

# IPS-CSC Forum

17 August 2010

## “Enhancing Public Service Through Policy Automation”

Ballroom 3, Orchard Hotel

# Employment Pass Online – Flexibility, Speed and Transparency

Presentation at IPS-CSC Forum on Enhancing Public Service  
Through Policy Automation on 17 Aug 2010

Ang Mui Kim, Director, Information Systems and Technology Department, MOM



**MINISTRY OF  
MANPOWER**

**A Great Workforce A Great Workplace**

A Great Workforce A Great Workplace

# Global Race for Talent

NATIONAL DAY RALLY

## Making Singapore a magnet for all talents

Unconventional talent wanted, not just professionals, says PM

By LI XUEYING

SINGAPORE will be more aggressive in its efforts to attract immigrants here — and this includes going beyond the conventional pool of graduates and professionals, to embrace all types of talent.

Prime Minister Lee Hsien Loong yesterday cited Malaysia-born hair-stylist David Gan and India-born Mustaq Ahmad, founder of shop-

ping mall Mustafa, as examples of unconventional talent.

He said: "We must look for all kinds of talent. It's not just numbers. You are looking for people with ability, with drive, initiative and ideas, and not just one kind of initiative and ideas. Not just graduates, professionals, bankers or lawyers, but all kinds."

Seeking out these people will be the task of the new Citizenship and Population Use1 to promote Singapore's immigration programmes overseas. It will come under the Prime Minister's Office.

Said Mr Lee: "Just as we accept that Singaporeans have the world as

their oyster, so too we must promote immigration here and let this be one of the options which talent from around the world will look for when considering where to go and live."

Many countries are already actively seeking new immigrants, from developed nations such as Australia, Canada and the United States which organises lucky draws for its green cards, or developing China which offers scholarships to top foreign students and hires foreign footballers for its professional league.

"And we must do the same," said Mr Lee.

While people around the world today know of Singapore, they don't know that Singapore is out looking for talent, said Mr Lee. He gave this example: The advertisement banners on the ChannelNewsAsia or The Straits Times Interactive websites invite surfers to check out their eligibility for Australian permanent residency.

"That should be the Singapore advertisement down there!" said Mr Lee. "Click here, and the application form for Singapore PR will go to you by e-mail. That's what we need to do."

"We need to get our message  
CONTINUED ON PAGE H3

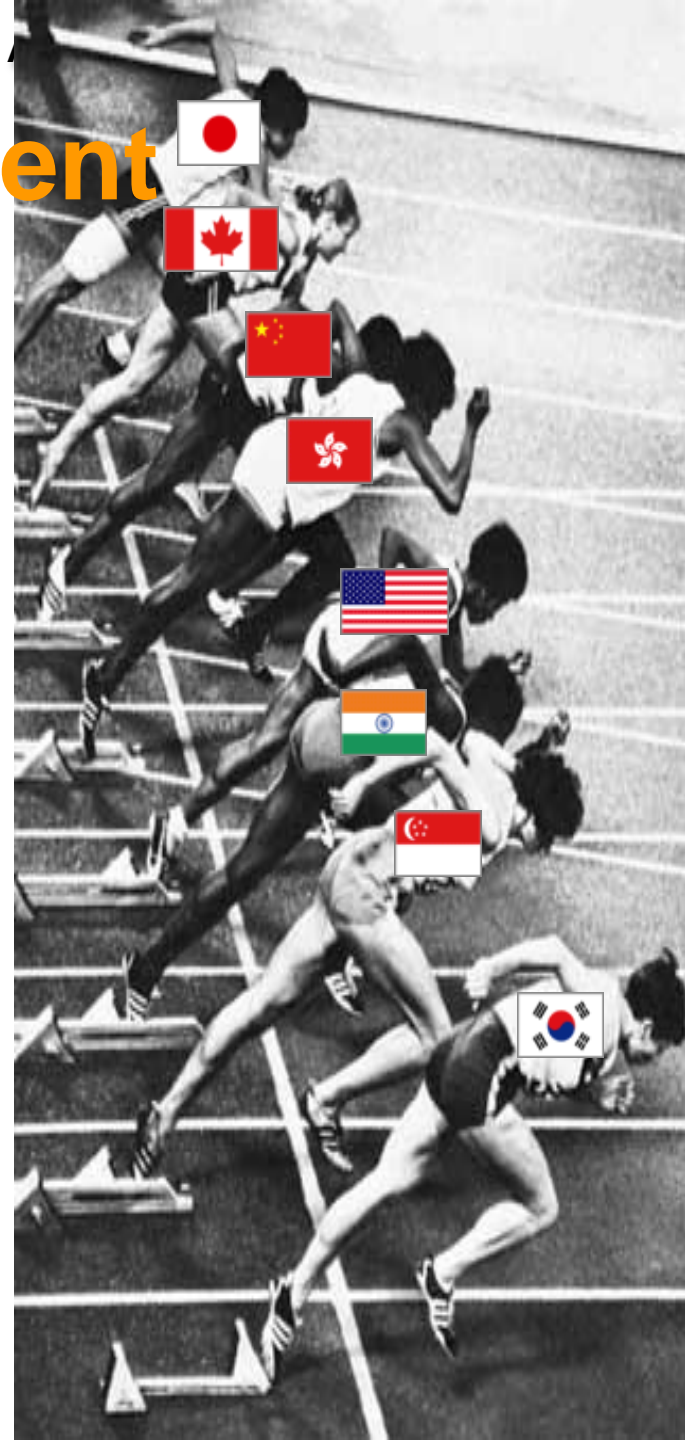
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PM Lee

