrong

Deliver on what you promise

- Keep to the timeline that you have informed customers
- Fulfil promises made to customers

Don't take things personally

- Maintain a mental distance from the situation, without coming across as uncaring or dismissive.

[Hear what professionalism is about [here!](#)]

"Professionalism is keeping calm under pressure and maintaining focus despite challenges."

CHAPTER 2B:

RESPONSIVE

Ability to react or adapt to changes, providing inputs or feedback quickly and efficiently.

Good practices & tips for your day-to-day

Use email auto-responses

- Give assurance that email has been received and their issue is being looked into
- Send interim email replies to manage expectations

Categorise and prioritise emails received

- Triage emails and assign them with category tags based on priority level
- Assess emails based on time needed to respond, complexity of problem and importance to customer and agency.

Use templates

- Customise your replies using standard reply templates that have been proofread

[Find out what responsiveness is in a nutshell [here!](#)]

"Responsiveness is the hallmark of professionalism, showing attentiveness and adaptability to meet the needs of others efficiently."

CHAPTER 2B: INNOVATIVE

Develop and implement solutions that are original, inventive and capable of addressing existing challenges or needs in unique ways.

Good practices & tips for your day-to-day

Understand your customers' preferences

- Understand customers' needs, preferences and expectations
- Tailor your service to their situation with personalised solutions, as much as possible.

Be open to new tools and resources

- Keep an eye out innovative tech solutions

Leverage technology

- Enhance service delivery and customer experience
- Automate tasks
- Provide instant responses and offer interactive features if applicable

Experiment and iterate

- Test different approaches, methods and channels to find out what works best for your customers.

[Catch innovation in action [here!](#)]

"Innovation is the art of turning dreams into reality and finding solutions where others see only problems."

CHAPTER 2A:

KNOWLEDGEABLE

Having a deep understanding of services and processes, providing accurate information and valuable insights to assist customers effectively.

Good practices & tips for your day-to-day

Be familiar with your job scope

- Know the project, processes or programmes that you are managing inside out

Stay informed

- Be aware of ongoing developments that may impact your work
- Anticipate changes and be better-informed to advise your customers

Use FAQs

- Compile common queries and best answers
- Constantly update the FAQ based on queries that you have assisted

Provide explanation clearly

- Transfer your knowledge via good communication
- Bring across your explanation such that the customer understands it

Understand your customer's level of knowledge

- Understand and assess how much your customer is aware of the issue and your position

[Watch knowledge in action [here](#)]

"Knowledge is not just power, it's the cornerstone of innovation, the fuel for progress, and the key to unlocking endless possibilities."

CHAPTER 2B:

EMPATHETIC

Show genuine care and understanding towards customers' emotions and concerns, fostering trust and connection

Good practices & tips for your day-to-day

Avoid judgement

- Avoid judging customers and their situations as biases may interfere with our ability to listen and empathise.

Acknowledge their feelings

- Acknowledge customer's feeling
- Ask thoughtful questions to show you are listening and that you care

Obtain feedback

- Ask for feedback about your relationship skills (e.g. listening) from family, friends and colleagues.

Walk in their shoes

- Talk to others about what it is like to walk in their shoes, about their issues and concerns and how they perceive their experiences.

[Watch it means to be empathetic [here](#)]

"Empathy is the bridge that connects hearts, allowing us to understand, support, and uplift one another in times of need."

CHAPTER 3:

GUIDE TO MANAGING DIFFERENT CUSTOMER TYPES



The Dissatisfied aka “pek-cek” one

- ☐ Express regret for their experience/how they feel
- ☐ Welcome elaboration of areas that did not meet expectations
- ☐ Acknowledge their suggestions
- ☐ Show appreciation for their time



The Escalator aka “jialat” one

- ☐ Assure them that you are empowered to resolve issues
- ☐ Affirm their concerns as important and being “prioritised”
- ☐ Acknowledge their intent to escalate the matter
- ☐ Explain if supervisor will be alerted and that joint review will be done
- ☐ Appreciate their patience throughout this process



The hierarchical

- ☐ Affirm commitment to assisting customer
- ☐ Express understanding of customer’s urgency
- ☐ Be firm in conveying inability to accede to customer’s request in contacting senior management/POH
- ☐ Assure customer that you will relay case to your supervisor.



The feedback-er

- ☐ Thank customer for feedback and bringing issue to your attention
- ☐ Assure customer you have taken note of their feedback and will inform relevant team for their review
- ☐ Appreciate customer’s time taken to share their views
- ☐ Affirm commitment to continually review issue to provide better support.



The Undecided

- ☐ Assure that all officers are trained to manage cases with utmost professionalism
- ☐ Encourage them to share their concerns related to the issue, and not the officer



The Urgent aka “kan cheong” one

- ☐ Express understanding of customer’s concerns of case status and progress.
- ☐ Assure them of all efforts invested to process their case.
- ☐ Provide them with an expected date to receive an update from you.
- ☐ Appreciate their patience and understanding.



The Frustrated aka “satki” one

- ☐ Apologise for any delays in response and acknowledge their frustration.
- ☐ Assure customer importance of their case, and efforts on your end to expedite the process for them.
- ☐ Appreciate their patience and understanding shown thus far.
- ☐ Firmly convey to customer if you have been responding promptly and thank them for their understanding.
- ☐ Provide alternative contact information if customer is still frustrated with final solution.



The gracious

- ☐ Thank customer for their kind words.
- ☐ Assure them that you have conveyed the compliments to identified staff.
- ☐ Share that the compliment will be a huge encouragement to staff.
- ☐ Affirm that you value the compliment.
- ☐ Thank customer for taking time to share compliments with you.

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“There are no difficult customers, Only customers in difficult situations”

CHAPTER 3:

HANDY CALL GUIDE



Research

Familiarise yourself with customer's background and history with ECDA



Goals

List down the objectives and aim of your call



Questions

Prepare a list of questions that you require answers



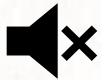
Listening

Be ready to listen more than talk



Documentation

Ensure you have all necessary supporting documents you need within reach



Environment

Arrange for your phone call to take place in a quiet environment free from distraction



Tech Check

Test your phone or headset ahead of the call



Notes

Prepare a template for you to note down important points from the call

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"There are no difficult customers, Only customers in difficult situations"

CHAPTER 4: RESOURCES

Look through the service policies, guides and resources compiled below to support you on your service delivery journey.

Click on the links below to find out more:

[PSD Service Standards for Public Feedback](#)

- Simple queries: Resolve within 3 days
- Complex queries: Resolve (or reply with explanation if solution cannot be provided) within 15 working days

[ECDA Feedback Management Guide](#)

- Guide on how manage queries (public and direct engagements) and MP appeals in your day-to-day

[MSF Customer Experience \(CX\) Resource Page](#)

- Explore more service guides, tips and tools in the resource page such as:
 - [Email scripts to managing different customers](#)
 - [Webinar on "Crafting Better Replies"](#)

[SOPs](#)

- SOP on Disengagement
- SOP on MP appeals (MSF)

[Service Delivery Training Roadmap](#)

- 6 Service Functions and corresponding functional competencies
- Classroom/virtual trainings organised by CSC or partnering training academies
- Look out for learning journeys or sharing sessions organised by MSF/ECDA

**"DO THE BEST YOU CAN UNTIL YOU KNOW BETTER.
THEN WHEN YOU KNOW BETTER, DO BETTER."**

— MAYA ANGELOU
AMERICAN POET