

## Public Service Experience Index (PSXI) 2020

*Benchmarking the digitalisation journey of Singapore's public sector  
to optimise decision-making in a post-pandemic world*

**FEBRUARY 2021**





# Introduction







# Introduction

## The digitalisation of citizen-government relations

Technology is moving at **breakneck speed**. Hyper-connected people, devices, and networks have led to a constant flow of knowledge, information, and data – effectively transforming the way digital services are offered and consumed.

This transformation is also felt by governments, institutions, and public sector organisations – altering **citizen-government relations**.

As citizens grow accustomed to increasingly smart digital technologies that provide on-demand digital services, public sector agencies are expected to build **predictive**, **immersive**, and **self-learning** platforms that provide **personalised services** in real time.

## Singapore's Smart Nation at a time of rapid change

Singapore has one of the region's most progressive and conducive approaches to digital technologies. As remarkable as Singapore's approach to digital governance may be, it is essential for its policymakers to anticipate the next stage of its digital transformation.

Indeed, the **COVID-19 pandemic** has impacted all facets of Singaporeans' lives, profoundly disrupting personal and professional aspirations, and accelerating a wide range of social transformations.

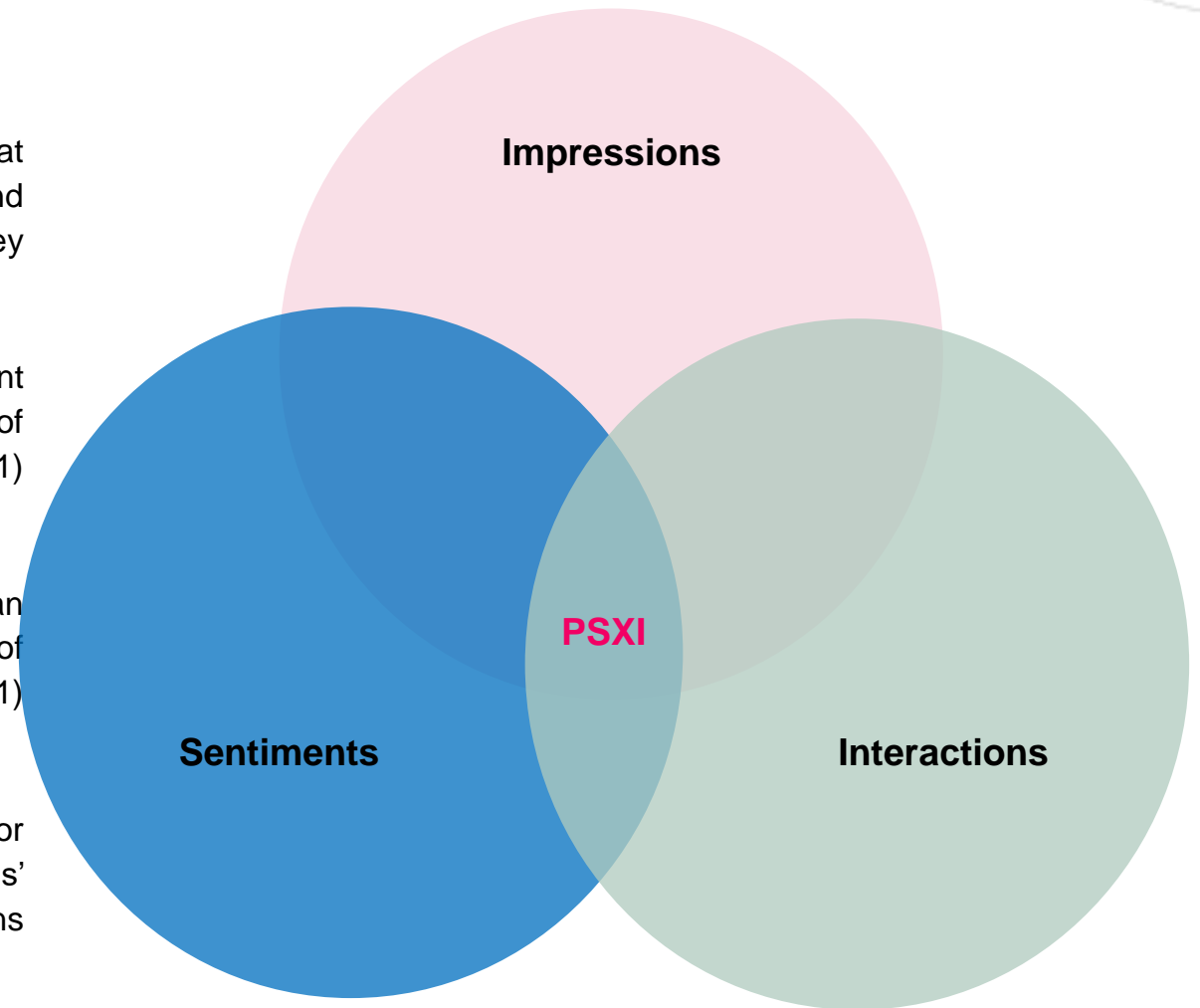
To remain **useful** and **relevant** to Singaporeans, public sector organisations must be able to examine the way their digital offerings are used, valued, and perceived.