# Global Race for Talent

- Talents- Global, mobile and in great demand
- Bring about expertise & cultural vibrancy
- Augment our local workforce to sustain economic growth

Ability to capture right talents quickly is Singapore's competitive advantage



# Driving Forces



Rising Demand for  
global talent

Shorter Business Cycles

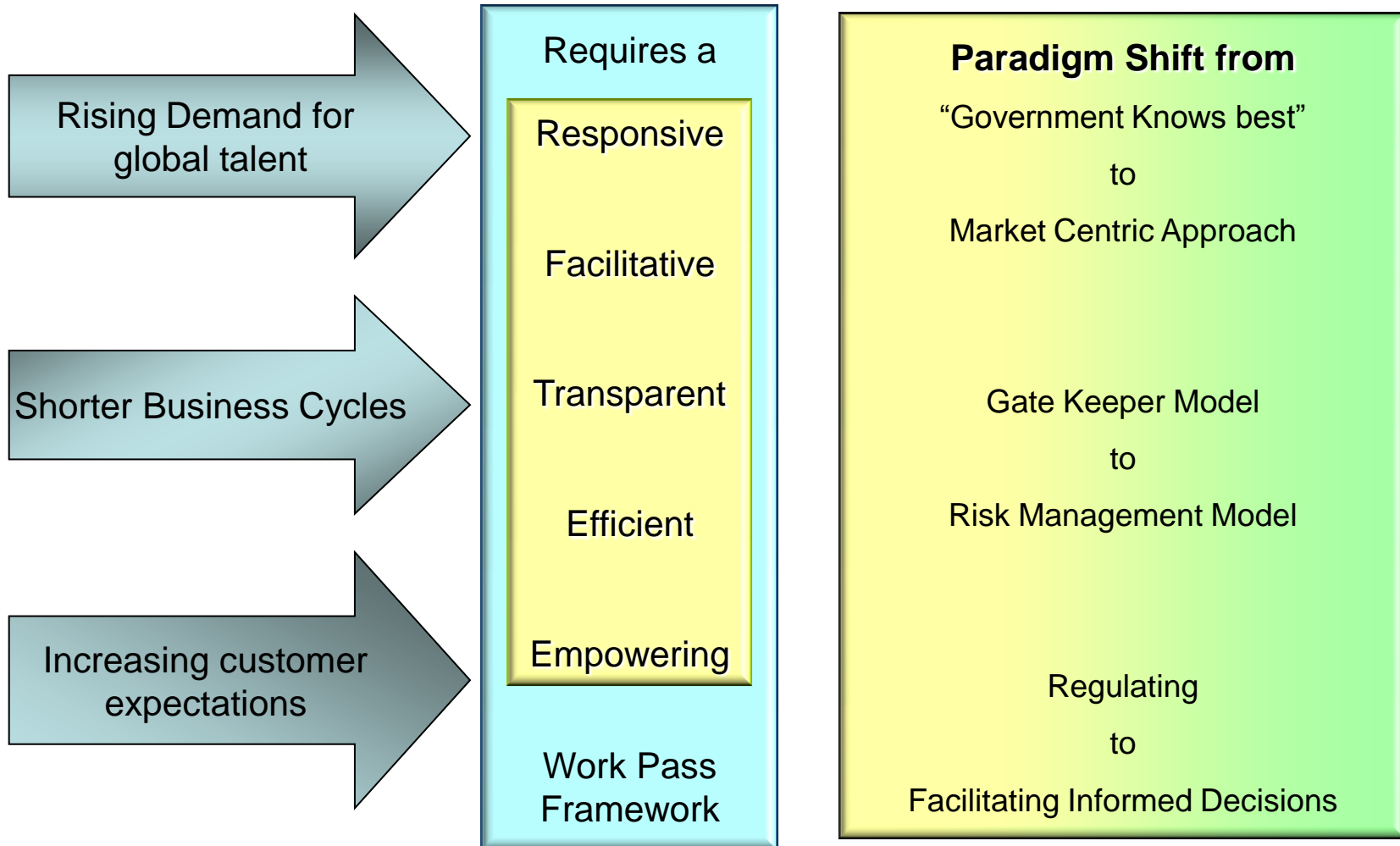
Increasing customer  
expectations

## Top 3 things that Customers Value

- **Responsiveness**
  - We listen and understand needs
  - We are helpful and offer alternatives
  - We are efficient and speedy
- **Accessibility**
  - Our transactions can be done anytime, anywhere
- **Competency**
  - We are transparent and clear
  - We help customers make informed decisions

