



*#BeTheNew*

# PUBLIC SECTOR TRANSFORMATION

AWARDS CEREMONY 2022

29 JULY 2022

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## OVERVIEW

The Public Sector Transformation Awards Ceremony is an annual platform where we recognise public officers and agencies for service, innovation and organisational excellence. We will be recognising public officers and agencies across 12 different award categories.

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ONE PUBLIC SERVICE  
AWARD

# ONE PUBLIC SERVICE AWARD

## Enhancing Rail Corridor (South)

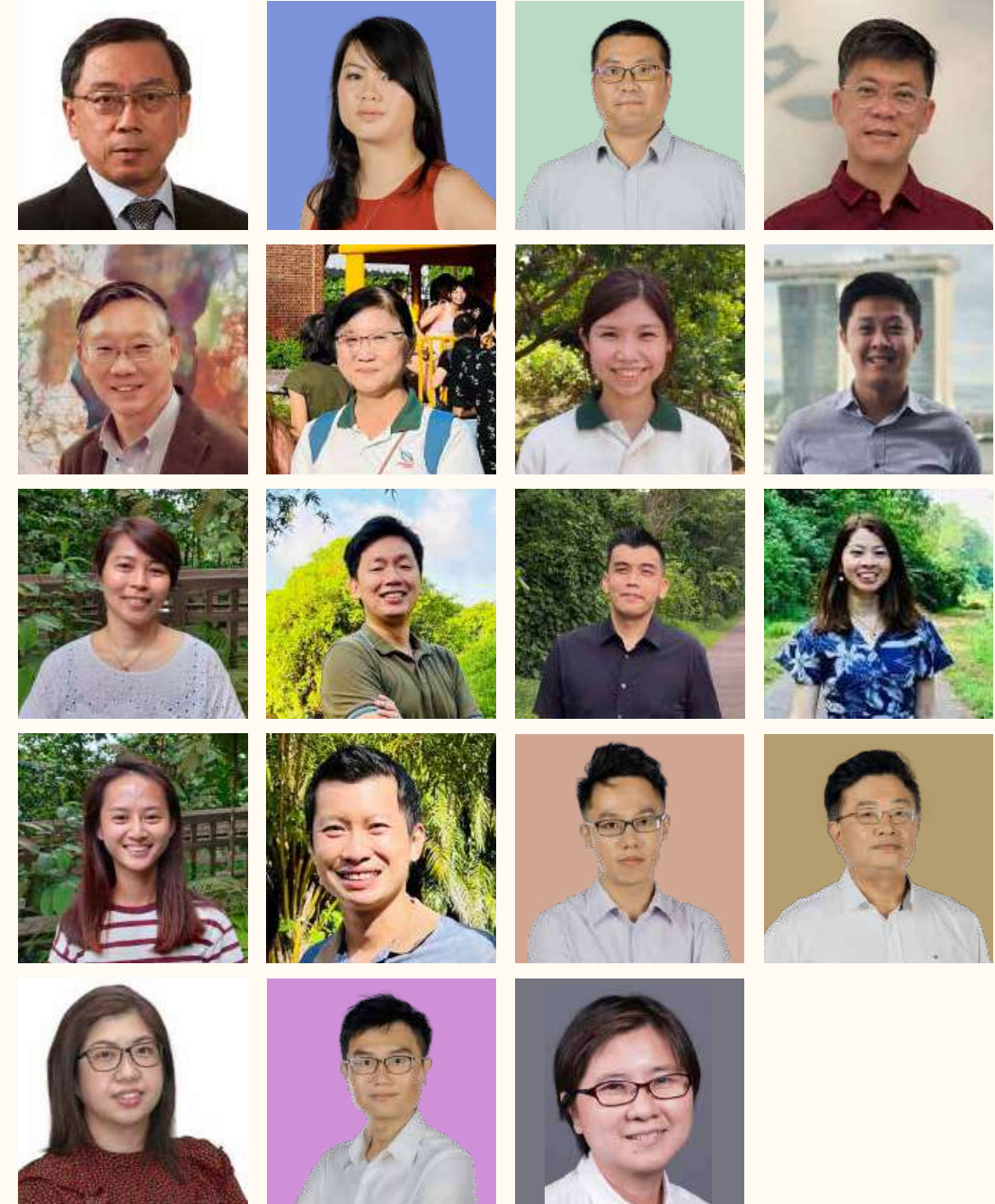
PUB, Singapore's National Water Agency, National Parks Board, and Urban Redevelopment Authority

The Enhancing Rail Corridor (South) initiative provides the public with a more inclusive community space at the Rail Corridor (South) where the public could enjoy its greenery and rich heritage, and enhanced the biodiversity in the area.

The team added more entry points for the public and replaced water-logged mud trails with a Porous-Binded Aggregate (PBA) material which allowed for fast dissipation of water. The colours of the track were also selected based on the original soil colour in the area to retain the original feel of the Rail Corridor (South).

To aid flow of surface runoff while retaining the Rail Corridor's rustic and natural look, the team made adjustments to the terrain to prevent stagnation of water on the trail. Earth drains with crushed rock and gravel were constructed to create a more rustic feel. The team also took special care to protect all heritage structures during construction and planted trees to enhance biodiversity.

User accessibility and experience at the Rail Corridor (South) were improved whilst the natural aesthetics were preserved. With the use of a high strength material for the trail, there was less need for maintenance works, avoiding inconvenience to the public. The greening efforts have also paid off with the presence of various wildlife around the area.



# ONE PUBLIC SERVICE AWARD

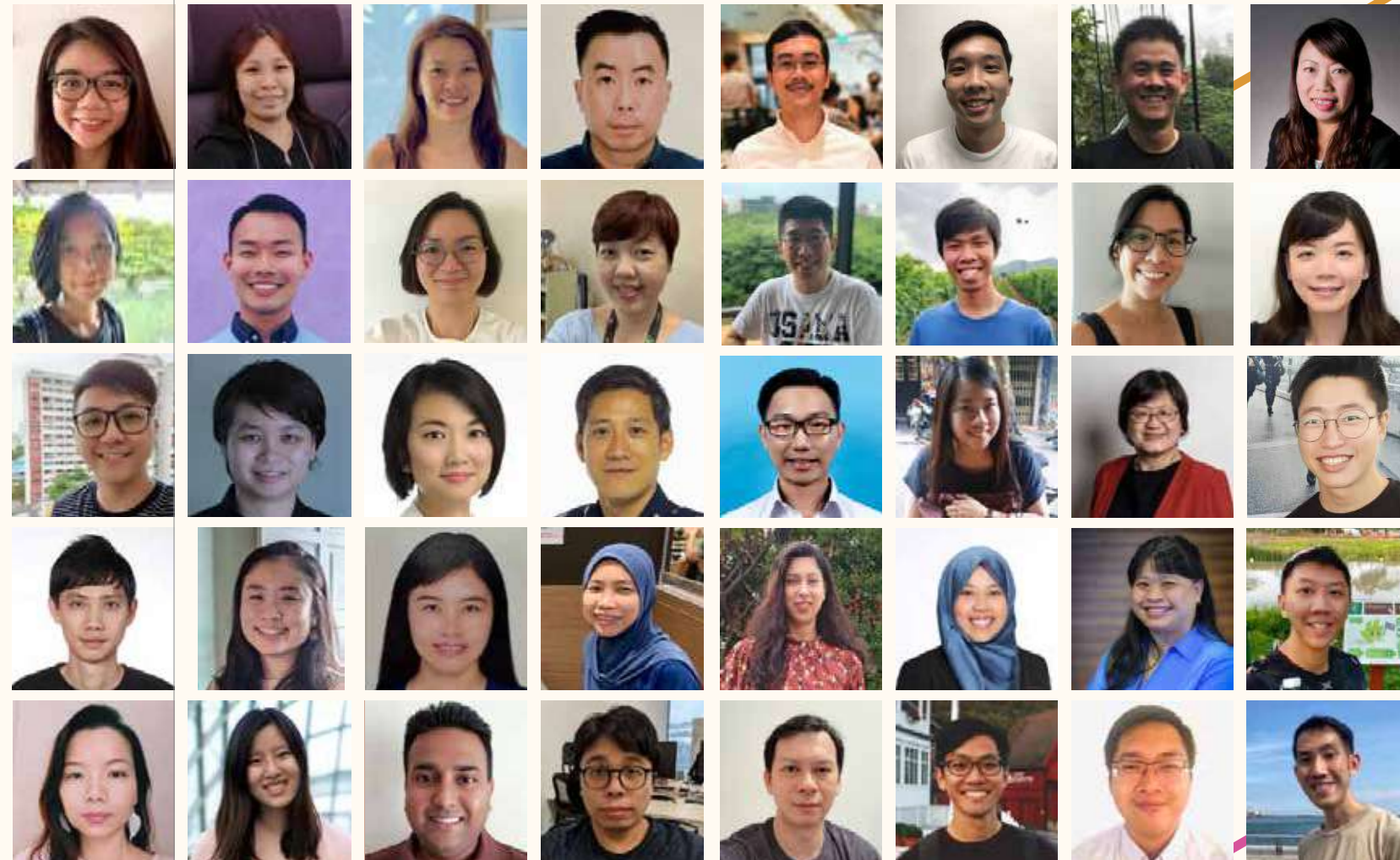
## One Client View

Ministry of Social and Family Development, Government Technology Agency, Central Provident Fund Board, Housing and Development Board, Ministry of Culture, Community and Youth, Ministry of Education, Ministry of Health, Ministry of Home Affairs, Ministry of Manpower, National Council of Social Service, People's Association, Singapore Civil Defence Force, Singapore Department of Statistics, Singapore Police Force, Singapore Prison Service, Smart Nation and Digital Government Office, Workforce Singapore

Frontline officers spent a substantial amount of time manually piecing together information about clients to assess their eligibility for social assistance schemes and social services. Clients needed to provide many hardcopy documents, make multiple trips to the various agencies, and repeat their circumstances at different touchpoints.

One Client View (OneCV) was developed by the Ministry of Social and Family Development and Government Technology Agency, with the support of 15 agencies. Frontline officers are now able to obtain comprehensive and accurate information about their clients within a few clicks, once clients provide consent. This frees up bandwidth for higher-value work such as case assessment and coordinating support with other agencies. For clients, OneCV reduces administrative load as they need not repeat their circumstances nor provide documents when applying for different schemes.

OneCV is an inter-agency collaboration to develop a system that is intuitive and user-friendly with a strong data governance framework. Frontline officers from various agencies were consulted to identify and prioritise data needs for service delivery. Since the launch of OneCV in February 2021, more than 163,000 screenings were performed by 2,500 officers from 40 agencies.



# ONE PUBLIC SERVICE AWARD

## Digital Identity for a Nation

Government Technology Agency, Smart Nation Digital Government Office, Monetary Authority of Singapore, Infocomm Media Development Authority, Immigrations and Checkpoints Authority, Ministry of Manpower

Before the National Digital Identity (NDI) initiative, the public service was dealing with a fragmented data landscape. It was inefficient for users to complete transactions with the government or consolidate personal data across multiple agencies.

Today, users can complete the end-to-end digital transaction with the government through NDI, reducing an onerous process to a few clicks. NDI also enabled public officers to gain seamless access to trusted services and data, increasing efficiency of service delivery.

Even as the Government Technology Agency's Cyber Security Group ensures that NDI meets rigorous security standards and secures the trusted ecosystem, collaboration with other agencies was key.

- **Monetary Authority of Singapore, Infocomm Media Development Authority** – Co-creation with the private sector was crucial in enabling access to 1700 digital services. Collaboration with MAS and IMDA included actively engaging financial institution stakeholders to understand and address their pain points.
- **Immigrations and Checkpoints Authority, Ministry of Manpower** – Policy, operations and tech integration across multiple agencies were undertaken for users to access personal information such as name, NRIC, and employment visa status in a single place.

