

An aerial night view of Singapore's skyline, featuring numerous illuminated skyscrapers and modern buildings. The scene is overlaid with a network of glowing blue lines and nodes, symbolizing digital connectivity. The lines form arcs and loops across the cityscape, connecting various points of interest. The sky is a mix of dark blue and purple, suggesting dusk or dawn. The overall atmosphere is futuristic and high-tech.

# Digitalisation in Learning & Development

Mr Kelvin Tan  
Director | Digital Learning Services  
Civil Service College Singapore

# Singapore Civil Service College

## Central Learning Institution for the Public Service



### **Our Mission**

To develop people for a first-class Public Service

### **Our Vision**

The heart of learning excellence and development for the Singapore Public Service



# Smart Nation is our Next-Gen Nation Building Effort

“

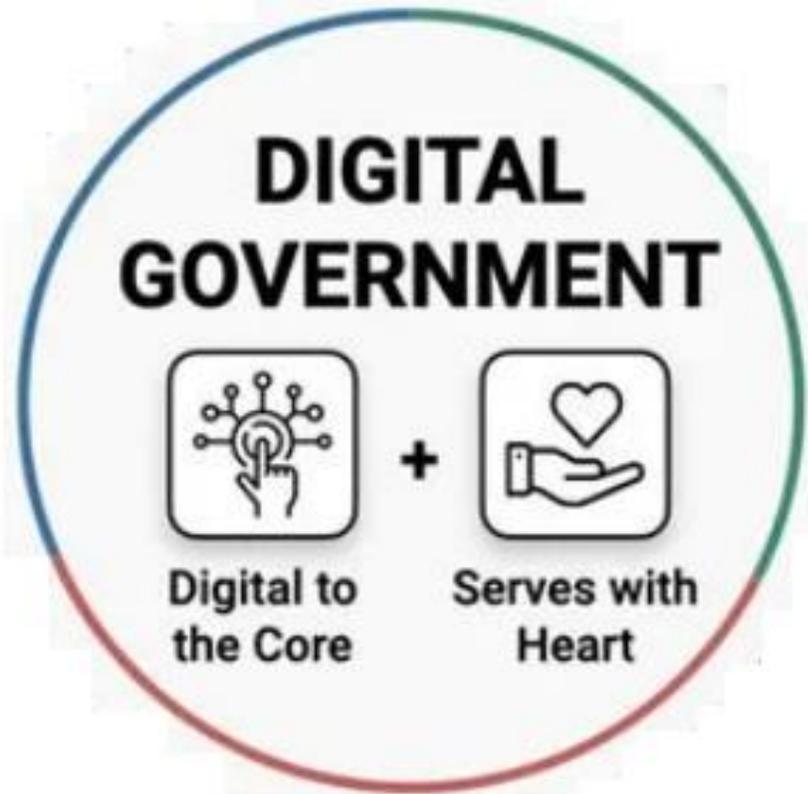
“Many countries and cities have similar ambitions to become smart nations or smart cities. The concepts and ideas vary. For us, being a smart nation is not about flaunting glitzy technology, but it is about **applying technology to solve real world problems** that will make a difference to people’s lives, and across the whole of society.”

- Prime Minister  
Lee Hsien Loong  
*Smart Nation Summit 2019*



# Digital Government

## A Key Pillar of Smart Nation



- Integrated and seamless Government services
- Greater intelligence for policy making and operations
- Digitally enabled & confident public service workforce

# CSC Digital Learning Transformation in Support of Digital Government Movement

*“A future-ready Centre of learning for the Singapore Public Service.”*

## Anticipatory

We look ahead and anticipate changes to the external environment and the demands placed on our customers.

We are attentive and ready to meet the expressed and unexpressed needs of our customers.

## Connected

We are coordinated and coherent in our response to demands that cut across our internal boundaries.

We bring learners and communities together to uncover new insights and knowledge, to enable learning as a way of life.

## Agile

We deliver value in a timely manner.

We respond to changes in the environment.

We experiment, test, and learn by doing.

We continuously improve our offerings.