- Source: MOM Customer Perception Survey

# Driving Forces



# EPOL: Harnessing Technology for Efficiency



## Faster Processing Time

- Outcome within 1 week, down from 5 weeks pre-implementation
- 75% processed within 3 days, 30% within same day



## Anywhere, Anytime

- SMS Alerts when outcome is ready



## One Stop Access to all Work Pass Services

- Whole suite of services available with minimum touch points
- Linkages to >10 government agencies and 10 banks



## Customer-centric

- Features, eg e-payment facilities incorporated based on feedback



## Higher Consistency & Accuracy

- In spite of high volume & complex processes, human error is greatly reduced in decision making

# EPOL: Harnessing Technology for Efficiency





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[Help](#)
[Logout](#)

30 January 2009, 3:11 PM

## Employment Pass Online

Menu

- Logout
- Switch Profile
- View User's Roles and Responsibilities
- Apply
- Withdraw
- Cancel
- Short Term Visit Pass
- Renew
- Enquire
  - Payment Status
- Print
- View Online Message
- Download Forms

Welcome, Tester A - FXXXX111A

## Welcome to Employment Pass Online

One-stop portal for Companies / Organisations / Employment Agencies to perform transactions such as:

- New Application for Employment Pass (excluding Sponsorship scheme), S Pass, Dependant's Pass, Long-Term Visit Pass, Letter of Consent and Training Employment Pass (not applicable to Employment Agencies),
- Renewal Application for Employment Pass, S Pass, Dependant's Pass and Long-Term Visit Pass, Letter of Consent,
- Issuance of S Pass,
- Cancellation of Employment Pass (including Sponsorship scheme), S Pass, Dependant's Pass, Long-Term Visit Pass and Work Holiday Pass. For a foreigner whose pass has expired or is cancelled by the Controller of Work Passes, this cancellation function also allows you to update the pass cancellation reason and other details as well as to obtain a short term visit pass for the foreigner to remain in Singapore pending departure.
- Extension of Short Term Visit Pass for foreigners who have submitted Employment Pass (including Sponsorship scheme), S Pass, Dependant's Pass, Long-Term Visit Pass, Training Employment Pass, EntrePass, Personalised Employment Pass and Work Holiday Pass. The grant of Short Term Visit Pass extension is subject to them satisfying the prevailing extension criteria,
- Enquiry on Application status (new and renewal Application) , S Pass Issuance status and
- Printing of Application Outcome Letter, S Pass Issuance Notification Letter.

### View Online Message - Retrieve Message PEPOL08G001

**Notification(s)**

You have 0 card(s) not returned. Please check on these card(s) via "Check Card Return Status" under "Cancel" function on the left hand menu bar.

**Notes:**

1. Important: You will encounter difficulties when using EP Online if your web browser is not configured according to the 'PC Configuration and Technical Guidelines for using EP Online'. To configure correctly, please click [here](#).
2. To read your message, please click on the Message ID hyperlink.
3. The message(s) will be removed after the 'Message Expiry Date'. You may wish to print a copy of the message for reference before the expiry date.

**Message(s)**

Sent Date	Message ID	Message Subject	Message Expiry Date	Urgency
17/12/2008	<a href="#">081217235160</a>	Introduction of Unique Entity Number (UEN) and CPF Submission Number (CSN) in EPOL	31/03/2009	MEDIUM
11/09/2008	<a href="#">080910212371</a>	Foreigners are required to have complete set of the In-Principle Approval (IPA) letter when entering Singapore	10/03/2009	MEDIUM

For more information, you may refer to our website at [www.mom.gov.sg](http://www.mom.gov.sg)

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Best viewed with Internet Explorer (IE) 6.0+



# Achieving Transparency through Innovation

## EP/ S Pass Self Assessment Tool

- Gives employers & applicants greater certainty in obtaining an EP/ S Pass
- 1,200 hits daily, 80% from overseas
- 20% drop in rejection rates



# Self Assessment Tool for Employment / S Pass

omission >> Results

This assessment will take about 5 minutes to complete.

Please note that :

- Fields marked \* are mandatory, please fill in the required information
- Fields displaying ⓘ, there will be a detailed information provided when clicked.

**EMPLOYMENT DETAILS TO BE PERFORMED**

\* Fixed Monthly Salary (in SGD) ⓘ

\* Occupation ⓘ

**RELEVANT WORKING EXPERIENCE**

\* Years of Relevant Working Experience

**HIGHEST QUALIFICATION ATTAINED**

\* Country of Awarding Body/Institution/University where the applicant attained his/her highest qualification

\* State/Province

\* Name of Awarding Body/Institution/University

If None of the above, please specify

\* Name of Institution/University/College Attended

If None of the above, please specify

\* Highest Qualification Attained

\* Faculty/Specialization of Study

\* Mode of Study

**NATIONALITY**

\* Nationality

**CONSIDER S PASS?**

Do you wish to be assessed for an S Pass?

