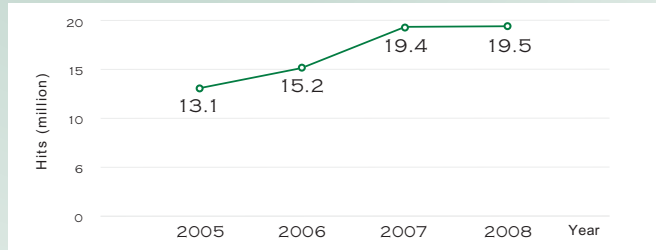
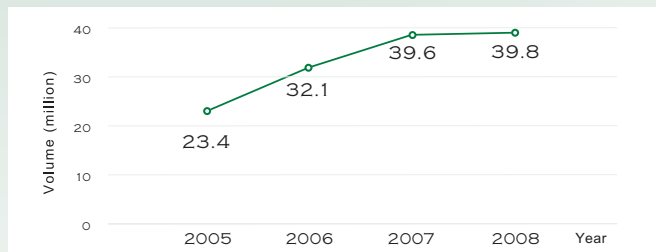


CPF SERVICES

CPF Website Homepage Hit Rate



Online Transaction Volume



CPF WEBSITE (www.cpf.gov.sg)

The CPF homepage received over 19.5 million hits in 2008. The number of online transactions performed on the website last year was 39.8 million, which formed the majority of the total 41 million transactions in the Board's e-service platforms.

The *my cpf* portal, integrated with a customer relationship management system, allows the Board to deliver more personalised services and targeted messages to CPF members. In 2008, we introduced the following new initiatives to further enhance the customer's experience:

- Enhancements for the visually impaired:
 - Read-Aloud feature – a choice to listen to the content of the web pages
 - Increase-text feature – increases the font size of the online text to customise viewing preference
- RSS feeds – a new e-channel to help members keep track of CPF news and information conveniently
- Tell Us Once – provides convenience to CPF members by storing their bank account details for future transactions so that they only need to provide the information once
- Intelligent Knowledge-Base system (Ask Us) enhancement – the Frequently Asked Questions on our website were restructured to improve the search experience

The CPF Board was featured in the Accenture Report 2008 on Leadership in Customer Service: Creating Shared Responsibility for Better Outcomes. The report recognised the Board for its efforts in fostering closer relationship between government and citizens through proactive customer service initiatives.

Initiatives such as e-counters, m-ambassadors, my e-Concierge and our customer relationship management system were also highlighted in the Accenture Report as examples of our ongoing efforts to be customer-centric in our service delivery.

“All of CPF Board’s efforts are to put its customers’ needs at the centre of everything it does. It engages with citizens to understand their needs and concerns; provides differentiated services to meet the diverse array of needs and preferences; collaborates with other organisations behind the scenes to deliver a joined-up service; and strives toward greater transparency and accountability—all these efforts add up to making the organisation a true leader in customer service.”

– Accenture Report 2008 on Leadership in Customer Service: Creating Shared Responsibility for Better Outcomes

ELECTRONIC SERVICES FOR EMPLOYERS

Employers can conveniently submit their CPF contribution details electronically using the e-Submission service on the *my cpf* portal, simply by stating the contribution details in the online form or using a file transfer. This service is available 24 hours a day, seven days a week.

CPF mPAL

The CPF Mobile Personal Auto-Link (mPAL) – Employer Submission allows employers with 10 or fewer employees to submit their CPF contributions via a General Packet Radio Service (GPRS) mobile phone. Services are also available on CPF mPAL to enable members to access their CPF account information on the move. To date, there are six types of services available on mPAL for members including checking of CPF account balances and retrieving of property and investment statements. More than 16,000 transactions were performed via mPAL in 2008.

SMS SERVICES

Tapping on the high mobile phone penetration rate in Singapore, the Board has extended its services to the SMS platform. The Board sent out more than 362,000 SMS alerts in 2008. To date, the Board has introduced nine groups of SMS services to bring greater convenience to our customers. These include:

- SMS alert on CPF contribution for Members and SEPs
- SMS alert on CPF Yearly Statement of Account
- SMS alert on news and events
- SMS notification on application status for all popular online applications
- SMS enquiry, cancellation and reminder for e-Appointment
- SMS notification on CPF Investment transactions
- SMS enquiry on HPS and DPS status
- Ezcode for mPAL applications

CPF BIOMETRIC E-COUNTERS

The Board is the first public agency in Singapore to use biometric technology to serve its members without having to pre-register and store any thumbprint images. In 2008, more than 18,000 members were served via the CPF Biometric e-Counters.