# Why Did We Invest in Digital Learning?



- **Upskill the Public Service at scale with speed**  
Cascade important knowledge and skills to large groups of public officers quickly and efficiently, while overcoming resource constraints
- **Learning is evolving to be more integrated with work**  
86% of employees see the importance of learning in the flow of work (Deloitte Global Human Capital Trends survey, 2019.)
- **Build a more inclusive future of work**  
With 85 million jobs to be displaced and 97 million new ones to be created by 2025 (weforum.org), there is a need for continuous learning to build a more equitable workplace

# COVID-19 Changed The Way We Work & Learn

## WORK



Agencies working together on missions on a sustained basis.

## WORKFORCE



Movement of thousands of officers to take on work outside their agencies. Work is borderless.

## WORKPLACE



Across the public service, large scale adoption of hybrid working

**Accelerate the Pace Of Digital Learning Transformation**



# Our Digital Learning Transformation Journey Started in 2016

**LEARN Tenancy Service Learning Space—as-a-service** enables agencies to deliver digital training to their staff



2021

2020



**LEARN Digital Classroom**  
Transforming Classroom onto the Digital Space

**LEARN**  
Launching the 1<sup>st</sup> whole of government learning platform to 130k public officers



2019

2018



**LEARN BETA**  
Starting fast, learn and adapt with our users' feedback,

**Proof-of-Concepts**  
Understanding learners' preferences and behaviours



2017

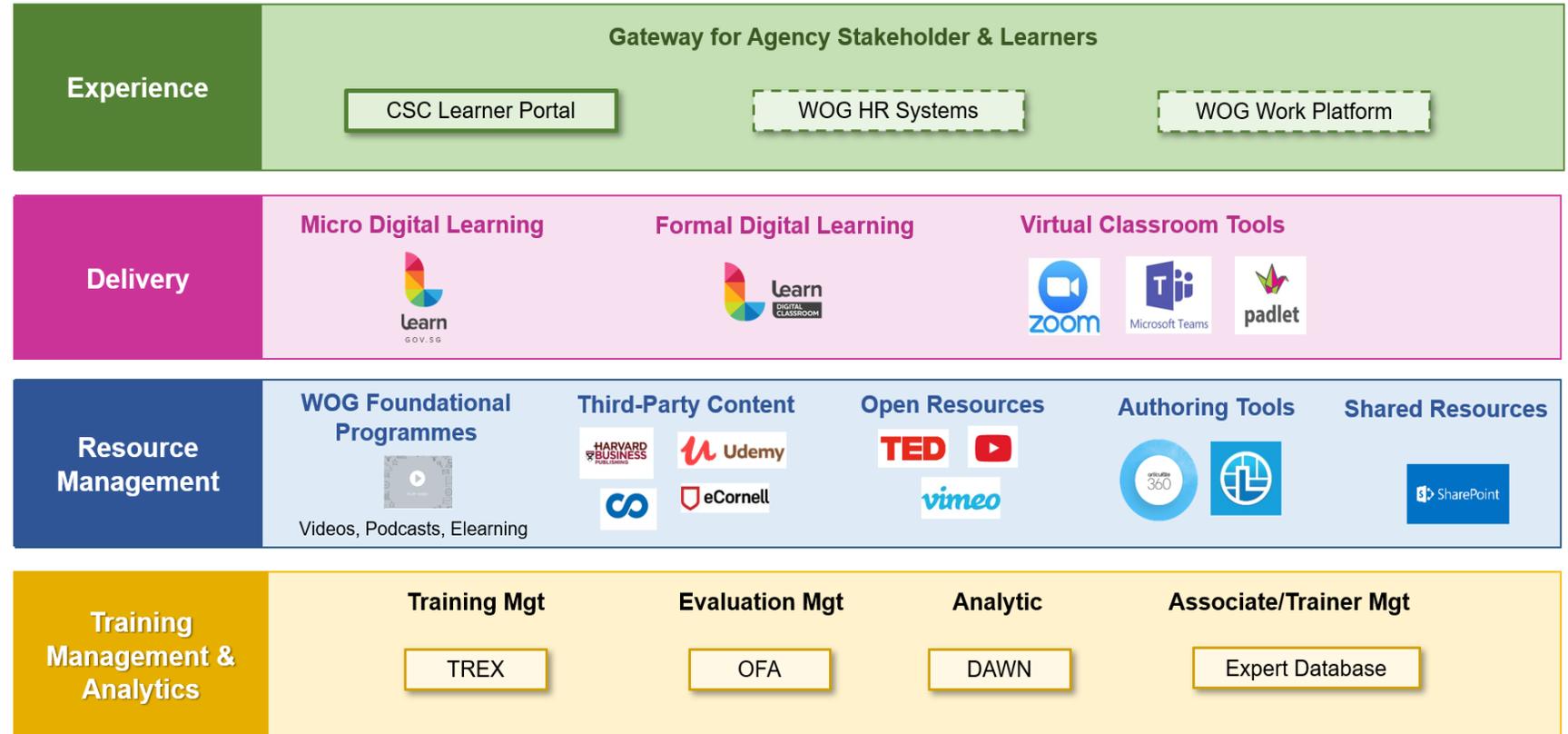
2016



**Managers First Learning App**  
Providing timely support for newly transited managers

# LEARN – The Digital Learning Ecosystem

A **connected, vibrant** ecosystem that brings together the **best learning** opportunities for **all public officers** to reach their **full potential** and deliver **real-world impact**