**Quick & Simple Inputs**

Salary

Occupation

Experience

Qualifications

Nationality

**Dynamic Dropdown list**

- Please select -  
- Please select -  
CHINA EUROPE INTERNATIONAL BUSINESS SCHOOL (CEIBS)  
DONGHUA UNIVERSITY  
EAST CHINA NORMAL UNIVERSITY  
EAST CHINA UNIVERSITY OF POLITICS AND LAW  
EAST CHINA UNIVERSITY OF SCIENCE AND TECHNOLOGY  
FUDAN UNIVERSITY  
SECOND MILITARY MEDICAL UNIVERSITY  
SHANGHAI ACADEMY OF DRAMA  
SHANGHAI CONSERVATORY OF MUSIC  
SHANGHAI DANCE SCHOOL  
SHANGHAI FINANCE UNIVERSITY  
SHANGHAI FISHERIES UNIVERSITY  
SHANGHAI INSTITUTE OF FOREIGN TRADE  
SHANGHAI INSTITUTE OF PHYSICAL EDUCATION  
SHANGHAI INSTITUTE OF TECHNOLOGY  
SHANGHAI INTERNATIONAL STUDIES UNIVERSITY  
SHANGHAI JIAOTONG UNIVERSITY  
SHANGHAI LXIN UNIVERSITY OF COMMERCE  
SHANGHAI MARITIME UNIVERSITY  
SHANGHAI NORMAL UNIVERSITY  
SHANGHAI SANDA UNIVERSITY  
SHANGHAI SECOND MEDICAL UNIVERSITY  
SHANGHAI SECOND POLYTECHNIC UNIVERSITY  
SHANGHAI THEATRE ACADEMY (STA)  
SHANGHAI UNIVERSITY  
SHANGHAI UNIVERSITY OF ELECTRIC POWER

## Self Assessment Tool for Employment / S Pass

**Unsuccessful**

### Results

Based on the information you have provided, you are unlikely to qualify for an Employment Pass.

For more information on EP criteria, please click [here](#)  
For more information on S Pass, please click [here](#)

[Rate this e-Service](#)

Perform Another Assessment

Return to MOM Website

If you wish to seek further information on Employment Pass or S Pass matters, you may refer to our corporate website at <http://www.mom.gov.sg>

## Self Assessment Tool for Employment / S Pass

Submission >>

Results

### Results

Based on the information you have provided, you are likely to qualify for both an Employment Pass (EP) and an S Pass. Please note that this does not constitute an approval by Manpower.  
You may wish to submit an application which will be assessed according to criteria.

For more information on EP criteria, please click [here](#)  
For more information on S Pass criteria, please click [here](#)

[Rate this e-Service](#)

Perform Another Assessment

Return to MOM Website


If you wish to seek further information on Employment Pass or S Pass matters, you may refer to our corporate website at <http://www.mom.gov.sg>


**Successful**

# Achieving Transparency through Innovation

## Helping Hand for Employers

**Quota Calculator for Work Permits & S Passes** - A convenient tool for employers to **quickly and accurately** determine the additional number of Work permit & S pass holders the employer can employ.








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### Quota Calculator for Work Permits and S Passes

[Home](#) > [Industry Selection](#) > Construction
28 July 2010, 02:35 PM

#### Quota Calculator for Work Permits and S Passes

Industry Selected	:	Construction
Equivalent number of full time local employees (LWF)  *	:	<input style="width: 50px;" type="text" value="5"/>
Current number of Work Permit holders (R Passes) 	:	<input style="width: 50px;" type="text" value="1"/>
Current number of S Pass holders (S Passes) 	:	<input style="width: 50px;" type="text" value="1"/>
Current number of S Pass holders in each Levy Tier 	:	Tier 1 (S Pass) : <input style="width: 50px;" type="text" value="1"/> Tier 2 (S Pass) : <input style="width: 50px;" type="text"/>