CPF SERVICES ON AXS STATIONS

Since 2005, CPF services have been extended to the AXS Stations. About 280,000 transactions were performed via AXS stations in 2008.

CALL CENTRE

In 2008, the Board’s Call Centre handled 770,000 calls from both members and employers. Of these, over 214,000 calls were enquiries related to national projects such as the GST Offset Package, Economic Restructuring Shares and Growth Dividends. The CPF Call Centre also provided a new voicemail service for CPF customers who are unable to hold on the line for an available officer. This new service was used by about 80,000 callers in 2008.

CLUB 55

The “Club 55” service at our five Service Centres caters to the needs of our senior citizens. A team of dedicated and multi-lingual customer service officers provides advisory services to senior citizens aged 54 and above. In 2008, more than 29,000 elderly members benefited from this priority service.

e-APPOINTMENT SYSTEM

The e-appointment system allows a CPF member to make an appointment to see a customer service officer, for advisory services on complex CPF transactions for up to 30 minutes, based on his preferred date and time. In 2008, more than 4,000 members benefited from this service in 2008.

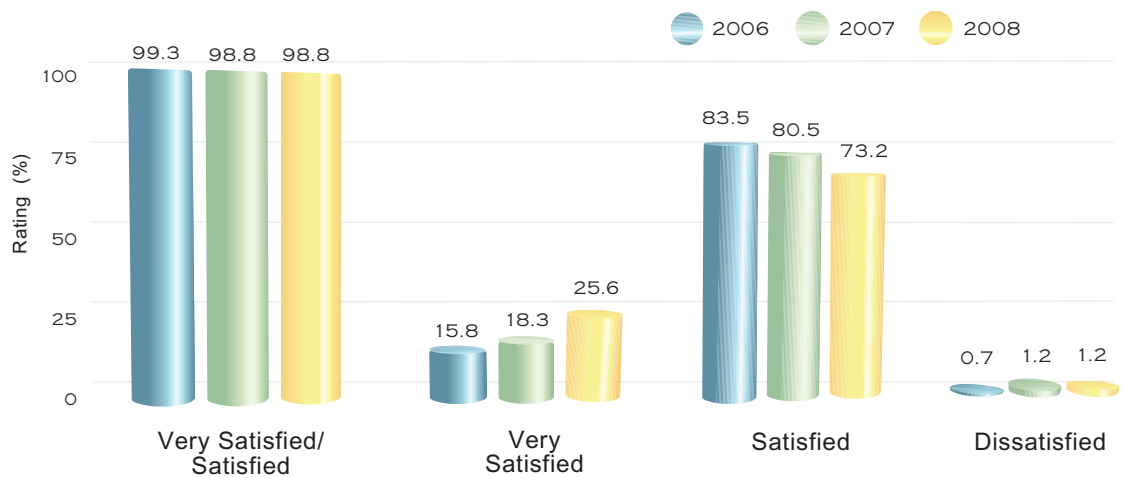
m-AMBASSADOR

The m-Ambassador service, implemented in 2007, enables our customer service officers using Ultra Mobile Personal Computers (UMPCs) to reach out to CPF members waiting in the queue to be served at CPF Service Centres. With the advantage of mobility, m-Ambassadors have also been deployed to serve members at roadshows and old folks homes. In 2008, more than 51,000 CPF members benefited from this innovative service.