# Digital Products Under LEARN Ecosystem



	LEARN App	LEARN Tenancy	LEARN Digital Classroom
PRODUCT FOCUS	<p>Micro-learning</p> <ul style="list-style-type: none"> <li>• 400+ Bite-Sized WOG Foundational skill</li> <li>• 30,000+ Personal Development Courses &amp; Resources</li> </ul>	<p>Learning Platform as-a-Service for Public Agencies</p>	<p>Structured Asynchronous and Blended Learning (Virtual/Face-to-Face)</p>
TARGET AUDIENCE	<p>140,000+ Public Officers</p>	<p>Public Agencies &amp; their officers</p>	<p>140,000+ Public Officers</p>
VALUE	<p>Upskill at scale with speed.</p> <p>On-demand learning anytime, anywhere</p>	<p>Agencies leverage the service - save time, cost &amp; resources</p> <p>Contextualise training to needs of work</p>	<p>Afford more complex learning design &amp; delivery that supports skill acquisition and application</p>

# Learning Points



# 1. Adopt an Agile Approach to Value Creation

Nov 2018



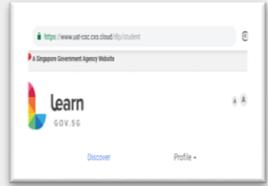
**LEARN native app**  
Bringing learning anytime, anywhere

**200+ CSC Programmes**  
Across 15 Domains



**Integration with Udemmy**  
3,500 Digital Courses

2019



**LEARN web**  
Supporting officers' preferences



**Mangers First's Integration 20 leadership courses**



**Pay-per-Use**  
Bringing options for further upskilling  
**150+ CSC Classroom, Blended & Digital Courses**  
**11 Coursera Digital Courses**  
**21 eCornell Digital Courses**

2020



**Code of Conduct & Civil Service Induction Test**



**Integration with Harvard**  
**12,000+ Leadership Resources**



**Basic Digital Literacy Upskilling**  
Levelling digital, cyber & data awareness

2021



**Agency Self-Serve Modules**  
Self-help Account Management & Reporting



**Proof-of-Concept LEARN Digital Classroom (DC)**  
Piloting virtual Classroom



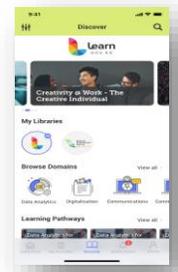
**LEARN Tenancy Lite (Pilot)**  
Providing agencies a dedicated space to deliver agency-specific programmes