## Benchmarking digitalisation for smarter decision-making

The **Public Service Experience Index (PSXI)** is an all-round composite index that measures where 30 public sector organisations – Ministries, Statutory Boards, and other agencies – stand in terms of their **digitalisation journeys** across three key indicators: **Impressions**, **Sentiments**, and **Interactions**.

- **Impressions**: Reflects the way Singaporeans and PRs perceive different public sector organisations. To ensure comparability across agencies of varying sizes and with different purviews, each agency's score is weighted 1) against its own score and 2) relative to other organisations' scores.
- **Sentiments**: Reflects Singaporeans' and PRs' net positive experience with an agency in the last 12 months. To ensure comparability across agencies of varying sizes and with different purviews, each agency's score is weighted 1) against its own score and 2) relative to other organisations' scores.
- **Interactions**: Reflects Singaporeans' and PRs' preference for digital or traditional/in-person channels. A composite calculation normalises agencies' scores on a 100-point range (the closer a score gets to 100, the more citizens are accessing an agency's services via a digital channel).





## Benchmarking digitalisation for smarter decision-making

Whether it is measuring the way citizens feel about a digital service or tracking the channels they use to get in touch, the PSXI provides **timely, invaluable information** on citizens' evolving expectations.

It also helps identify and amplify organisations' **unique drivers of digital momentum**, no matter where they are in their digitalisation journey.

A longitudinal index, the PSXI tracks public sector organisations' digitalisation journeys, benchmarking their progress over time and revealing the ideal scope and pace of change for agencies to set or re-visit strategic timelines, resources, and priorities.

Each sub-component score (Impressions, Sentiments, and Interactions) is averaged to get a single PSXI score for each organisation.

Blackbox conducted the PSXI study among a nationally representative sample of 2,000 Singaporean citizens and Permanent Residents (PRs), with fieldwork done in two waves: June-July 2019 and November-December 2020.

The sample is also statistically representative, covering a range of demographic characteristics (age, gender, ethnicity, occupation, and housing type).

Given the unique nature of each demographic segment, the index scores were calculated treating each segment as independent cohorts.



# DISCLAIMER

The PSXI is an **aggregate score** given by respondents when interacting with 30 public sector organisations in Singapore (Ministries, Statutory Boards, and other agencies).

The PSXI is designed to **benchmark** an organisation's individual digitalisation journey relative to others' – capturing the progress made so far and identifying any areas that may require further attention.

The PSXI recognises that many **external factors** – agencies handling complex issues or having a wide range of stakeholders – are likely to have significant bearing on the scores.





# Findings





# Key findings at a glance

## **Singapore's public sector agencies are on the right digitalisation trajectory.**

Across all indicators, the overall PSXI score has increased from 37.9 in 2019 to 46.7 in 2020. This remarkable rise shows that public sector organisations are on the right trajectory, charting a course that has led a number of multinational corporations to favour Singapore as a technology-driven gateway to the ASEAN region.

## **Emerging disconnect between public perception and actual experience.**

The wide range of scores across all three Impressions, Sentiments, and Interactions scores indicates that Singaporeans are mostly aligned in the way they hold public sector organisations in high regard, but they remain divided when it comes to assessing whether their specific needs and expectations are being met.