NDI has enabled convenience and efficiency for both the public sector and users through digitalisation. Using Singpass, users can securely access their verified data, conveniently share their data with authorised entities, and complete transactions digitally through other NDI products like digital signing and remote authorisation.



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**STAR PARTNER  
AWARD**

# STAR PARTNER AWARD

## Post Office Savings Bank

POSB has been a valued partner of People's Association; actively contributing to key national initiatives, particularly in the areas of nurturing the young, digitalisation and environmental sustainability.

The POSB-PA partnership is a successful Private-Public sector collaboration that focuses on collectively uplifting and enriching lives of residents through initiatives such as:

- POSB PAssion Run for Kids, an annual charity run to raise funds for the POSB PAssion Kids Fund to support innovative programmes which enhances social capital and holistic development of children.
- PAssion POSB Debit Card, a membership card programme which provides residents with greater convenience and better privileges whilst supporting the national agenda of digitalisation and sustainability.
- Digital and financial literacy workshops to bolster knowledge and capabilities of residents, empowering them to make more informed financial decisions, lower their risk of falling for scams and enabled digital, contactless interactions during the COVID-19 pandemic.
- POSB also jointly sponsors the PAssion CARES initiative, where PAssion Card members can tap their PAssion Cards or scan the PAssion CARES QR code at selected PA events, earning TapForMore points to support projects for less-privileged in our community.

Over the past 13 years collaboration, POSB has rallied its staff and corporate network of partners and volunteers to raise over \$12 million in cash and in-kind donations to uplift more than 700,000 residents through various PA community engagement and volunteerism initiatives. During the COVID-19 pandemic, POSB acted swiftly and adapted by spearheading digital transformation efforts in many PA programmes to support the community.





# STAR PARTNER AWARD

## The Salvation Army

The Salvation Army, a close partner of Singapore Prison Service (SPS), believes in breaking barriers, rebuilding familial ties, and working towards a society where children and families of incarcerated parents are embraced and empowered.

Under the Salvation Army Kids In Play (KIP), there are several initiatives:

- **Family Bonding Programme** is held in conjunction with SPS to facilitate parent-child bonding through more contact points and to equip parents with knowledge, skills and opportunities to connect and interact with their children.
- **Casework and counselling services** are provided for children, caregivers, and incarcerated parents to address the impact of incarceration, support them to cope with challenges and facilitate parent-child bonding.
- **EMPower sessions**, with a focus on character development, provide a supportive community for children and youth, enabling them to be resilient individuals who will contribute to community and society.
- **Caregivers Connect (support group for caregivers)** offers a safe and encouraging space for caregivers to share their struggles, expand their support network and pick up positive coping skills.

In recent years, the above services have evolved to include both face-to-face and online/ virtual formats, which enable access to more families across different income brackets.

KIP's activities help to support families and enhance parent-child relationships through bonding programmes, casework and intervention. Having strengthened family ties can also help to reduce the incidence of intergenerational offending.



# STAR PARTNER AWARD

## vCargo Cloud Pte Ltd

The trade finance ecosystem was fragmented and not digitalised. Trade financing applications were typically paper/email-based, with less than 10% of bank's' trade financing applications done through digital platforms. Corporates found different online trade financing portals across banks complex and challenging to deal with.

The Trade Finance Application Portal (TFAP) provides a unified gateway where digital applications with real-time transaction status updates are available to traders. It provides a harmonised application process and unified set of data for trade financing applications. Traders no longer need to adapt to different processes across banks, allowing for familiarity, mitigating errors, and improving productivity.

TFAP has disrupted the multibank portal industry. TFAP significantly lowered the cost of participating in a multi-bank portal for banks and corporates. Previously, only very large companies could afford to use a multi-bank portal as it involved high subscription fees. TFAP is free for all corporates, enabling all traders to benefit. It also helped small and medium-sized enterprises keep their cost of expansion in check by reducing the resources needed.

vCargo Cloud (VCC) partnered with Singapore Customs and the Monetary Authority of Singapore (MAS) to realise the potential gains for all parties in the trade ecosystem, to uplift the trade finance industry's capability and unify various trade finance related transactions. VCC also enhanced the platform to support TradeTrust, an initiative by IMDA to transfer electronic negotiable documents. They also participated in the Singapore-China (Shenzhen) Smart City Initiative to push the frontier on digital trade.



# TRANSFORMATIVE AGENCY OF THE YEAR AWARD

## Central Provident Fund Board

The Central Provident Fund Board (CPF Board) has been pursuing organisation-wide transformation so that Singaporeans may retire without worry and cope with the vagaries of life.

With the successful implementation of CareShield Life, citizens no longer have to worry about long-term care if they suffer severe disability. With a stronger social media and communications programme, voluntary CPF top-ups reached a record of \$4.8 billion in 2021.

CPF Board retrained officers to identify solutions beyond CPF boundaries through RAMP (Rejected Appeals Management Protocol). This could not be achieved without partnership with other agencies.

CPF Board also revamped its website and mobile application to be more senior friendly and intuitive. CPF contribution alerts were introduced to provide members greater assurance that their employers have paid into their CPF accounts. It pioneered GovCash, a government payments solution, to move towards 100% cheque elimination.

CPF Board upskilled and empowered its workforce, leveraging productivity-enhancing tools and self-service portals to exploit data.

Against this backdrop, Singapore's retirement system ranks top in Asia, and among top 10 globally. CPF Board was also rated as the top government agency for overall perception of service in Ernst and Young's Customer Service Benchmarking Survey 2021. CPF Board staff are encouraged by the progress, and continue to help Singaporeans achieve peace of mind in their retirement.





BUSINESS TRANSFORMATION  
AWARD

# STAR PARTNER AWARD

## Migrant Workers' Centre

Since its establishment in 2009, the Migrant Workers' Centre (MWC) has been a valued partner of MOM and instrumental in ensuring fair and progressive work practices for migrant workers (MWs) in Singapore, and their well-being. MWC proactively provides upkeep and ex-gratia support to workers with valid salary claims and who are in need. Its 24-hour helpline allows MWs to seek assistance in their native languages too, reducing errors in translation and optimising the efficacy of responses.

Pivotal to the engagement of migrant workers is the ambassador network that MWC had built up. Leveraging on this experience, MWC partnered with the Ministry of Manpower (MOM) to set up the Friends of ACE (FACE) network that has since grown to 2,200 strong. Collaborative efforts with our FACE volunteers have significantly enhanced MOM's ability to connect with workers to provide necessary support, essential communications, and opportunities to improve workers' well-being.

Project Dawn, an initiative formed to raise awareness of mental health issues and screen MWs who may have mental health issues, trained MWs in Peer Support Leadership skills, first aid, and psychological first aid skills. With these, MWs were able to attend to or provide support to others in need – assuring MWs that they are cared for and engaged.

The strong partnership with MWC has enabled MOM to be nimble in adapting to changes and engage MWs. The collaboration demonstrates the importance of partnerships and engagements with non-governmental partners, and to advocate for ground-up networks for sense-making and harnessing the untapped potential of the very people we seek to serve.



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TRANSFORMATIVE AGENCY OF THE YEAR  
AWARD

# BUSINESS TRANSFORMATION AWARD

## Singapore Civil Defence Force

In an increasingly complex built environment, it is vital for the Singapore Civil Defence Force (SCDF) to adopt newer processes, systems, and capabilities to enhance its modus operandi. The concept of a fire station as a base for emergency response has evolved to incorporate active citizen engagement. The SCDF's community first responders must also be better equipped to mitigate incidents and save lives alongside SCDF.

SCDF's operations will continue to evolve as Industry 4.0 technologies mature, with SCDF's responders at the heart of SCDF's transformative journey. The Smart Fire Station has been designed to enhance the user experience, improve productivity, sense-making, and responders' performance. For example, smartwatches monitor responders' vitals. Labour-intensive stock management of medical equipment is eliminated with the automated medical store.

Among the public, the Community First Responder Scheme (CFR) has enabled a paradigm shift by empowering them to play a decisive role during an emergency. This bridges the critical interval between the onset of the incident and SCDF's arrival, radically enhancing SCDF's traditional model of first response by emergency responders. The CFR scheme is three-pronged - equipping the community with publicly accessible Automated External Defibrillators (AEDs), training the community in CPR-AED skills, and building a network of community first responders on the myResponder app.

With a strong data culture, increased connectivity, and automated processes, fire stations are well-equipped for targeted community engagement. Such localisation and empowerment bring SCDF closer to the community. The CFR Scheme and the Smart Fire Station serve as a Force multiplier to realise SCDF's vision of "A Nation of Lifesavers".





SERVICE DELIVERY EXCELLENCE  
AWARD



# SERVICE DELIVERY EXCELLENCE AWARD

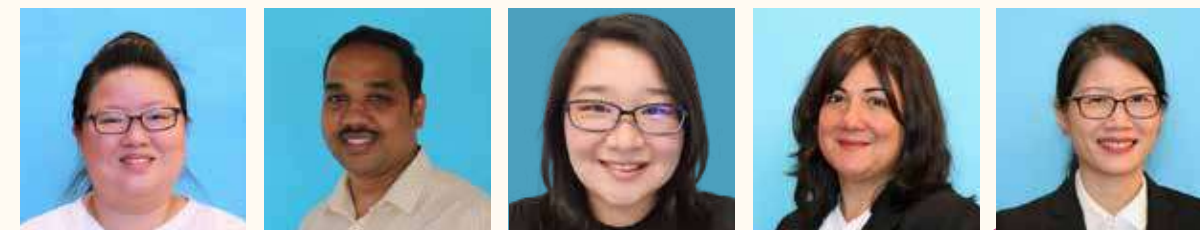
## Divorce eService

Family Justice Courts

Preparing court documents for divorce proceedings is labour-intensive for unrepresented litigants. They will need to physically attend at a Service Bureau to obtain, understand, and file the required Court Forms. Documents that do not comply with the prescribed rules will be rejected and fees are payable.

The Family Justice Courts created an online interactive portal, the *Divorce eService*, to assist unrepresented litigants file divorces on the simplified track (i.e. divorces where parties do not contest the dissolution of their marriage and have agreed on all ancillary matters prior to filing). The portal has reduced the time and expenses required for divorce applications. Litigants are guided by a step-by-step process that is easy to understand and embraces technology such as *MyInfo* to reduce the pain of form-filling.

The form filing modality in the *Divorce eService* will be used for other Court applications helmed by different departments, encouraging similar innovations for other types of applications. For example, the Family Justice Courts is currently using the same concept, to allow citizens to file applications for a grant of probate on their own using the *Probate eService*.



# SERVICE DELIVERY EXCELLENCE AWARD

## Home Ventilation & Respiratory Support Service

Tan Tock Seng Hospital

Before Home Ventilation and Respiratory Support Service (HVRSS) was established in 2009, there was no system to equip, train and support adult ventilator-assisted individuals (VAIs) at home. Hence, many VAIs ended up staying in acute hospital ICUs or high dependency units, focused primarily on repeated attempts at “weaning” with little emphasis on function and quality of life (QoL). This resulted in extended hospital stays from months to years, preventing VAIs from spending quality time with their loved ones, and creating a strain on healthcare resources. HVRSS aims to keep relatively stable patients at home, minimising systemic costs while using resources effectively.

HVRSS consists of a highly specialised team of physicians, ICU-trained nurses, respiratory therapists and social workers to conduct home visits. They help to coordinate care, provide caregiver training assessment in preparation for discharge, and continue managing VAIs within the community.

Since 2009, HVRSS has successfully transited 447 VAIs back home, with an average of 16,000 vent-days at home per year. HVRSS helps VAIs to re-integrate back into family life and community, and live life with more stability. This project has helped fulfil patients’ dreams and provided significant healthcare resource savings across Singapore.