**Service Journeys**  
Users' Journey approach to support College's digitalization effort



**Competency-Based Learning**  
Revamped of Course Discovery, facilitating competency-based upskilling



**LEARN Tenancy**  
Full-fledge tenancy services, enabling officers to access both WOG and Agency's digital programmes

## 2. Build New Muscles for Digital Learning Design & Delivery

Arm Course Developer with **key skillsets**

### Instructional Design

- Focus on Learning Outcome
- With the right modality and learning delivery channels (asynchronous and synchronous)

### User Experience Design

- Focus on experience
- Create friction-less learning
- Minimise the systems and tools that are used for learning, especially for virtual sessions

### User Engagement

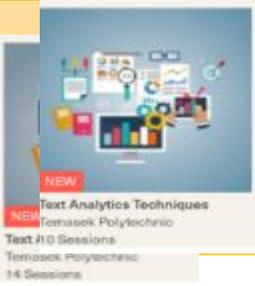
- Develop capability in community management to facilitate and curate sharing and conversations

# 3. Learning Content Generation on a Sustainable Basis



## BUILD: CSC PROPRIETARY

Core of public service fundamentals & effectiveness



## BORROW: SERVICE-WIDE

Resources sharing across Public Service

SKILLSfuture SG



## BUY: BEST OF MARKET

Constantly refreshed & Updated  
Starting with Udemy and Harvard for Government

## 3Bs Approach

- Establish governance structure/ process to curate courses/resources that are of relevance and quality
- Leverage industry partners to complement internal learning design & development efforts
- In the pipeline -> Allow user-generated resources to be shared within the ecosystem