## **White collar workers respond more positively to digital experiences.**

In terms of occupation, there are notable variations between Professional, Managers, Executives, and Technicians (PMETs) and other workers, with PMETs rating public sector organisations more favourably. Indeed, PMETs tend to favour digital interactions and find the experience satisfactory, while non-PMETs rely on less satisfying in-person interactions.

## **A generational digital divide persists in Singapore despite digitalisation advances.**

Despite its progressive and conducive approach to digital technologies, a generational digital divide persists in Singapore. Young respondents rate public sector agencies most favourably, while Seniors are less satisfied. This is true despite the elderly in Singapore being as informed and as connected as they have ever been.





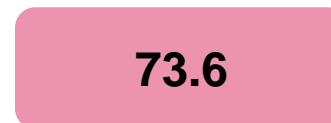
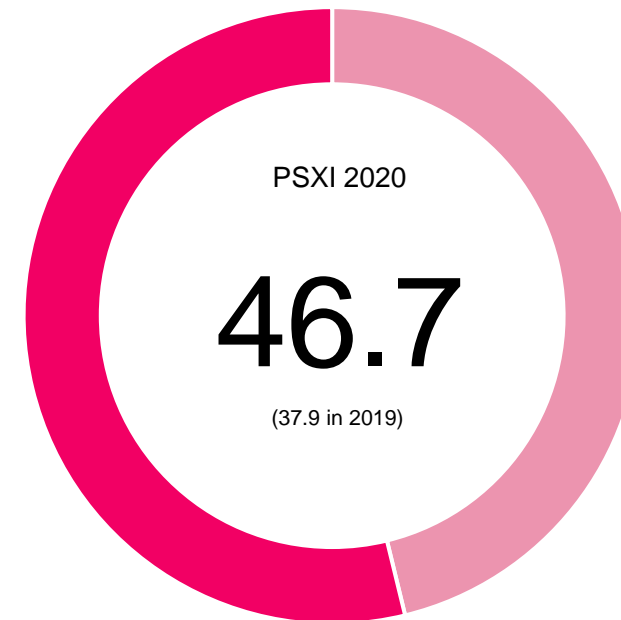
# Longitudinal scores

Looking at PSXI data over time, it is clear that much **progress has been made since 2019**.

Across the board, scores have increased compared to 2019, with the largest increase in the Interactions indicator.

2019 marked an important step in the digitalisation plans of many public sector bodies.

2020 was an **inflection point** that accelerated the roll-out of a number of citizen-centric digital platforms, channels, and devices.



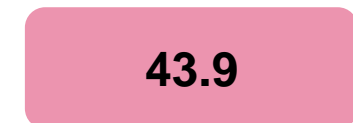
Impressions

(71.2 in 2019)



Sentiments

(22.2 in 2019)



Interactions

(20.2 in 2019)



# Overall scores

Organisation (alphabetical order)	PSXI 2020 overall score
ACCOUNTING AND CORPORATE REGULATORY AUTHORITY (ACRA)	49.0
AGRI-FOOD AND VETERINARY AUTHORITY OF SINGAPORE (AVA)*	38.9
BUILDING AND CONSTRUCTION AUTHORITY (BCA)	28.2
CENTRAL PROVIDENT FUND (CPF)	59.7
HEALTH PROMOTION BOARD (HPB)	70.2
HOUSING & DEVELOPMENT BOARD (HDB)	39.7
IMMIGRATION AND CHECKPOINTS AUTHORITY (ICA)	44.7
INLAND REVENUE AUTHORITY OF SINGAPORE (IRAS)	57.4
LAND TRANSPORT AUTHORITY (LTA)	32.9
MINISTRY OF CULTURE, COMMUNITY AND YOUTH (MCCY)	53.7
MINISTRY OF DEFENCE (MINDEF)	49.9
MINISTRY OF EDUCATION (MOE)	49.9
MINISTRY OF HEALTH (MOH)	57.8
MINISTRY OF HOME AFFAIRS (MHA)	38.4
MINISTRY OF MANPOWER (MOM)	23.2

