

WHAT IS YOUR SERVICE PERSONALITY?



<https://go.gov.sg/beveragequiz>

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

SERVE WITH PRIDE



ECDA Service Playbook

A playbook by Service Officers, for Service Officers

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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

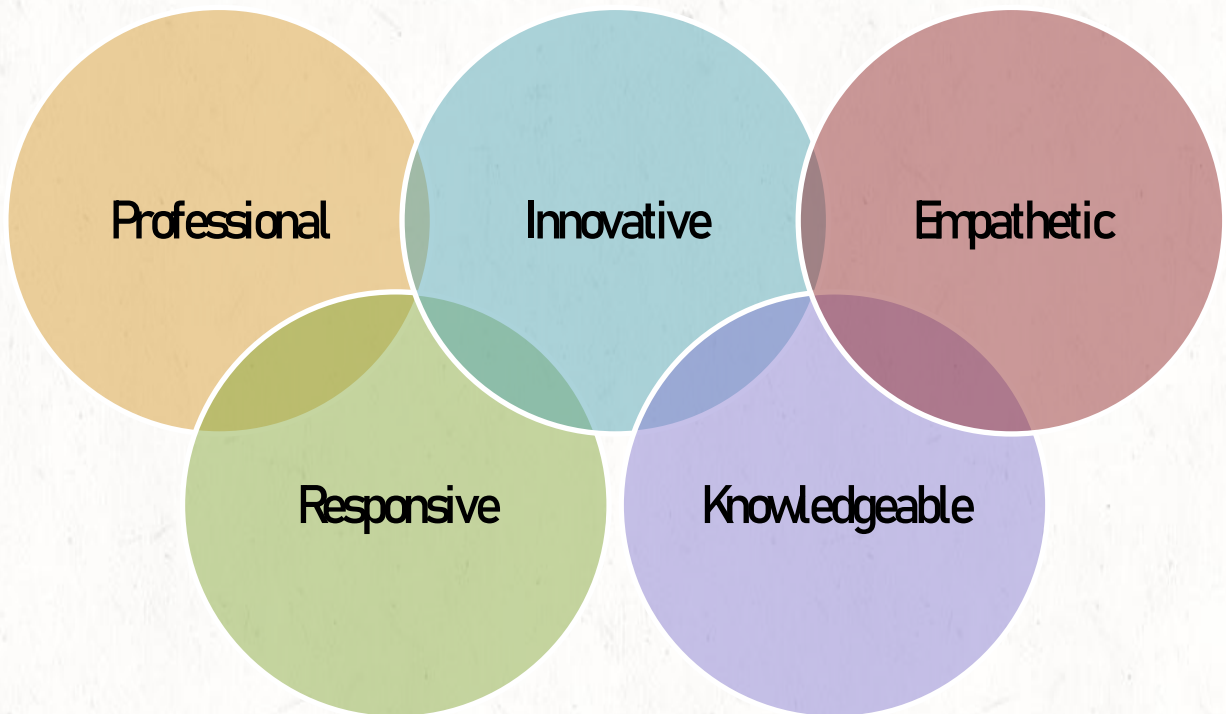
Align service
standards within
Division/across
ECDA

[Learn more about Public Service Delivery [here](#)]

CHAPTER 2:

THE 5 ECDA SERVICE TRAITS

Every officer can **be a Service Champion** by exemplifying these 5 service traits 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)
- Ensure correct salutation, address customers by their last name and sign off properly

Focus on the solution

- Direct customer's attention towards possible solutions, and not what went wrong
- Check if all needs have been met before closing the case

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
- Use a mirror - Your mood can be reflected via your expressions, and translates into your tone

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 the experience/how they feel
- ☐ Welcome FP to elaborate on areas that did not meet expectations
- ☐ Share next steps on reviewing
- ☐ Explain factually if there are limitations



The Escalator aka “sabo” one

- ☐ Give assurance 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
- ☐ Be firm in conveying inability to accede to request for senior management/POH to reply
- ☐ Seek supervisor’s vetting before issuing reply



The Anonymous aka “paiseh” one

- ☐ Treat as regular feedback
- ☐ Explain how identification can aid in serving them better or expedite the investigation process
- ☐ If assessed to be no real need for service, to issue acknowledgment of feedback received
- ☐ Thank customer for taking time to share observations



The Suggester aka “kay-poh” one

- ☐ Welcome the feedback and/or suggestion
- ☐ Assure customer that the suggestion is valuable and would be reviewed
- ☐ Appreciate the time taken to share their views
- ☐ Affirm commitment to improvement
- ☐ Give factual explanation of the limitations where appropriate

[Use sample scripts as a guide]



The Urgent aka “kan cheong” one

- ☐ Express understanding of customer’s concerns of case status and request to expedite
- ☐ Assure your efforts in processing their case
- ☐ Provide an expected date to receive an update
- ☐ Seek patience and understanding



The Angry aka “satki” one

- ☐ Let customer ventilate, manage feelings first
- ☐ Empathise with emotions to help defuse the anger
- ☐ Refocus the issue at hand
- ☐ State what can be done or ask for time to review
- ☐ Share contact information to assure continued correspondence
- ☐ Disengage, if applicable



The Abusive aka “rabak” one

- ☐ Reassure your intent to help
- ☐ Refocus customer to direct emotions at the issue, and not the officer
- ☐ Set limits – Highlight the behaviour to customer and warn that repeating the action would not be tolerated
- ☐ Escalate the matter to supervisor
- ☐ File an incident report
- ☐ Activate police, if necessary



The Overwhelmed aka “jialat” one

- ☐ Express empathy for the customer’s circumstances
- ☐ State what can be done
- ☐ Explain accordingly if issue(s) fall outside of ECDA’s purview
- ☐ Seek consent to redirect to agency involved for their follow up
- ☐ Reach out to agency involved

“Feedback is key to improvement. Seek it with sincerity and accept it with grace.”

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

A one-stop page of key service policies, guides and resources compiled below to support you in your service delivery.

Click to find out more:

WOG Service Policies

- [No Wrong Door \(NWD\) Policy](#)
Direct correct agency to follow up, not direct Feedback Provider (FP) to another agency
- [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 to 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”](#)
 - [Managing Difficult Customers](#)

SOPs

- [SOP on Disengagement](#)
- [SOP on MP appeals \(MSF\)](#)

Enhancing Service Competencies

- [Service Delivery Training Roadmap](#)
A guide to identifying suitable training programmes based on their respective functional competencies
- [Broaden experience outside of current role](#)
- [Service Delivery One Talent Gateway](#)
- [Writing Good Public Replies](#)

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

— MAYA ANGELOU
AMERICAN POET