# SERVICE DELIVERY EXCELLENCE AWARD

## DigiComms Project

Inland Revenue Authority of Singapore

Previously, most taxpayers received paper notices and could not choose how notices were received. The Inland Revenue Authority of Singapore (IRAS) embarked on a holistic review covering changes from organisation-wide policies, processes, and systems, to legislative amendments, enabling IRAS to treat digital notices as duly served. To drive the switch from paper to digital, IRAS made a policy decision to adopt a Digital-by-Default approach – where notices are deposited on myTax Portal (mTP) with an SMS/email notification and no paper notices, unless taxpayers opted out. For taxpayers who opted out, they continue to receive paper notices with the digital copy available on mTP.

IRAS also revamped its internal system to include new capabilities and user interfaces, enabling staff to better self-help and convert manual processes to digital.

More than 3 million taxpayers are receiving digital notices – taxpayers can enjoy instant and secure access to their tax notices anytime, anywhere.

IRAS also streamlined and automated processes, benefitting approximately 800 IRAS staff who use the new system for business operations.

IRAS strives to be a nimble and forward-looking organisation that is ready to push boundaries to leverage digitalisation and create improved taxpayer-centric experiences. It is among the first in the Singapore Government to implement digital communications at large scale and via a Digital-By-Default approach. With few benchmarks to learn from at times, IRAS' approach is to adopt an agile and customer-centric mindset, co-create with internal and external stakeholders, and stay responsive to unforeseen changes and feedback.





CITIZEN ENGAGEMENT EXCELLENCE  
AWARD

# CITIZEN ENGAGEMENT EXCELLENCE AWARD

## Conversations on Singapore Women's Development

Ministry of Social and Family Development, Ministry of Culture, Community and Youth, Ministry of Communications and Information, Ministry of Communications and Information – REACH, Ministry of Education, Ministry of Health, Ministry of Home Affairs, Ministry of Law, Ministry of Manpower, Prime Minister's Office Strategy Group, Public Service Division, Government Technology Agency, Infocomm Media Development Authority, Majlis Ugama Islam Singapura, National Council of Social Service, National Youth Council, People's Association, Sports Singapore

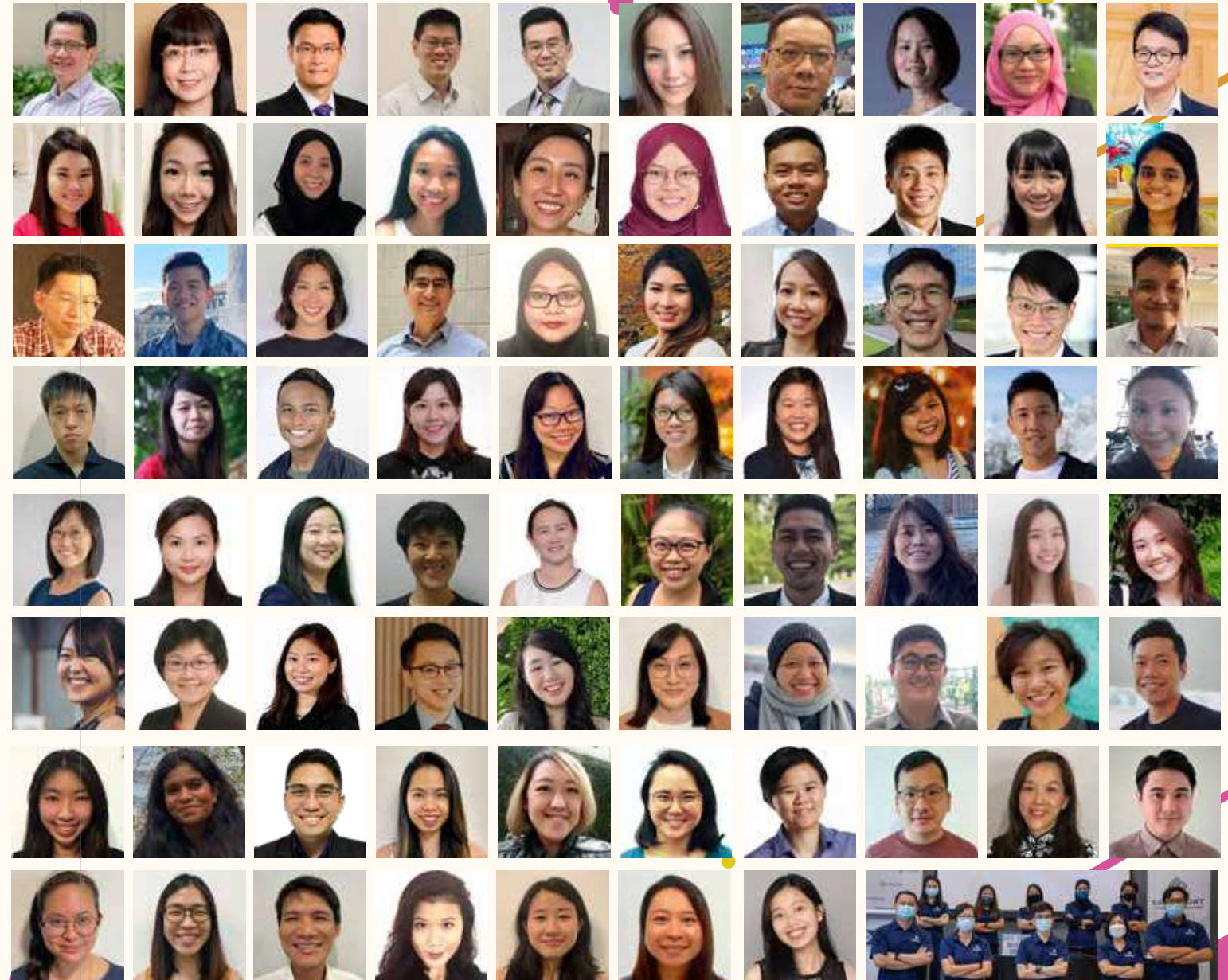
The Conversations on Singapore Women's Development (CWD) was a year-long, nationwide effort that engaged Singaporeans on their aspirations and ideas to further advance Singapore women. Feedback received provided rich inputs to policy considerations leading to significant legislative, policy and community action plans in the White Paper on Singapore Women's Development, which was unanimously endorsed by Parliament in April 2022.

The CWD was broad and inclusive, as it adopted a multi-tiered engagement approach and a range of modalities, including cycling around East Coast Park to get feedback. Nearly 6,000 participants, both men and women, from various walks of life participated in the CWD. Many organisations were inspired to organise their own conversations to provide feedback.

Key stakeholders were engaged throughout the process, such as by sharing interim findings, seeking consensus on important areas, and exploring areas for co-creation. This led to positive feedback on the engagement process and better appreciation of differing viewpoints.

The CWD engagement model is easily scalable and adapted in other public engagements:

- Central engagement toolkit
- Data analytics process, that can distill feedback across many topics
- A pool of 275 public officers trained as volunteer facilitators
- Network of stakeholders to consult on various policies and issues
- An approach for a structure and platform to translate feedback and for policy review



# CITIZEN ENGAGEMENT EXCELLENCE AWARD

## Engaging Stakeholders for Lim Chu Kang Masterplan

Singapore Food Agency

The Lim Chu Kang (LCK) Master Plan is a key milestone in the Singapore Food Story, strengthening food security and ensuring a supply of safe food. The Singapore Food Agency (SFA) worked with industry representatives and members of the public to envision LCK into Singapore's main agri-food production hub of the future that is vibrant, innovative, sustainable, and accessible to all.

Over six months and in three phases, SFA engaged stakeholders extensively on this master planning exercise:

- Phase 1 - Focus group discussions were conducted with more than 300 participants to derive priorities, trade-offs, insights and pain points.
- Phase 2 - The Phase 1 ideas were distilled into five themes – industry, sustainability, R&D, vibrancy, and branding. Participants chose the theme to join based on their interest. The ideas from participants were shared on SFA's Facebook for public voting and comments.
- Phase 3 - Participants formed small discussion groups to develop concrete proposals for four topics – Economics, Experience, Engagement, and Environment - distilled from Phase 2.

The participants presented their final proposals to Minister and Minister of State for Sustainability and the Environment. The proposals were also submitted to SFA's master planning consultants for further study.



# CITIZEN ENGAGEMENT EXCELLENCE AWARD

## Alliance for Action - Lower Wage Workers

Ministry of Manpower

The Alliance for Action (AfA) for Lower-Wage Workers (LWW) focused on developing ground-up projects in four areas identified by the Tripartite Workgroup on Lower-Wage Workers:

- a. Strengthen respect and appreciation from the public for LWW;
- b. Promote supportive working environments for LWW;
- c. Increase support for upskilling of LWW; and
- d. Strengthen societal support for Progressive Wages.

Digital tools were used to see the projects under the AfA to fruition. Members used a digital collaborative workspace to better share content and discuss ideas. The team also made extensive use of digital facilitation tools during virtual workshops to guide ideation and discussions. In adapting physical workshops to virtual formats during the pandemic, the team had to be creative to sustain the level of engagement throughout workshops.

The AfA provided an avenue for the government and tripartite partners to partner Singaporeans passionate about supporting LWWs and rally stronger public support. The eight ground-up projects exemplified how efforts to uplift the wages and well-being of LWWs had to be a whole-of-society effort. According to a dipstick survey by the Singapore Together Secretariat in October 2021, the AfA for LWW was among the top five SG Together initiatives that Singaporeans were aware of.



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REGULATORY EXCELLENCE  
AWARD



# REGULATORY EXCELLENCE AWARD

## Implementing Periodic Façade Inspection

Building and Construction Authority

As the buildings in Singapore age, there have been incidents involving facade elements falling off buildings. Fallen façade incidents could endanger members of the public. It is therefore important to ensure that our buildings are regularly inspected and properly maintained to address façade defects early before incidents occur.

On 1 January 2022, BCA operationalised the Periodic Façade Inspection (PFI) regime which mandates buildings above 20 years old and taller than 13 metres to undergo facade inspection every seven years. The inspection entails visual and representative close-range inspection of building faces by Competent Persons (Professional Engineers or Registered Architects) who may be assisted by Façade Inspectors. 30,000 PFI Notices will be issued to building owners in the first seven-year cycle.

The implementation of the PFI regime established Singapore's leadership in building maintenance among Southeast Asian countries, and placed Singapore among the few countries globally that have mandatory facade inspection. In line with Singapore's Smart Nation initiative, the development and adoption of the smart drone façade inspection system, which leverages artificial intelligence, has resulted in manpower savings and improved efficiency. The cocreation of solutions between engineering domain experts and technologists transformed the façade inspection industry into a collaborative, high skilled and exciting sector.



# REGULATORY EXCELLENCE AWARD

## Singapore-China e-Origin Data Exchange

Singapore Customs and Ministry of Trade and Industry

Preferential Certificate of Origin (PCO) is a document attesting that the goods are originating under the definition of a particular Free Trade Agreement (FTA) and is submitted to importing Customs to pay lower or zero customs duty. It is conventionally paper-based. Sometimes, importing Customs question the PCOs' authenticity and find human errors. To provide a more seamless, expeditious and assuring solution, Singapore Customs and the Ministry of Trade and Industry were motivated to develop an end-to-end digital connectivity to exchange PCO.

Under the auspices of the China-Singapore Free Trade Agreement (CSFTA) Upgrade, Singapore and China established an Electronic Origin Data Exchange System (EODES) for real-time exchange on an encrypted platform. With EODES, Customs is assured of the PCO's authenticity and businesses can continue to adhere to FTA regulatory requirements while enjoying the hassle-free PCO submission process.

The establishment of EODES is in line with the national drive towards digitalisation and has further strengthened Singapore's bilateral relationship with China through trade. EODES allows Singapore to fulfil emerging international regulatory requirements, businesses' needs, and reinforces Singapore's proposition as the regional digital connectivity hub by offering the flexibility to integrate with other strategic trade partners.