Compute
Reset
Back







Employer key  
in worker info  
for company

# Achieving Transparency through Innovation : Helping Hand for Employers

Industry Selected: Construction

Date: 28 July 2010, 02:40 PM

**Result**

	Entitlement 	Utilised 	Balance 												
Main quota (R+S Passes) 	35	2	33 #												
S Passes quota 	2	1	1												
Levy tier for S Pass holders 	<table border="1"> <tr> <td><u>Tier 1</u></td> <td><u>Tier 2</u></td> </tr> <tr> <td>1</td> <td>1</td> </tr> </table>	<u>Tier 1</u>	<u>Tier 2</u>	1	1	<table border="1"> <tr> <td><u>Tier 1</u></td> <td><u>Tier 2</u></td> </tr> <tr> <td>1</td> <td>0</td> </tr> </table>	<u>Tier 1</u>	<u>Tier 2</u>	1	0	<table border="1"> <tr> <td><u>Tier 1</u></td> <td><u>Tier 2</u></td> </tr> <tr> <td>0</td> <td>1</td> </tr> </table>	<u>Tier 1</u>	<u>Tier 2</u>	0	1
<u>Tier 1</u>	<u>Tier 2</u>														
1	1														
<u>Tier 1</u>	<u>Tier 2</u>														
1	0														
<u>Tier 1</u>	<u>Tier 2</u>														
0	1														

# This cell shows the maximum number of new Work Permit and S pass holders the company / firm can bring in based on its existing workforce profile, irrespective of the balances shown in other cells above.

**Process Another Computation in Same Industry**

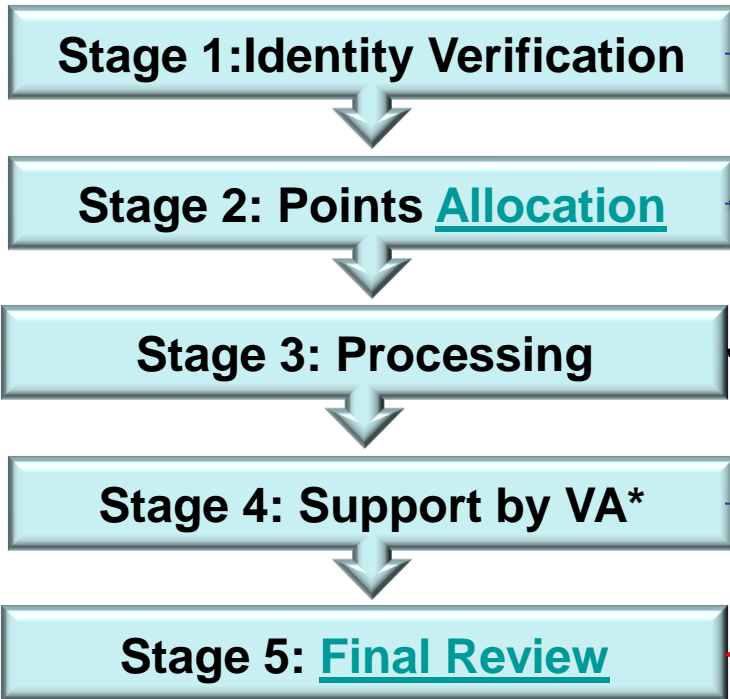
**Process Another Computation in Different Industry**

**Print**

# Managing Complexities



Applicant submits personal information including qualifications, expected salary etc



Nationality+Race		PMES		Whitelist		Comp Profile		Overall Salary		Education Tier		Yrs of Exp (mths)	
Description	Points	Description	Points	Description	Points	Description	Points	Description	Points	Description	Points	Description	Points
All (Others)	A	SSOC 1	A	Yes	A	Yes	A	>= 7000	600000	T1	80000	>= 108 mths	300
Malaysia	B	SSOC 2	A	No	B	No	B	>=5000 - 6999	500000	T2	80000	>=96 - 107 mths	300
		SSOC 3	B					>=3500 - 4999	50000	T3	70000	>=84 - 95 mths	200
		SSOC 4	B					>=3000 - 3499	40000	NR Deg	60000	>=72 - 83 mths	200
		SSOC 5	B					>=2500 - 2999	30000	NR Dip	50000	>=60 - 71 mths	200
		SSOC 6	B					>=1800 - 2499	20000	NITEC Cert	40000	>=48 - 59 mths	100
		SSOC 7	B					<1800	10000	NR Tech Cert	30000	>=36 - 47 mths	100
		SSOC 8	B							Others	20000	>=24 - 35 mths	100
		SSOC 9	B									>=12 - 23 mths	100
		SSOC X	B									<12 mths	100

Nationality+Race		PMES		Whitelist		Comp Profile		Overall Salary		Education Tier		Yrs of Exp (mths)	
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		SSOC 4	B					>=3000 - 3499	40000	NR Deg	60000	>=72 - 83 mths	200

**Policy Matrices- eg**  
 determining category of pass, allowable duration, allowable occupation within industry, skills in demand