Organisation (alphabetical order)	PSXI 2020 overall score
MINISTRY OF NATIONAL DEVELOPMENT (MND)	29.9
MINISTRY OF SOCIAL AND FAMILY DEVELOPMENT (MSF)	48.6
MINISTRY OF THE ENVIRONMENT AND WATER RESOURCES (MEWR)*	43.5
NATIONAL ENVIRONMENT AGENCY (NEA)	45.1
NATIONAL LIBRARY BOARD (NLB)	59.4
NATIONAL PARKS BOARD (NPARKS)	68.5
PEOPLE'S ASSOCIATION (PA)	42.2
PUBLIC UTILITIES BOARD (PUB)	49.4
SINGAPORE CIVIL DEFENCE FORCE (SCDF)	57.6
SINGAPORE LAND AUTHORITY (SLA)	42.1
SINGAPORE POLICE FORCE (SPF)	55.5
SKILLSFUTURE SINGAPORE (SSG)	44.0
SPORT SINGAPORE (SportSG)	43.2
URBAN REDEVELOPMENT AUTHORITY (URA)	35.1
WORKFORCE SINGAPORE (WSG)	42.1



# Overall scores

PSXI 2020 scores suggest that public sector organisations **adequately address Singaporeans' needs** but will need to sustain their efforts to meet rising expectations.

The low dispersion of the scores once they get above the 50-point mark suggests that most organisations are doing well but **few truly stand out**.

Across the board, public sector organisations have a great reputation in Singapore, but in many cases, there is a **real disconnect** between the regard in which they are held and citizens' perceptions of the services they receive.

In particular, Singaporeans seem to be mostly aligned in the way they hold public sector organisations in high regard, but they are **divided** when it comes to assessing whether their specific needs and expectations are being met.

Indeed, meeting the **many demands** and **varying expectations** of different segments of the population is a major challenge for public sector organisations.