# REGULATORY EXCELLENCE AWARD

## Regulatory Reforms for the Precious Stones and Metal Dealers Sector

Ministry of Law

Money laundering and terrorism financing can enable criminal activities to go undetected and can pose serious national security concerns. A robust Anti-Money Laundering / Countering the Financing of Terrorism (AML/CFT) framework therefore benefits Singapore by reducing the impetus for criminals to commit crimes. In line with the broader AML/CFT framework, the Ministry of Law (MinLaw) has introduced various measures and regulatory reforms to mitigate the Money Laundering / Terrorism Financing (ML/TF) risk in the Precious Stones and Metal Dealers (PSMD) sector.

The regulatory reforms for the sector include:

- A dual-tier regulatory registration scheme for different classes of PSMDs to commensurate with the level of regulatory supervision.
- More efficient registration processes commensurate with the level of risk.
- Future-ready innovations for the PSMD sector including the *myPal* electronic portal and the mandatory semi-annual returns for better regulatory outcomes and cost savings.
- Enhanced regulatory accountability and transparency through publication of enforcement reports.

The regulatory reforms led to enhanced productivity within MinLaw, better service experience and a progressive AML/CFT regime in the PSMD sector.





EXEMPLARY LEADER  
AWARD

# EXEMPLARY LEADER AWARD

## Mr Tan Wee Teck

Singapore Prison Service

Wee Teck is a selfless and compassionate leader who led his team to transform rehabilitation and operational work in Institution B1. He is also committed to deepening the competencies of his staff.

Since the onset of the COVID-19 pandemic in early-2020, Wee Teck has been directly involved in leading Institution B1 in the planning and coordination of different safe management measures to prevent the spread of the virus. As the COVID-19 situation evolved through the different phases, Wee Teck remained steadfast, proactive, and agile to adapt to the many changes in policies.

Wee Teck has also been instrumental in leading Institution B1 to come up with various rehabilitation initiatives that transformed the rehabilitation culture and landscape in the Institution. Examples include developing a transformational environment for violent offenders, the use of Restorative Practices to build a positive culture amongst inmates and staff, and collaborating with community partners to support ex-offenders' reintegration to society.

Efficient and effective administration of Institution B1 in the areas of safe custody, humane treatment and rehabilitation of inmates contributes to making Singapore a safer place. Through the various rehabilitation initiatives, ex-offenders are given opportunities to learn to become better citizens and allow them to remain offence-free.



# EXEMPLARY LEADER AWARD

## Ms Stephanie Lim

Central Provident Fund Board

Stephanie leads with empathy and a can-do attitude, inspiring her team to deliver exceptional service to citizens. She nurtures a healthy discontent with the status quo and rallies her team to push boundaries. In doing so, she not only uplifts the capabilities of her officers, but has also transformed call services and customer experience at the Central Provident Fund Board's (CPF Board) Call Centre and beyond. Some of her recent contributions include:

- Leveraging Singpass authentication to authenticate callers securely and automatically. This allays callers' fears regarding phone scams and removes manual effort to verify callers' identity, effectively enabling CPF Board's Call Centre to take on an additional 400 calls daily. CPF Board remains the first and only public agency that uses Singpass for calls.
- Leading 20 CPF Board officers to support PSD's National Mask Collection hotline, where she lent her expertise in running a call centre to introduce structures and processes, contributing to its success.
- Enabling the Public Service Division-CPF Board Covid-19 Call Centre to go live within one week, by exploring all possible ways to minimise procurement and system integration efforts, and designing simpler workflows for the 175 volunteer call agents with no prior call experience.



# EXEMPLARY LEADER AWARD

## Mr Hong Ling Tim

Republic Polytechnic

Hong Ling Tim is a Principal Lecturer at Republic Polytechnic (RP) School of Engineering. He played a pivotal role in shaping research and development, and building staff capabilities across key technological clusters in RP. In line with Singapore's Research, Innovation, Enterprise 2025 plan, he spearheaded RP's set-up of new capabilities in 5G communication, healthcare, logistics and agri-technology, and established multidisciplinary partnerships for research collaboration.

As a research mentor, Ling Tim recognised the importance of having good research infrastructure that is readily available and accessible for staff. Ling Tim also actively engages industry partners to share knowledge with the RP community, sparking collaboration opportunities. Some of these projects have led to intellectual property commercialisation adopted by companies in real applications, such as Germicidal Ultraviolet UVC Enclosures for Infectious Disease Control.

Ling Tim's leadership and management created an environment where his colleagues are inspired and empowered to step forward to exchange ideas, as well as collaborate and take on new or different research projects. His personable approach also enabled his colleagues to share their challenges and career aspirations, enabling Ling Tim to create learning and development opportunities for them.



# EXEMPLARY LEADER AWARD

## Ms Diana Lim

VITAL, Ministry of Finance

Diana constantly looks out for opportunities to improve processes. Despite being in the current role for only two years, she put in place several improvements and quick wins to improve efficiency in her team's work. Some of these include formulating a case tracking methodology, adopting StudioX for automation process, digitisation of case files, and automation of bank statement reconciliation. These new initiatives made a positive impact not only for VITAL, but also for Service Partners.

Through the various initiatives, Diana created an atmosphere where her staff were encouraged to make improvements to ease their daily work. One example was her initiative in looking out for useful technology in portals and tools to improve the team's work. She initiated extraction of relevant information via VAULT, which houses data for inter-agency sharing instead of having to approach individual agencies. In this way, her team had access to more accurate information, within a much shorter timeframe. By exploring and using VAULT, her team realised that there are available tools which can help them in their work if they take the initiative to explore and find out more.





# EXEMPLARY LEADER AWARD

## Mr Kalaivanan s/o Dakshnamoorthy

Institute of Mental Health

Kalaivanan constantly improves work processes and operational strategies in the Institute of Mental Health (IMH). Numerous joint initiatives in IMH were enabled by his extensive network and approachable attitude. He readily offered his expertise and leadership in these initiatives and remains instrumental in their continued success.

Kalaivanan has been heavily involved in collaborative work with various stakeholders in setting up COVID-19 facilities in IMH. He actively led the successful establishment and operationalisation of both Community Care Facility and Community Treatment Facility in IMH. From process mapping to establishing new models of care, Kalaivanan collaborated extensively with colleagues from the NCID and IMH Team in designing the three new wards. Kalaivanan also ensured that the staff working in those high-risk areas were equipped with the necessary protective equipment and adhered to the strictest infection control policies.

Kalaivanan's leadership and his systems approach were key factors to his achievements. His relentless efforts in rallying staff support, and ensuring staff empowerment at every level enabled his team to be resilient, highly motivated, multi-skilled and future-ready.



# EXEMPLARY LEADER AWARD

## COL(DR) Tan Boon Chuan Benjamin

Republic of Singapore Airforce

COL(Dr) Tan was Chief Air Force Medical Officer from July 2017 to June 2022. COL(Dr) Tan sought to ignite healthcare transformation in the Republic of Singapore Airforce (RSAF) through the three thrusts of (1) Digital-First Healthcare, (2) Healthcare Services Transformation and (3) Moving Upstream from Healthcare to Health.

Adopting the “Think Big, Start Small, Act Fast” mindset, COL(Dr) Tan encouraged his team to experiment, study and scale the best ideas in healthcare delivery and built a strong culture of healthcare innovation through the PPTP (People, Process, Technology, Partnership) framework. Soldier Health, a digital-first healthcare app was developed, enabling ease of access to healthcare services; several healthcare processes were disrupted, redesigned and/or automated following successful trials, and integrated to deliver seamless patient journeys; and innovative programs promoting physical health and mental well-being were launched across the organisation to engender greater health ownership. Concurrently, COL(Dr) Tan led the design and development of the Next Generation RSAF Medical Centre (launched in Nov 20), which incorporated pandemic-ready features and innovative healthcare technology.

These efforts have started to catalyse a wider healthcare transformation across the SAF. COL(Dr) Tan firmly believes that innovation must start at the top and building an enduring culture of innovation is the responsibility of leaders at every level.



# EXEMPLARY LEADER AWARD

## Associate Professor Chan Cheng Leng

Health Sciences Authority

A/Prof Chan inspires passion and pride in her team with her clear vision and commitment to work excellence and integrity. As the Group Director of the Health Products Regulation Group, she is instrumental in driving excellence and innovation in regulatory science.

Under her leadership, the Health Sciences Authority (HSA) became the first national agency in the world to be awarded the highest recognition for an advanced medicines regulatory system by the World Health Organization (WHO).

At the onset of the Covid-19 pandemic, she swiftly drove the implementation of risk-calibrated regulatory pathways coupled with “rolling submissions”, cutting approval timelines by over 80% and accelerating access to critical health products such as vaccines and diagnostic tests. Numerous regulatory initiatives were recognised for their agility, facilitation and pro-enterprise orientation, without compromising on safety. These included technological solutioning such as virtual inspections of manufacturers and new methodologies for product development.

She is dedicated to enhancing the safety of health products in Singapore. Together with her team, she has built HSA’s robust capabilities in pharmacovigilance, enabling early detection of safety issues. Singapore is recognised by the WHO as among the top adverse drug reaction reporting countries.

Her vision and drive contributed tremendously to public health advancement and Singapore’s national and international standing in health products regulation.



# EXEMPLARY LEADER AWARD

## COL Mohamed Firoz Bin Ramjan

Singapore Civil Defence Force

COL Firoz is an inspirational leader who inspires and develops his staff to their fullest potential. Innovation was one area where he guided numerous project teams in surfacing creative ideas to improve equipment and work processes. He is approachable to his staff, and has created an innovative and healthy work culture.

COL Firoz led a highly competent team comprising regulars from the Singapore Civil Defence Force (SCDF), Operationally Ready National Service medical doctors, academic researchers and a local engineering company to develop the Responders' Performance Vehicle (RPV) in under two years. The RPV leverages on science and technology to enhance frontline responders' performance and safety through quick on-site cooling capabilities. This improvement allows SCDF to render a higher quality of service to the public. The RPV team won the Institute of Engineering Singapore (IES) Prestigious Engineering Achievement Award 2021, which recognises individuals or organisations behind outstanding engineering projects that contributed significantly to engineering progress and the quality of life in Singapore.

COL Firoz also ensures his officers remain highly competent through regular training. To transform existing training platforms, he encourages and guides his officers to adopt different techniques and interactive learning pedagogies.





EXEMPLARY SKILLSFUTURE @  
PUBLIC SERVICE AWARD

# EXEMPLARY SKILLSFUTURE@ PUBLIC SERVICE AWARD

Mr Eugene Lim

Government Technology Agency

While Eugene's primary role was to conduct security assessments on products being evaluated by the government, he quickly expanded his knowledge to other domains of cybersecurity such as the Internet of Things and Cloud security. Through self-learning, he also picked up malware reverse engineering skills which enabled him to discover more vulnerabilities.

Eugene also demonstrated a willingness to stay ahead of technology trends by pursuing programmes in artificial intelligence (AI) and quantum computing. His research in AI applications helped the Government Technology Agency's (GovTech) Cyber Security Group increase the efficiency of phishing exercises across the Whole-of-Government.

He also leveraged new tools such as static analysis engines to automate many aspects of his code review work. This led to the development of his automated code review initiative which will enable GovTech to close the gap between vulnerability discovery and vulnerability prevention by identifying vulnerable code patterns before deployment.

As a strong believer in nurturing talent, Eugene frequently presented at internal workshops and brown bags on specialised topics and coached his colleagues in writing research papers and conference proposals.



# EXEMPLARY SKILLSFUTURE@ PUBLIC SERVICE AWARD

## Mr Chiang Hai Hoeng

Institute of Technical Education

Hai Hoeng has kept himself up-to-date with Industry 4.0 Transformation and Technologies, which have disrupted and displaced manufacturing systems and processes worldwide. An active learner who believes in continual learning, he took the initiative to undergo training in new Industry 4.0 areas such as data analytics and machine monitoring.

Championing and leading change with his skills and knowledge, Hai Hoeng planned and successfully implemented a new Nitec course in Digital and Precision Engineering. The new course trains students to monitor the effectiveness of interconnected machines, by applying data analytics and Industrial Internet of Things (IIoT) technology. Hai Hoeng also upgraded his department's facilities to meet the future needs of the industry.