**Risk Management Matrices- eg**  
 Security Screening And verification of specialist qualification

Processing Officer has opportunity to intervene and review case at each stage

\* Vetting Authority

# Harnessing Technology as an Enabler

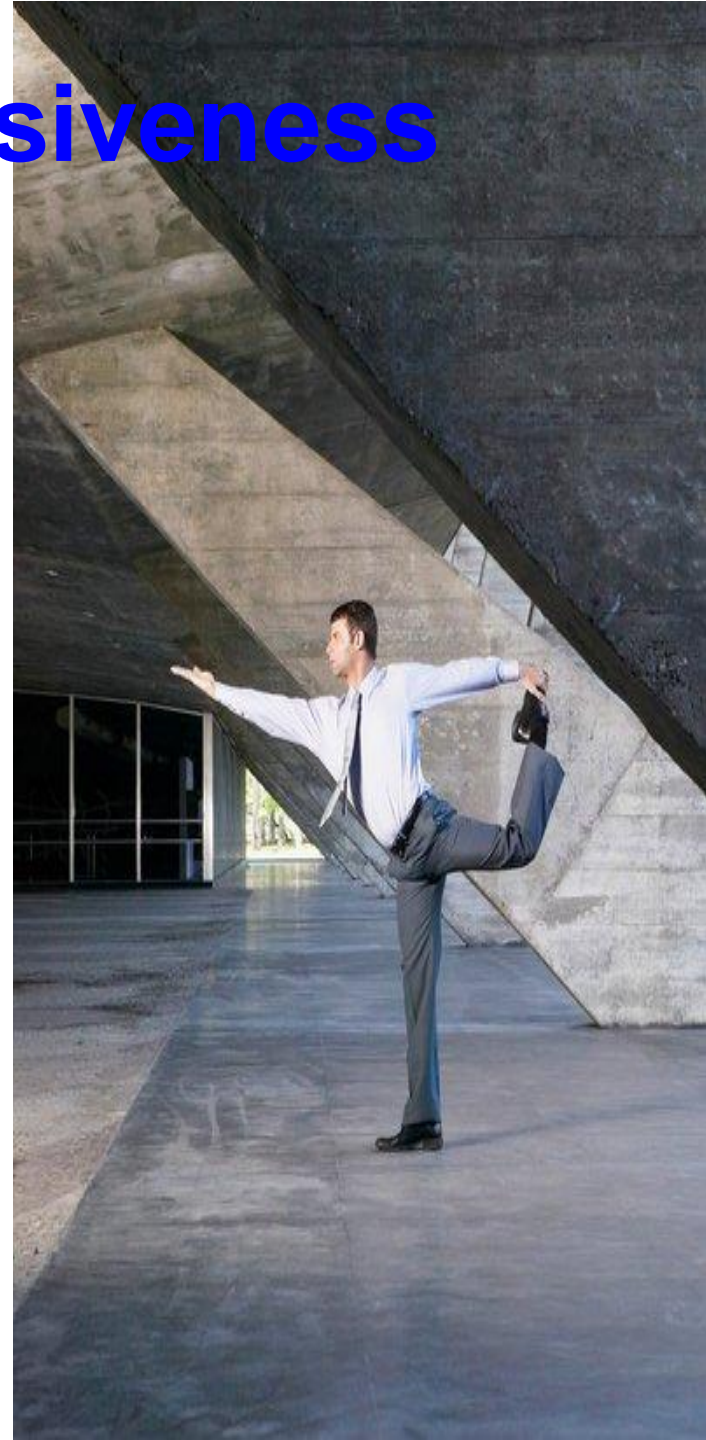
- **Increased business agility** through integration of
  - Industry-leading Business Rules Management System (Fair Issac Corporation's Blaze Advisor<sup>TM</sup>#)
- **Enabling**
  - Visualisation and automation of over 8,000 complex business rules
  - Shorter development lifecycle and easy system maintenance
  - Improved responsiveness in policy implementations