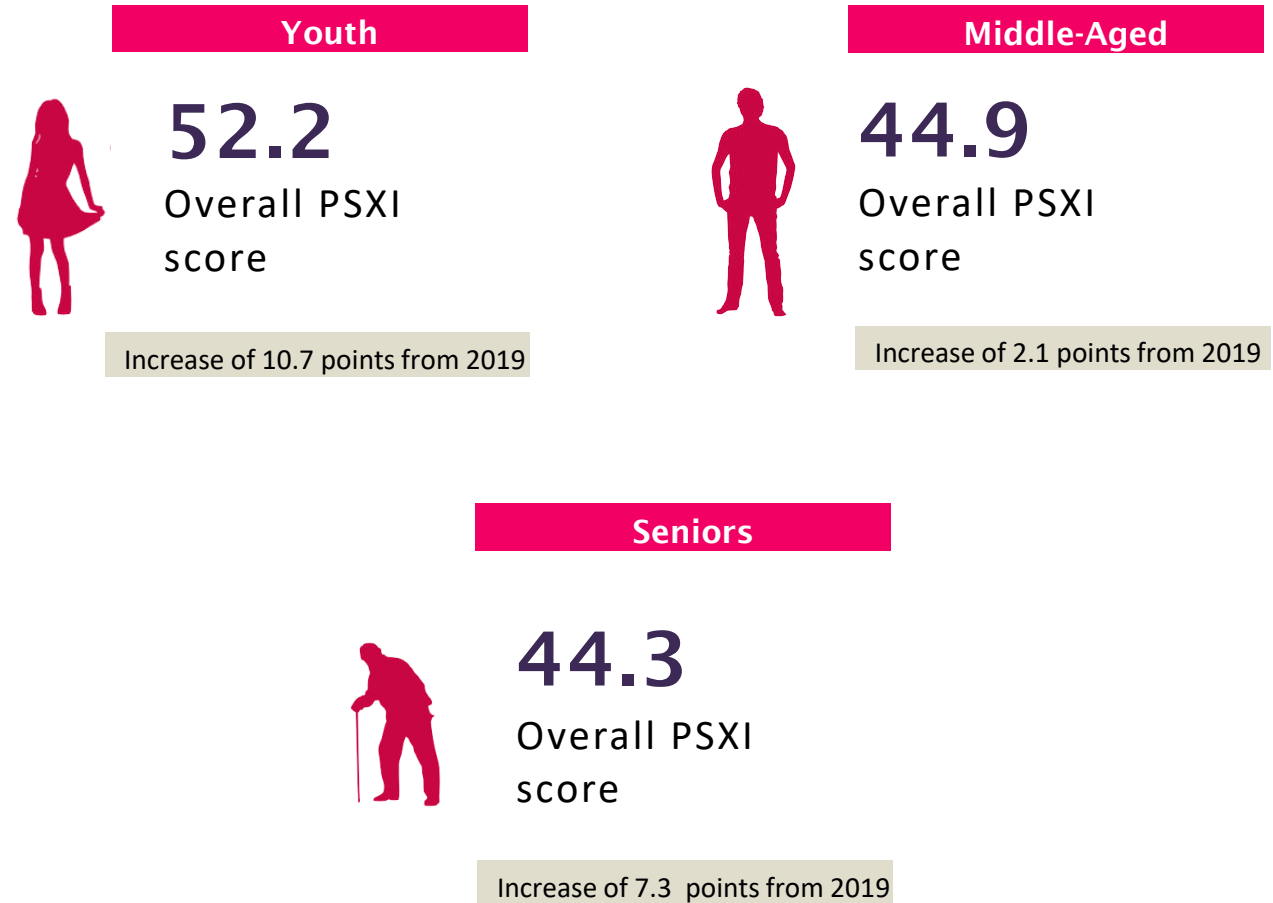
# Segmented scores

A **generational digital divide** persists in Singapore.

Overall, **young** respondents rate public sector agencies most favourably, with scores ranging between 29.9 and 74.4.

For **Seniors**, scores start at 19.9 for some agencies.

Singapore is nevertheless on the right track with programmes such as *Seniors Go Digital*, which has benefitted more than **16,000 senior citizens** since it was launched in May 2020.





# Agencies further along in their digitalisation journey

HPB

## Health Promotion Board

HPB is very far along its digitalisation journey, though its 2020 score is lower than in 2019 (76.0).

70.2

NPARKS

## National Parks Board

NPARKS experienced a 33-point jump from 2019 (35.4). This increase is mainly driven by a significant improvement in its Interactions score.

68.5

CPF

## Central Provident Fund

CPF's overall PSXI score improved significantly since 2019. The Interactions score has significantly increased.

59.7

NLB

## National Library Board

The NLB is further along its digitalisation journey in 2020, though its overall PSXI score has seen a 5.4-point decrease from 2019.

59.4

MOH

## Ministry of Health

MOH recorded an important increase in its overall PSXI score between 2019 and 2020. There was a significant increase in the Sentiments score.

57.8





# Conclusion





# Leveraging digital technologies for a smarter future

Digital transformation has **empowered** Singaporeans, allowing them to access useful government services, communicate with agencies, and even contribute to policy-making matters.

At the same time, the **COVID-19 crisis** has put the public sector's adaptability to the test. In Singapore, most agencies are well equipped to leverage a range of digital tools to address citizens' pain points.

The greatest challenge now is to build on this empowerment by **sustaining engagement** and **surpassing satisfaction levels**.

The PSXI study shows that overcoming this challenge means keeping an eye on **two inter-dependent trends**:

- The difficulty of satisfying rapidly evolving needs and expectations. In a post-COVID-19 world, these expectations will only transform faster, making it difficult to keep up.
- The task of satisfying all segments of the population – no matter their varying needs and priorities. A balance must be found between catering to specific generational needs while remaining useful to the majority.



# How Blackbox can help


Blackbox provides clients with **decision science solutions**, offering consumer, business, and community-wide perspectives on contemporary problems and challenges.


We **monitor emerging trends** both regionally and globally with the main aim of signalling potential changes of significance before they occur.


For over 20 years, we have gathered data, constructed advanced analytical approaches, and developed a **deep understanding of Asia** and its diverse people.

As the region transforms once again in the 2020s, Blackbox can give you a front-row seat to all you need to know and help **make your decisions the right ones**.


## Reach out or learn more about **Blackbox** at:


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