An exemplary older employee, Hai Hoeng led his department staff to upskill and reskill to remain relevant, and ensure the employability and future-readiness of ITE students and graduates. He led his department in numerous projects to embrace new technologies such as Mixed Reality and autonomous robots.

As a testimony of his expertise, Hai Hoeng is actively involved as a consultant in various international projects. He is also collaborating with an industry partner in Italy to offer Manufacturing 4.0 courses for students and adult learners.



# EXEMPLARY SKILLSFUTURE@ PUBLIC SERVICE AWARD

## Mr Chee Yao Hui

Building and Construction Authority

Beyond personal mastery in engineering, Yao Hui is responsible for the overall training and development of colleagues in his Group. To help his colleagues progress technically, he developed the competency development framework.

The competency development framework covers two specialisation – lifts and escalators, and amusement rides. For each specialisation, there are four levels that an engineer can attain for his competency level – Foundation, Intermediate, Advanced and Expert. In each level, there are specific requirements for individuals to fulfil before they can move up the competency ladder. Examples of such requirements include compliance inspections, investigation, theory lessons on lift engineering or standards and self-study modules. The purpose of self-study modules is to promote independent learning and allow individuals to share and discuss their learning points with other engineers in the group.

Yao Hui also worked closely with experienced colleagues in the group to design the curriculum and assessment criteria for each competency level. He is the trainer for the Foundation level theory lessons, where he shares his knowledge and experience about lifts and escalators with new hires. This helped ease his newer colleagues into the work and his Group.





# EXEMPLARY SKILLSFUTURE@

## PUBLIC SERVICE AWARD

Ms Zheng Xinhua

Nanyang Polytechnic

Being an educator and specialist in engineering, Xinhua believes in multi-disciplinary continuous learning, so as to better understand different contexts and develop solutions with emerging technologies.

With strong interests in digital transformation and data science, Xinhua expanded her skill set by learning robotic process automation (RPA) online and completing a Master of Technology in Enterprise Business Analytics programme.

Xinhua has successfully implemented projects in RPA, data analytics, and artificial intelligence (AI) within NYP and for the industry. She developed a data analytics platform to provide insights on module performance and trends for the School of Engineering. She is a member of the curriculum development team for the newly launched Diploma in AI and Data Engineering, with the aim of equipping learners with industry-relevant knowledge and skills.

Xinhua embraces learning as an enjoyable process of personal renewal, and shares her learning journey with the students in the hope of inspiring them in their process of self-discovery.



# EXEMPLARY SKILLSFUTURE@ PUBLIC SERVICE AWARD

## Mr Geoffrey Tai

Temasek Polytechnic

As the winner of Temasek Polytechnic Teaching Excellence Award 2019 and Continuing Education and Training (CET) Honours Roll 2018, Geoffrey Tai is a true role model for others in pursuing lifelong learning. He acquired new skills to make significant contributions to Pre-Employment Training (PET) and CET in Singapore and beyond.

To be a teaching professional in his niche area of revenue management, he completed the Cornell programme - Master Certificate in Revenue Management to deepen his specialised knowledge in this up-and-coming area.

In 2017, the rapid growth of digitalisation ignited his interest in microlearning. He has since reinvented himself as a practicing digital trainer & curated three fully online Gnowbe microlearning modules. In 2018, the third module - Professional F&B Menu Planning, was ranked as one of the top courses on Gnowbe.

Geoffrey transferred insights on his personal learning journey to enhance courses under his charge, equipping students with cutting-edge knowledge. He customised workshops for local small and medium-sized enterprises, including the Far East Group, the then-Wildlife Reserves Singapore, and the Restaurant Association of Singapore.



# EXEMPLARY SKILLSFUTURE@ PUBLIC SERVICE AWARD

## Ms Usha Nanthani d/o Kunasegaran

Urban Redevelopment Authority

Urban planning is knowledge-intensive – while some planning information is structured, most exists as unstructured text in reports, public enquiries and feedback. The information is rich in insights but challenging to analyse on a large scale. The capability to make sense of such textual information is critical in transforming Singapore’s urban planning process.

Usha has been spearheading the Urban Redevelopment Authority’s (URA) Natural Language Processing (NLP) efforts since 2016. Though she was trained as a geographer, Usha boldly ventured beyond her field to develop the organisation’s capabilities in NLP, particularly in the area of text search and classification. In 2020, Usha took up a one-year attachment at the Nanyang Technological University to drive the development of NLP models for planning case retrievals and helped translate these models for URA’s use.

Usha has a rare combination of skills to lead inter-disciplinary projects. She brings together technical experts and domain users through her ability to explain difficult concepts in a simple way, and understands that technology must be driven by users on the ground. Usha has shown tenacity in going beyond her formal training to adapt to a different field and work environment. In doing so, she demonstrates what can be achieved with the right attitude to learn.



# EXEMPLARY SKILLSFUTURE@ PUBLIC SERVICE AWARD

Ms Chua Yi Lin, Elaine

Ministry of Communications and Information

To better partner teams within the Ministry of Communications and Information's (MCI) Info Group on their digital transformation journeys, Elaine demonstrated exemplary effort in upskilling, and pursued certifications in Design Thinking and Change Management (PROSCI).

Putting her knowledge to practice, Elaine designed the Info Group Digital First Strategy. She identified the key areas that business teams could develop to improve various processes in Public Communications and Engagement. Elaine's engagement with the business teams resulted in positive outcomes, allowing teams to better articulate their business problems, identify areas for optimisation and scope their intended solution with greater clarity. Together with her team, Elaine also conducted sharing sessions with several Ministries and agencies on the digital innovations applicable for public communications and engagement.

Elaine is focused on her mission to improve the delivery of public communications and engagement with the use of technology. She stays abreast of latest technological developments through regular conversations with industry partners while continuously deepening her knowledge in artificial intelligence, data analytics, augmented reality and low-code-no-code development via self-learning.



# EXEMPLARY SKILLSFUTURE@ PUBLIC SERVICE AWARD

## Mr Samuel Chong Junjie

Intellectual Property Office of Singapore

Samuel has a keen interest in intellectual property (IP) and innovation management, and is committed to continuous learning. He demonstrated exemplary efforts in pursuing knowledge beyond his direct scope of work as a Trade Mark Examiner at the Intellectual Property Office of Singapore (IPOS) by proactively participating in numerous courses in his personal time while maintaining high work quality.

His passion led him to achieve academic excellence in the Specialist Certificate in Intangible Asset Management. Not one to rest on his laurels, Samuel further enrolled in a Master's in Innovation and IP Management and continued taking on courses to keep abreast of latest developments in the industry.

Other than enabling Samuel to attain strong technical expertise in his direct scope of work, his acquired knowledge also proved useful in his training coordination role. He contributed to the learning and development of his colleagues by conceptualising and planning relevant and effective training sessions.

With his strong understanding of stakeholder perspectives and needs, Samuel was also able to effectively support senior management on various platforms to profile IPOS and its initiatives in Singapore and internationally.



# EXEMPLARY SKILLSFUTURE@

## PUBLIC SERVICE AWARD

Ms Xu Chunying, Jocelyn

Building and Construction Authority

Jocelyn demonstrated capability and agility in building new skills in data and technology by pursuing a master's degree in business analytics on her own accord. In addition, she took up training in Robotic Process Automation (RPA) and constantly keeps abreast of the latest developments in data and technology. This speaks well of her self-motivation to expand her expertise and flexibility into new growth areas.

With her knowledge in programming using Python and R, visualisation tools and RPA, Jocelyn guides her team in data analytics projects and helps to automate processes. She played a critical role in the Building and Construction Authority's COVID-19 operations in 2020 and 2021, by leading a team to manage massive data flow and analytics, and provide insights for decision making and ops planning. Tasked as a product owner of a new IT system which was to be developed using the Agile approach, Jocelyn got herself certified as a Scrum product owner to level up her competency in managing the project.

Beyond personal skills mastery, Jocelyn actively helped her colleagues to kick-start data analytics projects and provided advice based on her experience. She is also in the process of articulating the competencies, as well as planning and conducting data analytics training for her team.



# EXEMPLARY SKILLSFUTURE@

## PUBLIC SERVICE AWARD

### Mr Mohammad Fauzi Bin Abdul Rashid

People's Association

Fauzi embodies the spirit of continuous learning. He constantly strives to upgrade his skills and goes beyond his comfort zone to learn new and emerging skills. He recently completed the Diploma in Adult and Continuing Education (DACE) and has also completed several other courses in areas such as growth mindset, data analytics, and system thinking. Being one who believes that the best way to really learn is by getting his hands dirty, he applies what he has learned from these courses to his work.

Fauzi encourages his team members to embrace lifelong learning as well, and often reminds them to apply the new skills and knowledge they have gained to improve their work.

Fauzi has not only deepened his existing capabilities, but proactively shares knowledge with others as well. He took it upon himself to swiftly share recent developments pertaining to the Continuing Education and Training sector to ensure that the team is aligned and updated on industry standards. With his efforts, the team is now better prepared to make an informed decision on the relevant, new, and emerging skills needed for them to develop their competencies in.



# EXEMPLARY SKILLSFUTURE@

## PUBLIC SERVICE AWARD

### Mr Kelvin Ang Chuean Wee

Singapore Prison Service

Kelvin started exploring 3D printing and drone flying since 2019 as hobbies. He saw the potential drones have for Singapore Prisons Emergency Action Response (SPEAR) Force tactical operations and how 3D printing can solve simple issues faced by the unit.

In 2020, to become a qualified drone pilot, he applied for the operator and activity permits from the Civil Aviation Authority of Singapore and enrolled for the Unmanned Aircraft Pilot Licence tests. He also learned the necessary technical skills and is currently modifying the drone to expand its capability to deploy specific force options over a targeted area.

Kelvin also developed skills in 3D mapping through online research on the types of cameras required and the most value-for-money application to create 3D maps of area of interest.

In addition, Kelvin utilised 3D printing to create items such as training rounds, accessory holders, and distraction device magnetic holders. He modified a ground autonomous vehicle that can be deployed into a target area, to create a distraction and provide a live video feed of the area.

Kelvin's efforts allowed the unit to save substantial cost and reduced the turn-around time in pushing out new initiatives to enhance SPEAR's tactical operations.





# EXEMPLARY SKILLSFUTURE@ PUBLIC SERVICE AWARD

Ms Tan Wei Lin

Home Team Science & Technology Agency

Wei Lin joined the Home Team Science & Technology Agency (HTX) with no prior experience in machine learning and web technology. Despite that, Wei Lin transformed herself from senior integrated circuit design engineer to cyber analytics engineer within a short period of six months. She picked up python programming, machine learning, cloud computing, text and image analytics, and web technologies through classroom training and self-learning. Her strong belief in continuous learning enabled her to master diverse skills quickly, empowering her to develop impactful projects that help keep Singapore safe.

Furthermore, Wei Lin goes beyond self-learning and devotes herself to helping others learn. She has supervised several interns, coached them, and taught them new cyber analytics skills which allowed them to contribute significantly to her project success. As her knowledge and experience deepened, she began to demonstrate technical leadership, inspiring other engineers and helping them to learn new skills through continuous training and self-learning.



# EXEMPLARY SKILLSFUTURE@ PUBLIC SERVICE AWARD

## Mr Lu Qinglin

PUB, Singapore's National Water Agency

As an avid learner, Qinglin continually sought to broaden and deepen his knowledge and skills. Despite having no formal education in info-communications technology, he invested personal time to pick up skills in data and video analytics as well as advanced process control and modelling. He also took on research and development projects to further deepen his skills, and improve operations and workflows at his workplace. In one of his current projects, Qinglin is leveraging video analytics to automate sewage tanker operations in his plant – a manpower-intensive and laborious task.

Qinglin is leading the deployment of a video analytics system which uses image analytics and artificial intelligence for automatic colour monitoring and identification of tanker discharge, tanker licence plate identification, and triggers event logging and alert when abnormal colour is detected. This system deters tankers from unauthorised discharge at water reclamation plants, using digital tools to minimise human intervention and errors.