# Ranked worldwide leader in Business Rules Management Systems market (IDC, Oct 2007)

# Winner 2007 Technology of the Year Award for Best Business Rules Management System (IDG InfoWorld)

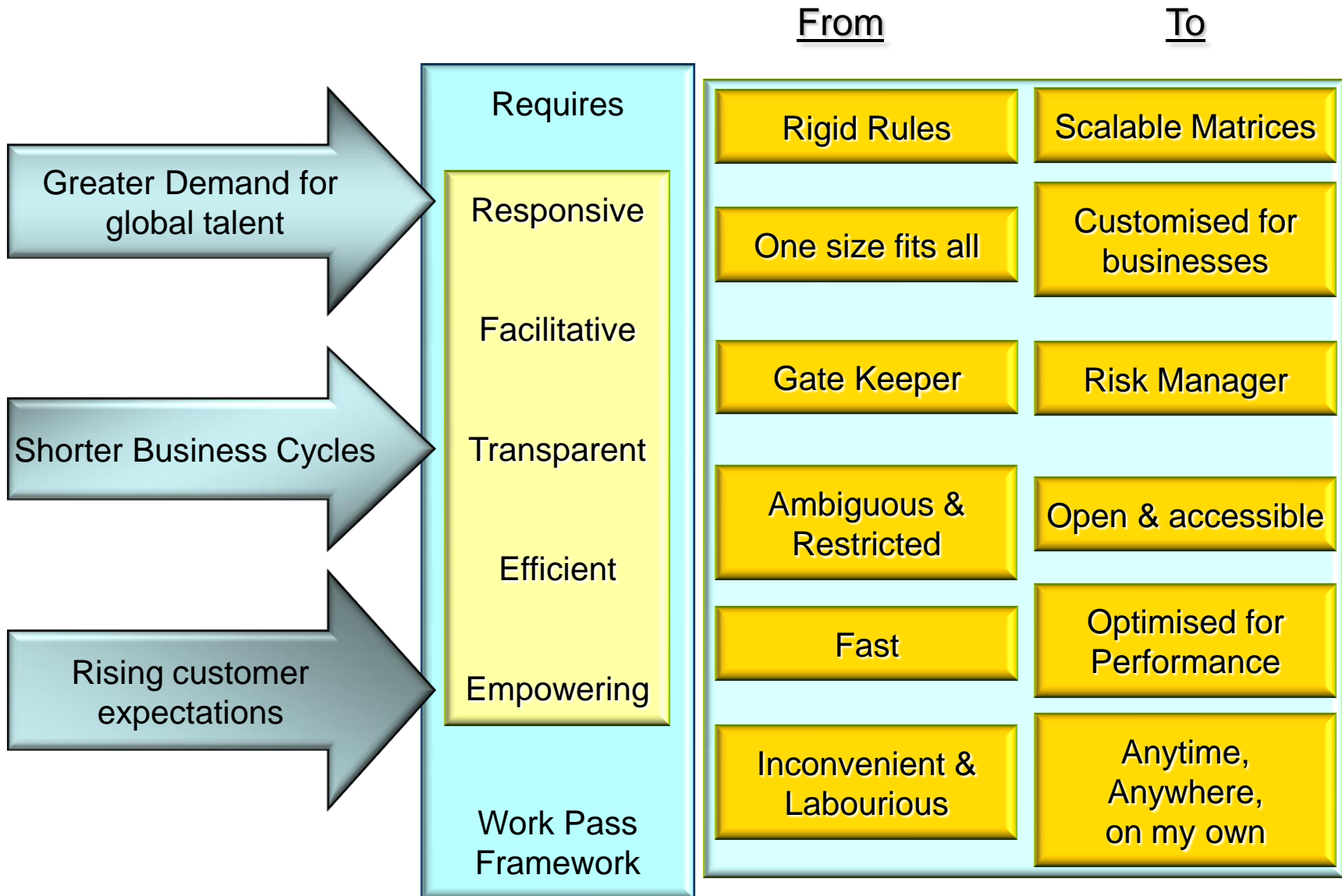
# Achieving Responsiveness

- Effective management of complex business rules
- Dynamic & sensitive to industry requirements
- Policy customised for different business segments
- Policy change implemented as fast as < 1 week





# EPOL: A Quantum Leap



# Outcomes Achieved

**Half the staff;  
Twice the volume;  
Thrice the speed.**

**Value Add to Employers :  
\$690 million in revenue  
generated due to time saved**

**Fastest Processing Time  
in the World**

**Most Flexible Employment  
Laws for Foreigners**

**National Infocomm  
Award 2008**

**Govt Technology  
Award 2008**



## Compliments from Customers

We had received an EP renewal reminder from MOM some days ago for our employee, Mr. Jayaprakash Prabhakaran [FIN GXXXXXXXP].

Yesterday afternoon, I went to the MOM website and created an EP Online account for my company, and applied for Mr. Prabhakar's EP renewal. It took me **less than 10 minutes.**

I was pleasantly surprised to receive an email from MOM this morning notifying me that the application had been processed. I logged in again and found out that the application had been approved - **in less than 24 hours!**

I am **very impressed with how efficiently** the EP Online process seems to work.  
Congratulations!

Krishnaswamy Mahesh

Director, Earthsoft Pte Ltd

## Compliments from Industry Partners

“MOM has been making a lot of improvement to its policies, processes and systems which have helped businesses meet their manpower needs speedily and efficiently. SNEF is happy to note that by introducing EPOL, **the time taken to process EP and S Pass applications has shortened from two weeks to one week.**”

Companies have also feedback that other than shortening the processing time, MOM has become more transparent and more responsive in its foreign talent policies. An example would be though MOM cannot disclose why applications are rejected, they have made the system **more transparent by introducing the EP/ S Pass Self Assessment Tool.** “

Mr Koh Juan Kiat, Exec Director, SNEF



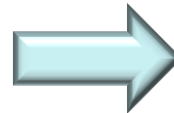
“Our members have given us much positive feedback on the streamlining of the application process through EPOL, which led to faster processing times and greater ease of use. **The improved features such as enquiry on company quota, application status and outcomes online, has also provided greater convenience to businesses and made transactions hassle free.** This has enabled HR practitioners and administrators more time for other strategic business functions. “

Mr David Ang, Exec Director SHRI

# Beyond Speed and Efficiency

## Work Pass Today

To build a **World Class** Work Pass processing system that enables employers to bring in their global & specialist talent **quickly** to meet their business needs.

