

Self-assessment by Peini Lee

SUBMITTED ON 06 JAN 2026



A summary about me:

I am a Senior UX Designer with over 12 years of experience within GovTech Singapore. I have been in multiple digital products project and had evolving from a focus on interface excellence to orchestrating complex, cross-agency service ecosystems.

I currently work as a/at:

GovTech Singapore

<https://www.tech.gov.sg/>

My LinkedIn profile:

<https://www.linkedin.com/in/leeejo/>

My social media channels:

<https://app.uxcel.com/ux/leeejo>

<https://sites.google.com/view/joleepn/home>

My educational background:

2024: Stanford d.school – Putting Design into Practice for Social Impact

Course Focus: Scaling design interventions for complex social systems and measuring "Social ROI."

SD Relevance: This course sharpened my ability to address public challenges with a systemic lens. In the public sector, social impact is our primary bottom line. It provided frameworks to ensure our digital services remain inclusive and equitable—ensuring we design for vulnerable citizens as much as the "average" user.

2023: Human Factors International (HFI) – Certified Customer Experience Analyst (CXA)

Course Focus: CX strategy, institutionalizing UX, and omni-channel experience design.

SD Relevance: The CXA level focuses on the business impact of design. It trained me to align service outcomes with both specific agency KPIs and broader Whole-of-Government (WOG) objectives. It also provided the framework to manage design maturity and team growth within the GovTech ecosystem.



2022: Royal College of Art (RCA), London – Masterclass in Service Design

Course Focus: Service design frameworks, systemic challenges, and the evolution of the "Double Diamond."

SD Relevance: This masterclass provided the tools to apply service design across various complex contexts. It covers the full end-to-end service journey, helping me shift from "feature design" to "service architecture," ensuring that digital products fit into a larger, coherent system.

2019: Nielsen Norman Group (NN/g) – UX Master Certification

Specialty: Interaction Design and UX Management

Course Focus: Completed 15 specialized courses covering the intersection of human psychology, advanced service strategy, and organizational leadership. Key coursework included Service Blueprinting, Omnichannel Journeys, UX Strategy, and Leading Highly-Effective UX Teams.

SD Relevance: This certification provided the scientific "how-to" and the structural tools for my practice. I leverage tools like Service Blueprinting to map complex back-end agency processes against front-end citizen behaviors. This allows me to identify operational friction points and ensure that digital products are not just "interfaces," but are supported by a robust service infrastructure that meets the Digital Service Standards (DSS).

2008: RMIT University – Bachelor of Design (Communication Design)

Course Focus: Visual communication, information architecture, and typography.

SD Relevance: This degree provided the fundamental visual literacy required to make complex services understandable. My background in communication design and Information Architecture (IA) allows me to translate abstract agency policies into clear visual maps and user interfaces that adhere to the Singapore Government Design System (SGDS).

The following theories are the key components of my approach to service design:

I utilise the Double Diamond framework to ensure we understand the domain and citizen needs thoroughly before committing to a "feature." My methodology is anchored in the orchestration of People, Process, Props, and Platforms.

1. People: Inclusive & Behavioural-Centred Design

Government services must be accessible to everyone, regardless of digital literacy.

- User Advocacy: I involve users early and often, treating them as co-creators rather than subjects to ensure the "citizen voice" is central to the design.
- Behavioural Insights: I take into account the cognitive biases and heuristics that influence how humans process information. (Reference site: <https://lawsofux.com/>)
- Equity: We conduct regular user testing with users of varied profiles, ensuring citizen voices are being heard.

2. Process: Data-Driven Systems Thinking

The best designs are shaped by evidence, shifting the focus from isolated screens to systemic ecosystems.

- Evidence-Based Decisions: I leverage analytics and research to ensure design decisions are objective and measurable.
- Systems Thinking: I view a service as interconnected nodes of people, policy, and technology. I look at the "spaces between products" to understand how agency constraints (legacy IT or legislation) impact the front-end.
- Sustainable Outcomes: I ensure the digital solution is a sustainable part of the agency's ecosystem, not just a temporary "band-aid."

3. Props: Artefacts of Alignment

I use design "props" as strategic tools to create and document evidence for alignment across team members and stakeholders.



- Service Blueprints: My primary tool for mapping the "line of visibility." I use it to align back-end agency processes with front-end citizen behaviours, ensuring that the organisation's business processes support the digital interface.
- Touchpoint Maps: I develop these to visualise the entire ecosystem, ensuring transitions between agency products or physical-to-digital channels are seamless and logically sequenced.
- Information Architecture (IA) & Sitemaps: I use IA to translate complex government jargon into citizen-centric navigation, ensuring the "findability" and clarity of the service.
- System and Flow Maps: I create these maps to define the "To-Be" state. They serve as a single source of truth that aligns the desired service outcome, ensuring all team members are on the same page.
- User Stories & Job Stories: I bridge the gap between service strategy and agile delivery by working together with the BA to translate research insights into actionable stories. These ensure that every sprint remains focused.

4. Platform: The Digital Foundation

In a digital-first government, the platform is the enabler of trust and consistency.