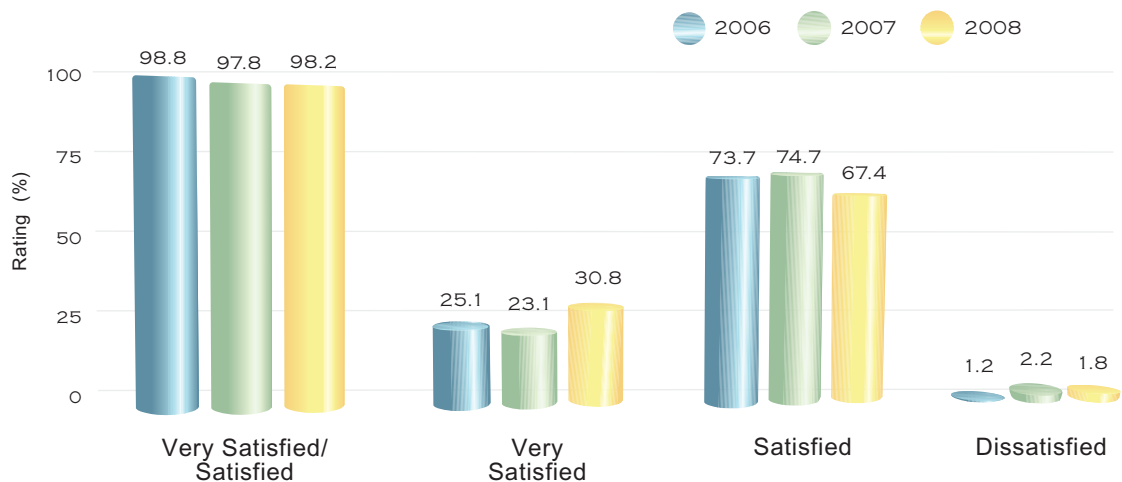
SERVICE FEEDBACK

The Board conducts annual surveys to gather members' and employers' feedback on the Board's e-service, counter, telephone and other services. In 2008, survey results revealed that 98.8% of members and 98.2% of employers were either very satisfied or satisfied with our overall services.

Members Services Survey Breakdown of Results



Employers Services Survey Breakdown of Results



The Board also received more than 42,000 feedback forms under the “Share Your Views with Us” Programme in 2008. About 97% of the members rated the Board’s services as excellent or very good. More than 49,700 written compliments were received from our members and employers.

MEMBER EDUCATION

The Board’s educational efforts in 2008 were geared towards helping members understand the various CPF schemes and how they can grow their CPF savings safely for retirement.

The Board published its regular newsletter, *InTouch with CPF*, in the four main language dailies to educate members on how to optimise their CPF savings. Research showed that about two thirds of the Straits Times and Lianhe ZaoBao readers have seen *InTouch with CPF*. In 2008, the Board conducted 60 talks which were attended by more than 8,400 members. Participation in roadshows like the SICEX 2008 for seniors in January, NTUC Mayday Carnival and Tampines Family Day Carnival in May helped the Board to reach out to more than 100,000 members of the public who attended these events. Participants’ feedback indicated more than 90% can apply what they have learnt at our events, an encouraging affirmation on the effectiveness of our outreach programmes.

The Board also ran media campaigns on television, radio and print in various languages to educate members on how they can grow their CPF savings safely for their retirement.

In line with the e-Government initiative, the Board has been actively tapping on the new media and web 2.0 technologies to better engage its members. In 2008, the Board implemented five additional online calculators for members to help themselves in their retirement planning. We received more than 2.45 million hits from the full suite of 34 calculators available. In addition, the Board conducted regular e-marketing outreach to more than 550,000 subscribers on its email alert service.

In May 2008, the Board introduced several multi-media features on the CPF website such as a video gallery housing animated and educational videos on CPF and retirement planning; a new range of interactive calculators that presents the results in easy-to-read graphs; and digitised annual reports that allow more interactive reading.

To educate younger CPF members on the importance of retirement planning, a financial planning portal called *IM\$avvy* was officially launched on 11 October 2008. Supported by MoneySENSE, *IM\$avvy* aims to engage young and IT-savvy Singaporeans on financial planning, and to provide a platform for them to network and share knowledge on how they could better manage their money and CPF savings. Within less than three months of its launch, *IM\$avvy* garnered almost 192,000 hits and received compliments from members.

Going forward, the Board will continue to step up our educational momentum in enabling members to understand and grow their CPF savings safely as well as plan early for their retirement.

AGENCY SERVICES

The Board provides agency services to the Government and other organisations. It is the collecting agent for Foreign Worker Levy (FWL), Skills Development Levy (SDL) and Community Chest’s Social Help and Assistance Raised by Employees (SHARE) donations. It also collects contributions made to the Chinese Development Assistance Council (CDAC) Fund, Eurasian Community Fund (ECF), Mosque Building and MENDAKI Fund (MBMF) and Singapore Indian Development Association (SINDA) Fund.

The Board also conducts the annual Occupational Wages Survey for the Ministry of Manpower and administers the Edusave Pupils Fund and Post Secondary Education Account Funds and the Government-Paid Maternity Leave claims for the Ministry of Education and the Ministry of Community Development, Youth and Sports respectively.