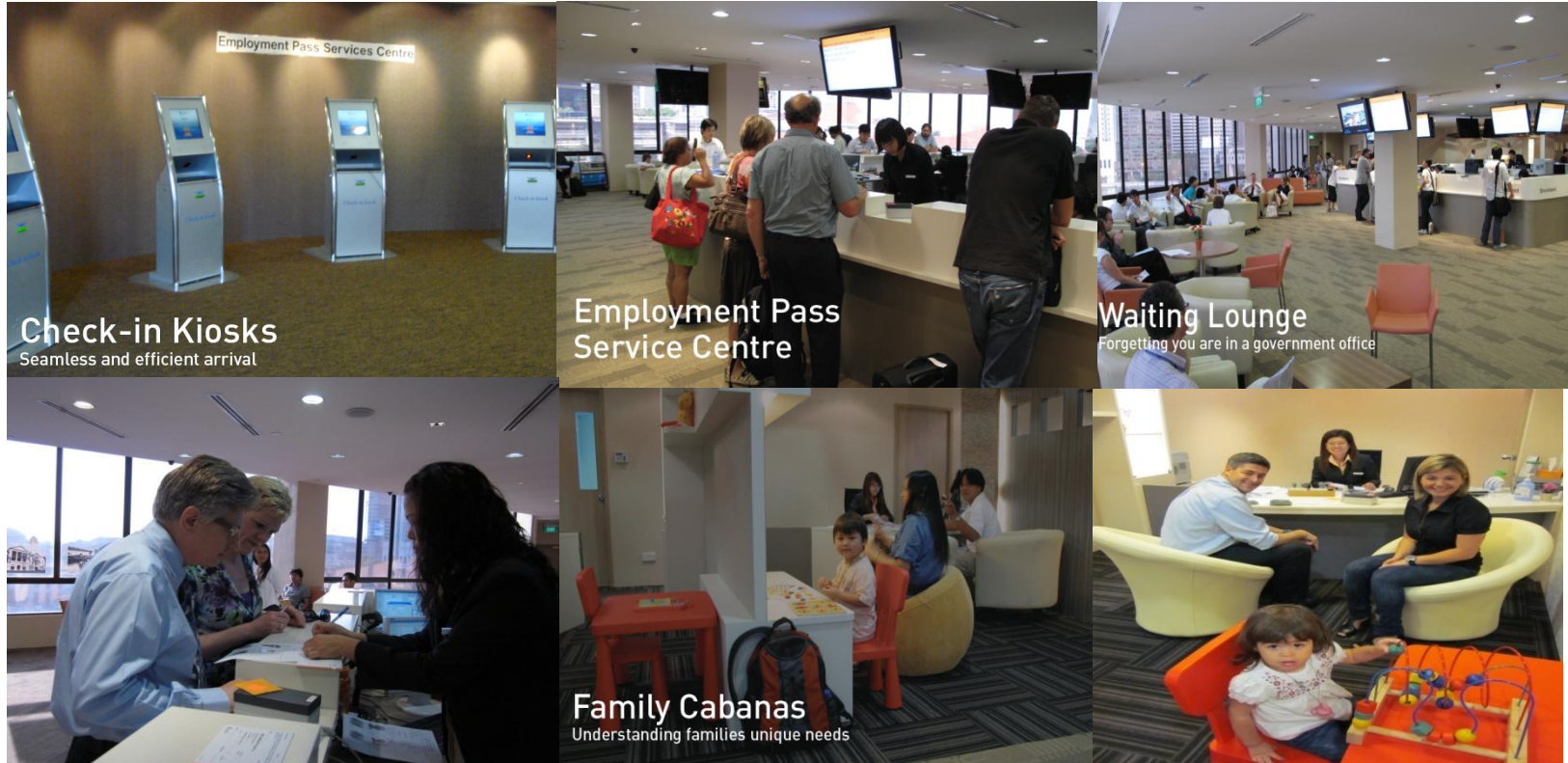


## Next Generation Work Pass

The **best** Work Pass Service in the world anticipating and supporting our **customers'** needs with a **delightful experience**

# Beyond Speed and Efficiency

## Employment Pass Service Centre (EPSC)



“Recognising that the EPSC would likely be the **first stop at a government agency here where initial impressions are formed**, MOM has applied several innovative design and service concepts in the setting up of the Centre to ensure that it would provide a **great experience to its customers**,” said Minister for Manpower, Mr Gan Kim Yong. (12 Jan 2010, Official Launch of EPSC)

# The Next Frontier


## **Towards 100% utilisation**

- Allowing other miscellaneous work passes online

## **Online submission of documents & verification**

- Supporting documents (eg certs) submission integrated into EPOL

## **Business Process Re-engineering**



The best Work Pass Service  
in the world anticipating and  
supporting our customers' needs  
with a delightful experience



# Thank You