- Standardisation: I leverage the Singapore Government Design System (SGDS) as a platform to ensure visual and functional familiarity for citizens. (source: <https://www.designsystem.tech.gov.sg/>)
- Compliance: My work ensures that products adhere to the Digital Service Standards (DSS), creating a unified experience across different agency "clients." (source: <https://www.tech.gov.sg/products-and-services/for-government-agencies/digital-service-standards/>)

These are the most relevant resources I base my work on and I recommend them as a body of knowledge in service design:

Singapore Digital Service Standards (DSS) & Singapore Government Design System (SGDS)

These are my foundational Platform and Governance resources.

lawsofux.com

It provides a library of psychological principles that govern human-computer interaction. I use it to justify design decisions—such as reducing cognitive load or improving "findability"—based on established human behavioral quirks.

<https://www.nngroup.com/articles/> & <https://www.nngroup.com/reports/>

I frequently return to NN/g for evidence-based research. Their resource provides the "why" behind my design decisions, moving the conversation from subjective opinions to data-backed strategy.

<https://uxcel.com/>

My go-to platform for Continuous Learning and Skill Benchmarking. Their resources help me stay current with emerging interaction patterns and evolving industry standards. The bite-sized content allows me to efficiently acquire new skills and knowledge that I can apply to my projects.

<https://www.smashingmagazine.com/articles/>

My go-to for Technical Implementation and Best Practices. It provides practical insights into the "how" of digital product design and keeps my practice aligned with the latest global standards and trends.

<https://www.linkedin.com/feed/>

My Real-Time Pulse on the industry happening. I follow specialists like Vitaly Friedman and other service design practitioners, staying informed on the latest case studies and emerging design trends.

I have X years of working experience in service design:

12



My working experience in service design includes involvement in:

- Service design projects

I have particular experience in the following service sectors:

Citizen Services

I have conducted X service design projects that aim at creating improvements or innovations within organisations:

6

These are the service design projects I have successfully delivered:

1. myResponder App

Organisation: GovTech / Singapore Civil Defence Force (SCDF)

An award-winning app that empowered citizens to locate AEDs and victims quickly. This rapid community intervention has significantly improved survival rates for cardiac and fire incidents by bridging the critical gap before emergency services arrive.

<https://www.facebook.com/SCDFpage/posts/four-heroes-commended-for-saving-the-life-of-a-cardiac-arrest-patient-on-13-sept/1226548676186132/>

<https://www.scdf.gov.sg/home/community-and-volunteers/community-resources/myresponder-app>

2. POC for MOE parent app

Organisation: GovTech / Ministry of Education (MOE)

I led a 3-week accelerator programme that helps stakeholder understand their needs and define their project. The POC established the foundation for the national "Parents Gateway" app. It successfully replaced fragmented paper-based processes with a unified digital service, now utilised by every public school in Singapore to streamline administrative friction.

<https://www.tech.gov.sg/technews/five-things-busy-parents-should-know-about-the-parents-gateway-app/>

<https://pg.moe.edu.sg/>

3. ICA Passport & NRIC Web E-Service

Organisation: GovTech / Immigration & Checkpoints Authority (ICA)

Redesigning the experience for Singapore National identity document and Passport application..

Our design unified the "front-stage" application experience for citizens, ensuring strict compliance with the government Digital Service Standards (DSS) while reducing submission errors and processing lead times.

<https://www.ica.gov.sg/documents>

My philosophy as a trainer is:

While I have not conducted formal training session, I believe that the most impactful service design education happens through active facilitation and advocacy.

I view my discovery workshops as "applied training sessions." When I lead agency stakeholders through a Service Blueprint or a Systems Mapping exercise, I am not just extracting information; I am teaching them how to see their service as a holistic ecosystem. By guiding them through these frameworks, I help them shift their mindset from "feature-building" to "service orchestration."

I believe that successful educational experiences occur when stakeholders realise that "Design" is a collaborative problem-solving tool, not just an aesthetic output.

Beyond workshops, I regularly lead internal sharing sessions to translate my coursework into practical into practical insights. This ensures that the service design methodologies I've acquired are shared and applied across the organisation to uplift our collective design maturity.



These are the service design training sessions and/or other educational experiences I've facilitated within the last year:

I have conducted numerous discovery workshops across various projects, ranging from deep-dive sessions to understand complex domains to high-level visioning workshops.

In these sessions, I guide stakeholders to:

- Move past individual agendas and identify a shared purpose and unified service goals.
- Distinguish between "features" and "essential service moments," ensuring focus remains on high-impact outcomes.
- Uses various frameworks and tools to help teams visualise and understand the interconnected nature of their own domains.

I mostly provide my training offerings in the following language(s):

English

I mostly provide my training offerings in the following countries/cities:

Singapore

I cover the following topics during my training offerings:

- User research/deep customer insights
- Designing and conducting co-creation workshops

My training participants typically have the following level of experience:

- Fundamental (basic knowledge)

These are my favourite cases I use to inform participants about the impact and value of service design:

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These are the service design methods and tools that I use during my sessions:

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After successfully attending my training sessions, participants will typically be able to:

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I apply the following evaluation tools to make sure the participants have understood the content of my sessions and gained the expected competencies and skills:

-

I systematically evaluate and improve my offerings based on feedback. These are examples of feedback that have led to improvements:

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I have participated in the following service design-related activities in order to stay up to date, share my experiences with peers and receive their supervision within the last 12 months:

- SDN Global Conference
- SDN Masterclass

I actively support the local or national service design community through:

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I have participated as a speaker in the following events:

I have published the following books/articles on service design and related fields:

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