In 2008, the Board administered the GST Credits/Senior Citizen Bonus, Growth Dividends and the Small and Medium Enterprise Rebate on behalf of the Ministry of Finance and Medisave Top-Up on behalf of the Ministry of Health.

GST CREDITS/SENIOR CITIZENS BONUS (GSTC/ SCB)

The GSTC is meant to help Singaporeans cope with the 2% GST increase from 1 July 2007. In addition, to help the lower-income elderly meet living expenses, SCB is given to those aged 55 or above. A total of \$551 million of GSTC was paid to 2.2 million Singaporeans in 2008. This included \$116 million SCB paid to 675,000 senior citizens.

As at 31 December 2008, \$1,180 million of GSTC has been paid to 2.27 million Singaporeans. This included \$629 million paid in 2007.

GROWTH DIVIDENDS 2008 (GD 2008)

GD was part of the Government's move to share the nation's surpluses with Singaporeans. Eligible Singaporeans who have signed up for GST Credits will automatically qualify for GD 2008. They need not sign up separately for GD. GD 2008 was paid in two installments; on 30 April and 1 October 2008.

A total of \$1,012 million of GD 2008 was paid to 2.32 million Singaporeans in 2008.

SMALL AND MEDIUM ENTERPRISE (SME) REBATE

Rebates are given to help SMEs adjust to rising business costs due to the increase in employer CPF contribution rate. The rebates are pegged to the total employer and employee CPF contributions paid by SMEs over two years (1 July 2007 – 30 June 2009).

As at 31 December 2008, 26,400 applications were received and a total rebate of \$20 million was paid to eligible employers.

MEDISAVE TOP-UP 2008

Medisave Top-Ups is meant to help Singaporeans with the increase in MediShield premiums. The Top-Ups ranging from \$150 to \$550 was given to qualifying Singaporeans who are at least 51 years old on 31 December 2008.

As at 31 December 2008, \$221 million of Top-Ups has been paid to 931,000 Singaporeans.

ECONOMIC RESTRUCTURING SHARES (ERS)

With the closure of ERS Scheme, \$760m in outstanding shares of about 800,000 Singaporeans were automatically converted to cash for payment in April 2008. Another \$8.5m from unclaimed cheques were also credited to 13,000 CPF members' Ordinary Account in July 2008.

ORGANISATIONAL EXCELLENCE

The CPF Board won a Regional Award from Asia Asset Management magazine for the "Best of Best Regional Category for Pension Plan in 2008".

The Board's service initiative "*my cpf*" won five international and one local awards in 2008. These included:

- Managing Information Strategies (MIS) Asia IT Excellence Award, "Best Business Enabler – Government" category
- International Data Corporation (IDC) Enterprise Innovation Award, "Top 3" Award
- Asia Pacific Infocomm Technology Alliance (APICTA) Award, "e-Inclusion & e-Community" category
- Government Technology Award, "e-Government" category
- CAPAM International Innovation Award, Commendation Award

my cpf was also a finalist in the Stockholm Challenge 2008. Locally, *my cpf* won the annual Infocomm Singapore Award, "e-Inclusion & e-Community" category.

The Board's *my cpf* portal (www.cpf.gov.sg) was consistently ranked amongst the top five by Hitwise for Singapore users accessing Singapore government, insurance and banking sites. In fact, the CPF portal received the highest hit rate in the "Business & Finance – Insurance" category throughout 2008.

Twenty of the Board's customer service officers were also conferred gold and star awards in the Excellent Service Award, a national award that recognises individuals who have delivered outstanding service.

For its continued commitment to service excellence, the Board was re-certified under the Service-Class framework in 2008.

The Board was also re-certified for Innovation Class, the business excellence niche standard for innovation administered by SPRING Singapore. The Innovation Class standard is a testimony of CPF Board's innovation management capabilities.

INNOVATION PROGRAMMES

At CPF Board, we actively encourage staff to contribute ideas to improve work efficiency and effectiveness. In 2008, staff contributed 14,722 ideas, equivalent to about 12 ideas per staff. The quality of ideas has improved, with 64% of the ideas accepted for implementation, up from 58% in 2007. Two new awards were launched - "Idea of the Month" and "Idea of the Year" - to recognise staff whose good ideas had been implemented.

The Board's Work Improvement Teams (WITs) programme has remained active for the past 28 years. In 2008, 126 WITs completed an average of 4.45 projects per team. A total of eight projects were presented at the Board's WIT presentations, judged by SPRING's certified judges.