As a mentor at work, Qinglin proactively shares his knowledge and experience on info-communications technology with his colleagues. He frequently organises sharing sessions for everyone to learn from one another, which builds rapport and facilitates constructive brainstorming on cross-disciplinary solutions for complex issues.



# EXEMPLARY SKILLSFUTURE@

## PUBLIC SERVICE AWARD

### Mr Loh Yeow Meng

Temasek Polytechnic

Yeow Meng embraces the spirit of lifelong learning and adaptability, by acquiring different skills required in his work and translating them into achievements to foster workplace safety. He made valuable contributions to Temasek Polytechnic (TP) and safety standards for the industry through his determination to upskill and remain relevant.

Yeow Meng believes that Singapore must outreach and equip our new generation workforce with knowledge on safety and health hazards/risks. A safety mindset needs to be inculcated at a young age so that our students can begin preventing accidents and saving lives even before they graduate into the workforce.

In 2017, Yeow Meng signed up for SkillsFuture Workforce Skills Qualifications (WSQ) courses on nights and weekends so as to not disrupt his teaching duties and work commitments. He self-enrolled for two external courses, 'WSQ Specialist Diploma in WSH' at the BCA Academy and 'WSQ Advanced Certificate in Learning and Performance' at the Institute for Adult Learning. He attained both WSQ professional certifications and effectively applied his newly acquired skills. He is now the Total Workplace Safety and Health Senior Manager for TP's Enterprise Risk Management department.

Yeow Meng endeavoured to continually grow and master his area of competence, in order to implement innovations and shape pedagogies in lessons, research, and projects.



# EXEMPLARY SKILLSFUTURE@ PUBLIC SERVICE AWARD

## Ms Iman Tang

Temasek Polytechnic

Iman is passionate about lifelong learning and has acquired new skills to enable multiple career pivots amid increasing demand for data analytics.

Iman's first job was in the actuarial profession. In 2005, she made a mid-career switch and joined Temasek Polytechnic to teach mathematics. She pursued higher education teaching training to deepen her pedagogical skills.

In 2012, she was redeployed to teach data analytics despite having no background in the subject matter. While initially daunting, she proactively took up online courses to gain competence. Iman epitomises the spirit of lifelong learning and is an inspiration to adult learners keen to pick up new skills. This experience also helps her empathise better with adult learners.

Iman believes that analytics should not be limited by software tools. Instead, learners should be guided to think critically about their data and use software tools as a means to an end. Iman's practical and nurturing approach has brought many 'repeat customers' who sign up for more courses or bring colleagues. She also trained a team of 10 lecturers to reach out to more people. To date, almost 1,000 learners have benefited from her efforts in advocating lifelong learning.



# EXEMPLARY SKILLSFUTURE@ PUBLIC SERVICE AWARD

## Ms Karen Lee

Accounting and Corporate Regulatory Authority

Karen actively acquired IT and digital skillsets by working closely with vendors, colleagues, and partner agencies when she took on the challenge of creating ACRA's social media channels and leading ACRA's corporate website revamp. She sought out resources and acquired skillsets in digital and social media management and website front end management, including user research, user interface, user experience, information and content architecture, wireframe design and prototype, and website optimisation. She picked up graphics design to create web visuals for our social media platforms cost-effectively. These skills have enabled her to effectively manage ACRA's digital corporate assets.

She proactively joins the Whole-of-Government Application Analytics (WOGAA) community as ACRA's Agency Champion to access and learn the latest data analytics tools to measure the performance of ACRA's corporate website vis-à-vis industry benchmarks, and to champion improvements and raise performance.



# EXEMPLARY SKILLSFUTURE@ PUBLIC SERVICE AWARD

## Mr Goh Swee Heng

The Singapore Army

As part of the Training Faculty at the Institute for Military Learning (IML), SAFTI Military Institute, Swee Heng demonstrates his deep passion for teaching and learning by creating a conducive learning environment for trainees and fellow instructors.

A firm believer in lifelong learning, Swee Heng continuously upskills himself to meet challenges. He leverages learning opportunities in areas of blended learning, knowledge management, data visualisation, statistical analysis, science of learning, and educational neuroscience. He constantly looks out for opportunities to apply his knowledge, such as utilizing a blended delivery approach to deliver 3E (Effective, Efficient, Engaging) lessons during the Circuit Breaker in 2020.

Swee Heng leads the “Blended Learning” module for Singapore Armed Forces (SAF) instructors and continues to pave the way for the adoption of this mode of learning delivery throughout the SAF. Applying his knowledge from a knowledge management course he attended, Swee Heng successfully on-boarded IML onto a digital workplace to support information sharing, knowledge management and collaboration in 2020. In 2021, he supported fellow colleagues in using the digital workplace to enhance individual productivity and team collaboration.



# EXEMPLARY SKILLSFUTURE@ PUBLIC SERVICE AWARD

## Mr Balasubramaniam s/o Tharmalingam

State Courts

Balasubramaniam is a highly motivated officer who believes in lifelong learning and continuous improvements. During his 23 years with the State Courts, Bala obtained a Bachelor's degree in Economics and Master's degree in Human Resource Management.

Bala was awarded the State Courts Training Award to pursue the Juris Doctor (Law) Programme in 2017 from the Singapore University of Social Sciences (SUSS), which he successfully completed in 2020. Despite the rigours of the programme, Bala managed his time efficiently and continued to discharge his duties competently as an Assistant Registrar in the Small Claims Tribunals (SCT). He applied the legal knowledge and skills acquired from the programme to the SCT cases he handled. Throughout, Bala was passionate about delivering justice and contributing more to the State Courts.

In May 2021, Bala was redesignated as Senior Assistant Director. While Bala continues to hear SCT cases as an Assistant Registrar, he oversees the administration and management of the Small Claims Tribunals, the Employment Claims Tribunals and the Magistrate's Complaints section in his new capacity as a Senior Assistant Director.

As a senior court administrator, he coaches and encourages his officers to embrace learning and to participate in various training courses and learning activities. He seeks to develop his officers as high achievers to maximise contribution to the organisation.



# EXEMPLARY SKILLSFUTURE@ PUBLIC SERVICE AWARD

Lee Yen Leng, Ruth

Ministry of Manpower

Ruth was part of the expert pool of data analysts within the Ministry of Manpower (MOM). She drove a variety of data analytics (DA) projects with departments to support their transformation efforts and continuously deepened her skills to value-add to the projects. In preparation of future potential analysis involving unstructured data, Ruth planned and attended courses in text analytics and Python to deepen her skills in these areas. This allowed her to take on the lead data analyst role for a project with the Occupational Safety and Health Division on studying slips, trips and falls incidents.

Ruth is also a role model in keeping the spirit of continuous learning and putting skills into action. Beyond her domain expertise in DA, she sought to learn more about Robotic Process Automation to see how it could complement DA to support MOM divisions in solving their problem statements towards transformation. With her acquired new skills, she helped MOM departments prototype a few use cases.

As a passionate learner-centred trainer, Ruth focuses on officers learning needs. Tapping on feedback received, she experimented on ways to better engage participants of the Data Champions Bootcamp X MOM programme.





# EXEMPLARY SKILLSFUTURE@

## PUBLIC SERVICE AWARD

### Ms Sylvia Cheng

Ministry of Social and Family Development

Sylvia, who is a Registered Social Worker, Counsellor and Psychologist, from the Child Protective Service, embodies the spirit of continuous learning and skills upgrading to improve her capabilities and that of her staff and colleagues. She actively pursues opportunities to upgrade her skills to better serve her organisation and the needs in the social service sector.

Sylvia has been involved in frontline operations across all stages of child protection work. During her time doing frontline work, she developed interest in coaching and imparting her skills to other officers. Sylvia proceeded to work with her team to set up coaching on clinical modalities, such as Dyadic Developmental Psychotherapy Practice (DDP), Protective Behaviours Groupwork and Life Story Work. She also trained and established a team of coaches in her organisation to propagate best practices among officers and provide timely crisis support and debriefing.

Sylvia embraced technology and led colleagues from her organisation to employ DDP and Theraplay framework to gamify online parent-child access sessions during the COVID pandemic. She also led her team in using Robotic Process Automation to enhance work processes. Today, she continues to influence practices as a trainer and coach as she sees joy in strengthening the capabilities of her colleagues and community partners.



# EXEMPLARY SKILLSFUTURE@

## PUBLIC SERVICE AWARD

### Mr Chng Chyi Da

VITAL, Ministry of Finance

Originally a Payroll & Claims Specialist, Chyi Da was redesignated as an Operations Technology Specialist after VITAL discovered his deep passion and proficiency in applying automation solutions to simplify processes and improve operations efficiency and efficacy.

Chyi Da is constantly on the lookout for solutions that will enable him to improve existing and new processes. Through continuous learning, he picked up skills such as Excel Macro, Power Query, Python and Robotic Process Automation (RPA). In 2021, he requested to join the pioneer batch of students for the Specialist Diploma in Data Analytics programme, even though he was earmarked for the less demanding Certificate programme. He graduated from the Diploma programme in September 2021.

With his technical knowledge and payroll background, Chyi Da has taken on complex automation projects in the Division. When faced with roadblocks in solutioning, he often finds workarounds to overcome constraints.

Chyi Da is always willing to share his knowledge with others in the team. The Operations team consults him on formulas and issues relating to MS Excel encountered in their day-to-day work, which helps them deepen their expertise and speed up operations efficiency.



# EXEMPLARY SKILLSFUTURE@

## PUBLIC SERVICE AWARD

Mr Yeo Kok Leong

Singapore Police Force

As a seasoned investigator, Kok Leong accumulated a wealth of experience tackling syndicated crime involving trafficking in persons and child sexual exploitation. When Kok Leong was tasked to set up an investigative team to tackle sex trafficking in 2013, he sourced for specialised courses to build key capabilities, developed the concept of operations, and built a network of local and international partners to keep pace with the evolving criminal landscape.

Over the years, Kok Leong attended courses to enhance his investigative expertise to further contribute to the investigation fraternity. For instance, he took up courses to be certified as a Master Trainer in the use of Video Recorded Interviews to train other investigation officers. In recognition of his specialised investigation knowledge, he was invited by our Vietnamese counterparts in 2021 to conduct training on investigation and prosecution for trafficking in persons cases.

As a testament to his conviction in nurturing future generation of investigators, Kok Leong has since taken on the role of adjunct trainer at the Home Team School of Criminal Investigation, on top of his hectic schedule as an investigation supervisor.



# EXEMPLARY SKILLSFUTURE@

## PUBLIC SERVICE AWARD

### Ms Teresa Yeo

Defence Science and Technology Agency

Operational Technology (OT) systems are critical infrastructure systems that are increasingly digitalised. Teresa, with her knowledge of electrical engineering as well as building and infrastructure domains, brought fresh perspectives that enhanced the cybersecurity posture of OT systems in the Ministry of Defence (MINDEF) and the Singapore Armed Forces (SAF).

Having implemented OT systems and Physical Security systems as an electrical engineer, Teresa understood the availability concerns and functional aspects. While she had minimal background in cybersecurity and infocomm technologies, Teresa took structured courses to establish her fundamentals in cybersecurity for IT systems. She first tapped the Defence Science and Technology Agency's community of practice, before engaging the wider community, and learning from subject matter experts.

Teresa believes that partnering stakeholders is a more sustainable and effective approach to achieving the intended cybersecurity outcomes. Having led the implementation of various workstreams by working with and challenging the industry, Teresa built up a pool of competent OT vendors that understood MINDEF/SAF's cybersecurity requirements to better support requirements.

Teresa has been recognised for her expertise in this area, and is part of the committee for the development of the Operational Technology Cybersecurity Competency Framework, an initiative by the Cyber Security Agency of Singapore. Teresa, keen to develop career pathways for people aspiring to work in the domain of OT cybersecurity, contributes by providing consultation as an OT practitioner and manager.