# 4. Guided by Competency Frameworks

## Progressive skills mastery

Align with the Public Service's move towards competency-based HR approach for

- Performance management
- Progression
- Talent management



### Core Competencies

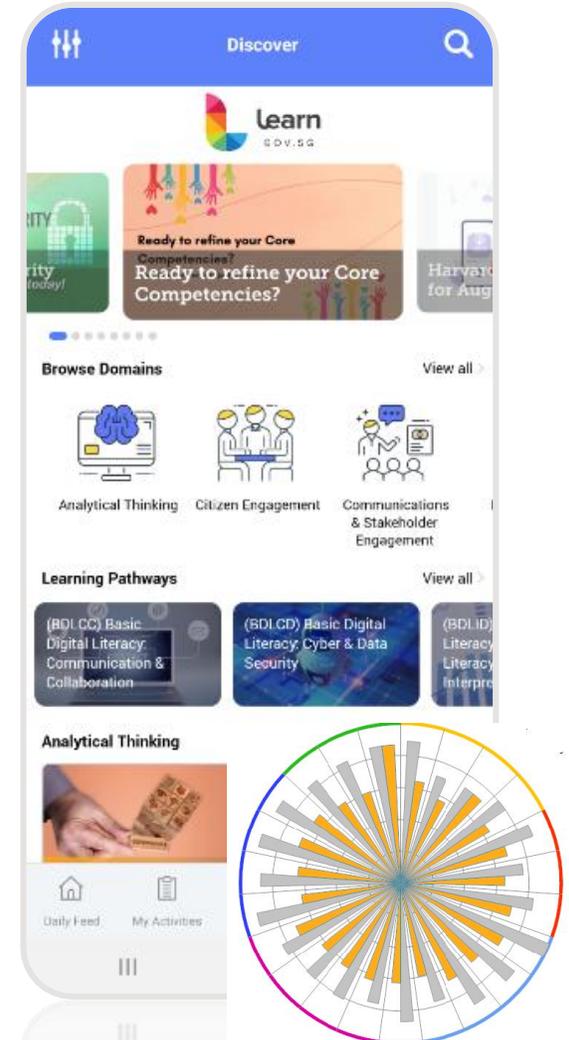
Generic work behaviors for all officers

### Functional

Job-specific competencies defined by sector, function, and job family

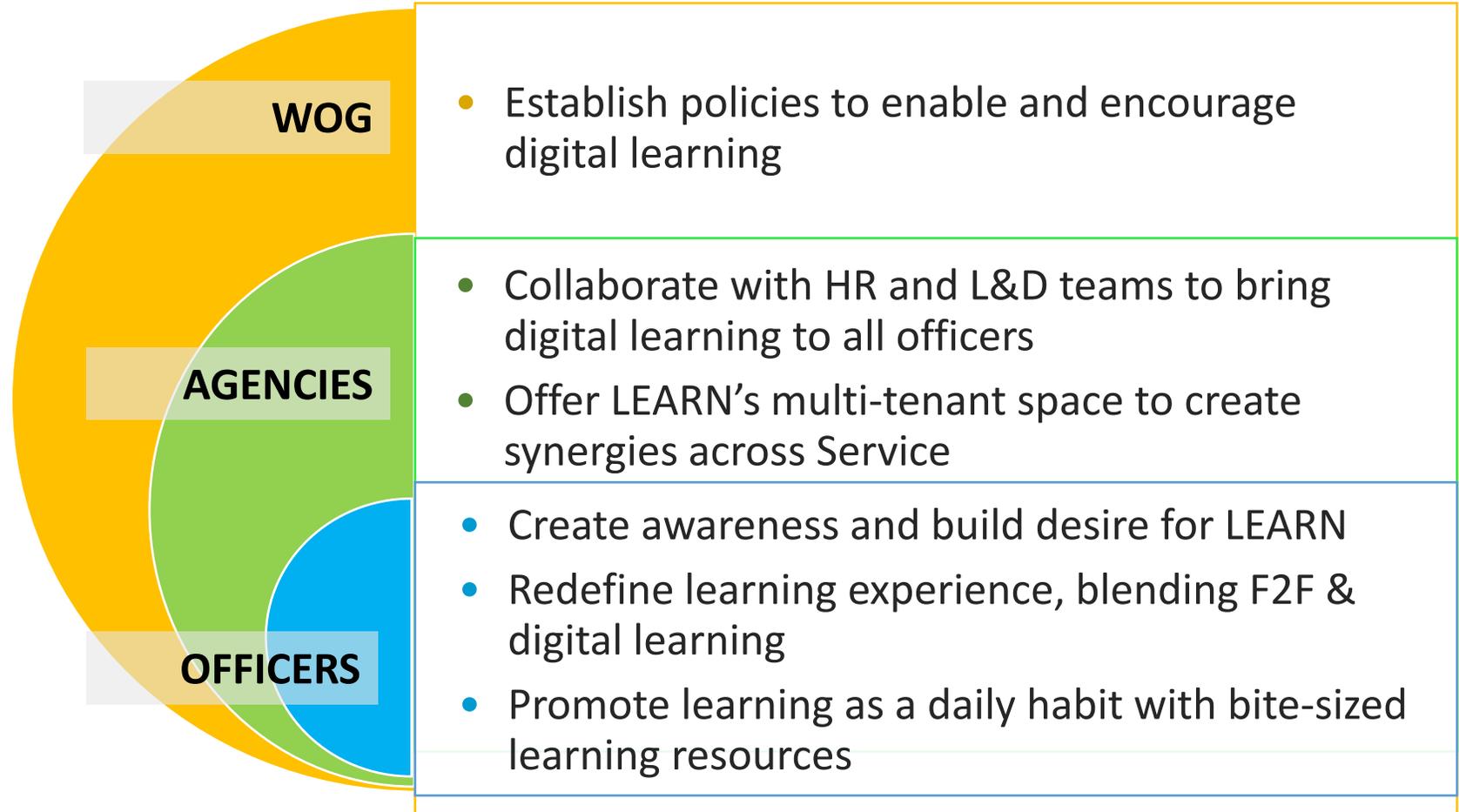
### Leadership

Role-specific competencies for officers responsible for managing people, teams and organisations



# 5. Promote Culture of Continuous Learning

Service-wide policy of 4 hours of protected digital learning time per month to encourage public officers to **embrace learning** as a way of life



# Summing Up

- Learn as we go, be agile
- Build new muscles for L&D
- Develop learning in a sustainable manner
- Address competency gaps
- Promote a culture of learning



# LEARNING REDEFINED

Innovative • Inspiring • Impactful

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