Every year, a week is dedicated to celebrating innovation in the Board. During Innovation Week held in July 2008, staff participated in a carnival, innovation workshops, and attended study visits to other companies. The week ended with Innovation Showtime!, an event which showcased the best innovations by staff during the year and where the top three WITs competed for the CEO's WIT Champion Shield.

The CPF Board Innovation Fund (CIF) was introduced in late 2001 to provide resources for staff to experiment with innovative ideas. In 2008, three projects were accepted for CIF funding, of which two have been completed. One of it, "CPF Connects!", saw the Board partnering Singapore Polytechnic in a digital/video animation contest for secondary school students on the theme of retirement planning. Sixteen schools participated in the contest. The video entries were uploaded in YouTube which received more than 25,000 views online. The other CIF project which has been implemented is the Read-Aloud feature on the CPF website which reads out the text on a webpage.

In the Board, the Smart Regulation Committee oversees the challenge to cut red-tape on processes and rules affecting staff and customers; and to introduce innovative changes. In 2008, a total of 40 rules were reviewed, of which 20 were improved and nine removed.

STAFF EXCELLENCE AWARD

In 2008, 13 staff were presented with the Staff Excellence Award for their excellent overall performance and living out the CPF values.

STAFF REMUNERATION & BENEFITS

As part of the Board's efforts to attract, nurture and retain good officers, salary benchmarking is conducted regularly. To enhance the competitiveness of the Board's remuneration and to align with the public sector salary adjustment, the reviews of the Administrative Officer, Information Technology Consultant and Executive Officer Schemes of Service were completed and the new schemes implemented in April 2008. There was also a salary revision for all officers in April 2008.

CONTRIBUTING TO THE COMMUNITY

The Board plays an active role as a good corporate citizen, contributing to charities and community projects to help enrich the lives of the less privileged in our community.

In 2008, our staff continued to give strong support to Community Chest (ComChest) and participated actively in the SHARE programme. In recognition of our long-term and significant contributions, the Board was conferred ComChest's SHARE Platinum Award in 2008.

Over the past decade, our staff have made regular trips to the Board's adopted home, the Society for the Aged Sick, to visit the elderly residents. Staff also donated generously to help the Home provide its residents better care and benefits.

In 2008, the Board partnered the Central Singapore Community Development Council (CDC) in the "Bright Home" Programme. In September 2008 during the Mid-Autumn festival, our staff and family members visited the residents in Chin Swee Road and gave out mooncakes, food and basic necessities to spread the festive cheer. The Board's customer service officers also brought along handheld computers to help these residents with their CPF matters such as signups for GST Credits.

The Board's community efforts are multi-faceted. We believe one way in helping the less privileged live independently is by providing them with employment opportunities. In 2008, as part of our partnership with the Central Singapore CDC, the Board provided temporary jobs to needy youths who required financial support to fund their education. The Board has also been arranging for staff to enjoy massage sessions by certified visually challenged masseurs. This serves as an outlet for relaxation for staff while providing additional income for the masseurs.

In 2008, the Board also responded to calls to raise funds for disaster relief efforts in Myanmar and Sichuan, China.

NATIONAL EDUCATION

The Board continues to be an active participant in the Learning Journey Programme coordinated by the Ministry of Education that helps students understand the efforts and factors behind Singapore's nation building. Through the programme, students from secondary schools, Institute of Technical Education, polytechnics and junior colleges learn about CPF schemes, the role that CPF plays in nation building, and basic financial planning concepts through playing *my cpf* STA\$H, a life-sized financial planning board game created by the Board. Of the 400 students who attended the CPF Learning Journey in 2008, more than 90% said that they enjoyed playing *my cpf* STA\$H and learnt basic financial planning concepts from it.

INTERNATIONAL RELATIONS

The Board is also one of the founding members of the ASEAN Social Security Association (ASSA). ASSA was formed to provide a forum for member institutions to exchange views and experiences on social security issues. Its members comprise 19 social security institutions of eight ASEAN countries namely, Brunei, Indonesia, Lao PDR, Malaysia, Philippines, Singapore, Thailand and Vietnam. ASSA seeks to promote the development of social security in the region in consonance with the aspirations, laws and regulations of the member countries. In 2008, the Board received about 180 visitors from foreign national provident funds, government bodies and private organisations.