# EXEMPLARY SKILLSFUTURE@ PUBLIC SERVICE AWARD

## Mr Chan Mun Sing Jeffrey

National Environment Agency

Jeffrey made a career switch from engineering to pursue a passion in training 16 years ago. He consistently upgrades his skillsets and applies what he learns to his work. He has become proficient in courseware development and programme facilitation. Jeffrey completed his Workforce Skills Qualifications Diploma in Adult Continuing Education certification in October 2021.

The COVID-19 pandemic drastically changed the learning and training landscape, shifting from physical face-to-face settings to virtual classrooms. Jeffrey has adopted various online collaborative solutions (e.g. Padlet, Nearpod, Mentimeter) and re-designed different learning modalities to achieve the learning outcomes of training programmes for NEA workforce. The results of his efforts could be seen in the high course satisfaction rates from participants.

Jeffrey always incorporates new ideas for courseware development and had developed a fully digitalised 'snakes and ladder' board game to reinforce learning. He had also developed an in-house policy simulation game for experiential learning, immersing learners into complex scenarios, enabling them to recall and apply what they learnt on critical thinking, decision-making and problem-solving to manage work challenges.

Jeffrey readily shares his knowledge and ideas with others. In September 2021, he was part of a team which conducted a highly rated digital experiential workshop at Public Sector Training Institution's Learning Symposium for fellow public service Learning and Development practitioners.



# EXEMPLARY SKILLSFUTURE@ PUBLIC SERVICE AWARD

## Mr Leong Weng Kong Eugene

Inland Revenue Authority of Singapore

As an ops-tech analyst, Eugene works closely with the frontline operations team of the Inland Revenue Authority of Singapore to identify service improvements, re-design existing processes and solve business problems with deep insights from data.

Embracing a growth mindset, Eugene attended the Data Analytics Professional Conversion Programme offered by the National University of Singapore, Institute of Systems Science. He applied his learning and developed a call prediction model to support operations and optimise resources.

To deepen his knowledge in data analytics, Eugene attended online courses from DataCamp and completed the Data Analyst with Python track. He is now working towards attaining the certificate for Data Scientist with Python.

Eugene also plays a vital role in building the data culture in the Service Experience Centre. He passionately shares his knowledge and mentored four data analysts and frontline officers in five data projects. He leads mentees through thinking processes with probing questions instead of direct answers, as he views the thought process as critical to their learning.



# EXEMPLARY SKILLSFUTURE@ PUBLIC SERVICE AWARD

## Ms Zanaria Bte Jusary

Majlis Ugama Islam Singapura

Zanaria possesses a can-do attitude, and constantly motivates her teammates to learn, progress and excel together.

Zanaria developed a Madrasah Training Plan and led the Madrasah Home-Based Learning (HBL) Taskforce which supported the full-time madrasahs' move towards HBL during the pandemic's first Circuit Breaker. She also supported the creation of an innovative culture among madrasah teachers, by developing a HBL package and transforming curriculum into bite-sized and quality digital content.

She conceptualised and delivered the "Centre of Excellence and Collaboration" project, which facilitated networking among madrasah teachers to collectively build their pedagogical content knowledge and improve students' performance for major exams. Zanaria also promoted learning among teachers using the Lesson Study (LS) model. The framework allows teachers to get immediate feedback through observing student reactions, and can catalyse improvement in their approach to teaching. She continued to share her knowledge by facilitating the "Introduction to Training & Education" module for the Postgraduate Certificate in Islam in Contemporary Societies.

Similarly, for Islamic learning at mosques, Zanaria worked closely with centre administrators to improve the delivery of Islamic learning programmes for children, youth and adults. Through the efforts by her team, the Singapore Muslim community benefitted from age-appropriate, contextualised and progressive Islamic learning.



The background features a white surface with scattered, colorful geometric elements including lines and circles in shades of pink, blue, yellow, and orange. A central horizontal banner with a gradient from light blue to pink to orange contains the text. The text is white, bold, and sans-serif, arranged in two lines.

EXEMPLARY INNOVATOR  
AWARD



# EXEMPLARY INNOVATOR AWARD

## Operational Medical Networks Informatics Integrator (OMNII)

Singapore Civil Defence Force, Ministry of Health, Defence Science and Technology Agency, Home Team Science and Technology Agency, Integrated Health Information Systems

Operational Medical Networks Informatics Integrator (OMNII) is Singapore's first nationwide Pre-hospital Emergency Care (PEC) digital project. It is a common collaborative platform that links three primary stakeholders in PEC services: Singapore Civil Defence Force's (SCDF) Operations Centre, SCDF's Emergency Medical Services, and hospitals' Emergency Departments (EDs). OMNII allows these stakeholders to view, share and document relevant patient data to improve patient care management.

The PEC landscape has transformed since the implementation of OMNII on 26 August 2021. The platform enabled SCDF and EDs to work together in an integrated manner, to save lives and improve patient outcomes. OMNII also aims to reduce the Door-To-Treatment time and preserve the 'Golden Hour' for better patient outcomes.

Through enhanced situational awareness and operational efficiency, OMNII enables access to the right information at the right time by each of the PEC stakeholders. Across all stakeholders and business processes, OMNII gathers data from all relevant systems. It acts as a convergent point to make such critical information available to the paramedic, while avoiding data duplication and redundancy.



# EXEMPLARY INNOVATOR AWARD

## Creating new Singapore Overnight Rate Average (SORA) Markets

Monetary Authority of Singapore

The Singapore financial industry faced a crucial transformation challenge, as the widely-used USD LIBOR benchmark faced imminent discontinuation. This threatened the smooth functioning of our S\$3.5 trillion loans, bonds, and derivatives markets tied to the SGD Swap Offer Rate (SOR), which relies on USD LIBOR.

To address this, MAS established an industry steering committee to prepare banks and end-customers to shift from SOR into Singapore Overnight Rate Average (SORA).

MAS adopted a multi-pronged strategy with industry to create new SORA markets – ensuring SORA met international standards, developing new market conventions and timelines for SORA adoption, leading the way by issuing SORA Floating Rate Notes (FRNs), and launching a daily SORA derivatives auction. SORA adoption has picked up strongly across all asset classes, growing faster than risk-free rate (RFR) markets in many other countries.

The shift to a SORA-centred interest rate regime ensured the long-term viability of SGD interest rate markets. SORA has since been adopted as the de-facto interest rate benchmark for all new floating rate SGD loans, bonds and derivatives, in Singapore and globally, with more than S\$1.5 trillion of financial instruments tied to SORA as at June 2022, and growing exponentially. These range from consumer loans to business/syndicated loans, bonds and derivatives used by the largest corporates and financial institutions.



# EXEMPLARY INNOVATOR AWARD

## Ms Lina Tan Lay Nah

Nanyang Polytechnic

Singapore is facing an increasingly ageing population. Elderly aged 65 years and above are predicted to reach 40% by 2050 and about 10-20% of elderly aged 65 years and above faced swallowing difficulties (dysphagia). Amidst an ageing population and increasing numbers of patients with dysphagia, nutrient dense foods suitable for safe consumption by the elderly are in demand.

Noticing the absence of visually appetising dysphagia elderly-friendly foods with optimal nutrients locally, Lina worked closely with various stakeholders and co-created Singapore's first nutrients-fortified soft-texture Teochew fishcake, sustainable pureed Yong Tau Foo using locally farmed fish, nutrient dense Ondeh-Ondeh dysphagia ice cream, as well as a sugar-free diabetic-friendly yuen-yeung (鴛鴦) dysphagia ice cream.

As a dedicated educator, she inspires learners towards new product development and promote innovative food solutions that reach out to elderly consumers. Her continued efforts in driving nutrients-fortified dysphagia foods development for the elderly has contributed to raising awareness of the growing number of dysphagia elderly in Singapore.



# EXEMPLARY INNOVATOR AWARD

## Dr Gabriel Lee

Republic Polytechnic

Dr Gabriel Lee is an innovator who spearheads research and development efforts at the Republic Polytechnic (RP) School of Applied Science. Over the years, he developed a range of innovative ideas and insights through his research, and successfully translated them into commercially viable and sustainable solutions. For example, three of his recent inventions on smart materials and coatings were licensed to local small and medium-sized enterprises in the building and automotive sectors. Dr Lee is also listed as a domain expert on the Innovator Partner for Impact Tech Expert platform in recognition of his contributions to SMEs in developing innovative and sustainable products.

As an experienced researcher, Dr Lee is the first RP staff to secure a full commercialisation licence for his research outcomes from a Decentralised Gap Fund administered by the Ministry of Education. He spearheaded the establishment of nano-dispersion technology capabilities in RP through forging strong industry partnerships.

Dr Lee currently leads several multi-disciplinary research teams to collaborate and solve industry problems. He hopes this creates opportunities for more colleagues to pursue active industry-related research work, fostering a culture of innovation at RP.



# EXEMPLARY INNOVATOR AWARD

## Mr James Wong Chong Wei

Maritime and Port Authority of Singapore

The Tuas Next Generation Port will be the world's largest container port by 2040, capable of handling 65 million twenty-foot equivalent units (TEU) annually. Its scale and complexity offer opportunities for engineers from the Maritime and Port Authority of Singapore (MPA) to co-create innovative solutions and deliver the port of the future.

As Project Director and Innovation Lead, James drove and facilitated many impactful innovation initiatives through collaborations with industry experts, agencies and IHLs, including:

- Reuse of dredged materials and feasibility study to use Semakau Landfill material for Tuas Port Reclamation;
- Use of drones for supervision, survey, and digitalisation of environmental monitoring;
- Development of alternative scour protection system using concrete panels; and
- Automation of 3-in-1 vessel 'Temarock' to install caisson foundation.

These initiatives have increased productivity, reduced injury risk and resource requirements, and generated significant cost savings.

Reusing dredged materials for Tuas Port Phase 1 saved Singapore over \$1 billion and reduced its reliance on sand imports, while potentially reusing landfill material helps to extend the lifespan of Semakau Landfill. This sustainable strategy contributes to the Whole-of-Government effort for a more circular economy.

Similarly, the innovative use of concrete slabs for an alternative scour protection system addresses the challenges of deep-water operations, saving MPA \$60 million from the reduction works required.



# EXEMPLARY INNOVATOR AWARD

## WO2 Anuar Bin Osman

Singapore Civil Defence Force

Warrant Officer 2 (WO2) Anuar is a creative and adaptable individual who passionately drives innovation in his workplace. Where others may be satisfied, he would ask what he can do to make things even better. He is not shy to challenge the status quo.

WO2 Anuar rallies diverse teams so that they are empowered by unique perspectives. He creates unconstrained environments for brainstorming and encourages his peers to be critical thinkers by constantly asking “What if?” questions. In pursuit of new knowledge, WO2 Anuar supported a scientific study on the efficacy of ice slurry ingestion in improving emergency responders’ endurance and reducing heat injuries.

While the fear of failure often deters people from trying new initiatives, WO2 Anuar is always ready to face the challenge head on. WO2 Anuar led a team to redesign chemical agent training canisters that can be easily washed and maintained after use in the daily drills at fire stations. The team leveraged 3D printing technology to perform cost-effective rapid prototyping. WO2 Anuar is now working on force-wide implementation, enabling the organisation to save cost and procurement efforts, and to improve the sanitation of such training equipment. This project also won the Platinum Award for the Home Team Innovation Awards (Project) in 2021.



# EXEMPLARY INNOVATOR AWARD

## Mr Daryl Yong Jian Wen

PUB, Singapore's National Water Agency

Daryl is a proactive problem solver whose work has produced tangible improvements and promoted positive change at his workplace.

He creatively utilised business intelligence software Qlik Sense to adapt, design and curate a new alarm management system at the Water Supply Control Centre. This empowered operators with in-house tools to manage operation alarms, equipment alarms and system alarms. He learnt and applied data analytics techniques to create customised and interactive dashboards that allow geospatial, categorical, and temporal sorting of data.

Daryl iteratively built the Qlik Sense dashboard, developing it from its initial prototype as an analytical tool in workshops, to leveraging software tools to fully automate and push notifications to end users for seamless alarm management. He introduced user design principles for ergonomics and usability. The dashboard dynamically displays a smart selection of data, and these charts are automatically distilled into digital insights to the relevant stakeholders. Although this was a sophisticated implementation, Daryl successfully implemented the scripting code fully in-house over 6 months covering data processing, user interface design and analytics generation as a self-taught project.

Daryl also initiated the development of a guidebook and conducted a webinar within PUB to share open-sourced codes and analytical techniques. This encouraged and allowed for rapid implementation of future Qlik Sense projects. Besides the alarm management system, Daryl has contributed to many other transformative projects to implement new technologies and develop new ways of working.





DARE TO DO  
AWARD



# DARE TO DO AWARD

## Cybersecurity Labelling Scheme

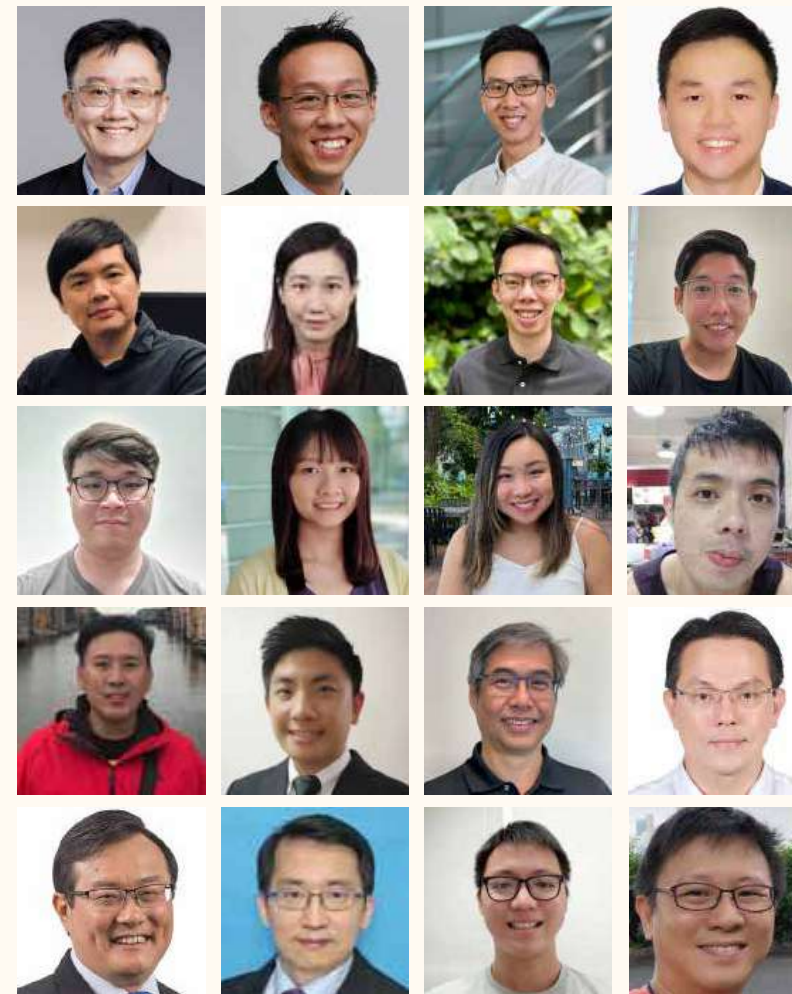
Cyber Security Agency, Infocomm Media Development Authority, Enterprise Singapore

The number of Internet-of-Things (IoT) devices is forecast to hit 64 billion by 2025. While IoT can bring huge benefits to enterprises' productivity and individuals' quality of life, there are increasing security concern due to lack of cybersecurity provisioning coupled with expansive connectivity.

The Cybersecurity Labelling Scheme (CLS) is the world's first 4-level rating scheme for IoT Devices, adopting a combination of self-declaration and third-party assessments. Unlike past developer-centric, compliance-focused schemes, with the labelling scheme, the industry is nudged to proactively develop more secured products, driven by market dynamics.

Mutual recognition arrangements (MRA), such as between Singapore and Finland, help manufacturers avoid duplicating their efforts to seek compliance in other markets, thereby reducing cost, time and improving market access. Along with additional MRAs being negotiated, these efforts enhance Singapore's credibility and leadership internationally in IoT security and grow our digital economy.

With more than 200 CLS labelled products in the market, consumers have a wider range of secure products to choose from. Concurrently, manufacturers have reported a 30% increase in sales enquiries. The CLS has benefited local small and medium-sized enterprises of smart products, and has been adopted by multinational corporations such as ASUS and Google. The CLS empowers consumers to make informed decisions, incentivises manufacturers to develop more secure products and differentiate themselves from competitors without stifling innovation.



**Cybersecurity  
Labelling  
Scheme**



BY CYBER SECURITY AGENCY OF SINGAPORE



# DARE TO DO AWARD

## MSO Integrated Municipal Operations Pilot in Tampines

Municipal Services Office, Housing & Development Board, Land Transport Authority, National Environment Agency, National Parks Board, Public Service Division, PUB, Singapore's National Water Agency, and Singapore Police Force

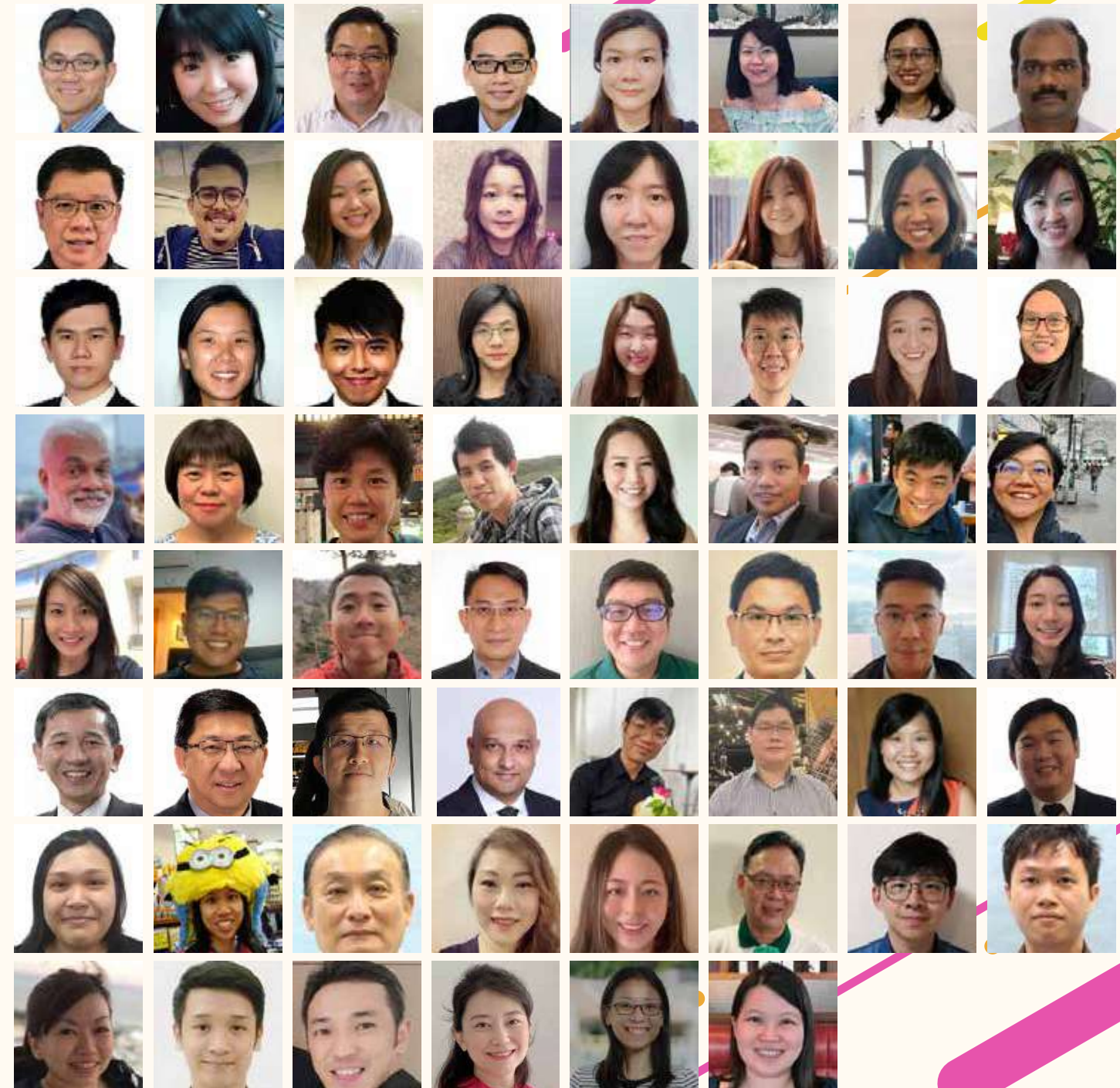
With support from Defence Science and Technology Agency, JTC Corporation and Ministry of Finance

To help the municipal sector meet rising resident expectations despite resource constraints, the Municipal Services Office, the Housing & Development Board, the National Environment Agency, the Land Transport Authority, PUB, Singapore's National Water Agency, National Parks Board and the Singapore Police Force contracted an integrated Facilities Management Operator to re-organise, streamline and improve the delivery of 10 core municipal services, as a pilot in Tampines town.

The Pilot builds on existing resident-centric initiatives, like the OneService App and inter-agency response protocols, to re-organise municipal service delivery around residents' needs. Services are delivered faster, better, and more productively.

Since the Pilot commenced in February 2022, resident satisfaction has risen appreciably, on the back of faster detection and resolution of issues, and a reduction in these issues recurring.

Municipal workers are also being cross-trained to take on adjacent taskings. This is more efficient than the current model of having fixed function and fixed locale operations. Such job redesign, coupled with meaningful use of operations-technology, supports the transformation of the facilities management industry and raises the value and attractiveness of municipal jobs to locals over time.



# DARE TO DO AWARD

## Sector Evaluation Framework

National Council of Social Service

Current research and evaluation efforts in the social service sector are inconsistent and disparate. Not all social service agencies (SSAs) conduct programme evaluation or use comparable measures. As a result, sector-level service and funding decisions are made without consistent information on efficacy of programmes. There was simply no precedent or worked examples in other countries that they could emulate.

The Sector Evaluation Framework (SEF) is a novel approach implemented at a scale that remains a thought exercise even for other mature jurisdictions such as the United Kingdom or United States of America. SEF will change how sector players approach issues like programme effectiveness, programme development, or resource allocation through a unified and quantitative framework. At its core, the SEF standardises measures of effectiveness at programme and sectoral level. SEF provides the flexibility to measure impact of services, and overall well-being of beneficiaries.

The ultimate value of the SEF is to enable the sector to provide effective evidence-based services, optimise resources, and create greater impact for service users. When implemented in its entirety, SEF is expected to benefit about 400 programmes and over 120,000 lives served by these programmes every year.



# DARE TO DO AWARD

## Ms Cai Yinghong

National Heritage Board

Maritime archaeology projects are new to the National Heritage Board and the government. It involves multi-faceted issues relating to operations, legalities, international relations, and cross-agency collaborations.

The shipwrecks managed under the projects were the first historic shipwrecks to be detected in Singapore waters – and they differ in nature and span across different time periods. The projects required Yinghong to piece together sources of information in the absence of relevant protocols in Singapore, to work closely with a wide spectrum of agencies, navigate complex processes and take quick actions to find solutions for unprecedented problems.

For the issues arising from the projects, Yinghong demonstrated resourcefulness and perseverance in approaching different partner agencies to work out solutions and to try again through different means when difficulties were encountered, to successfully safeguard important aspects of heritage.

The projects, managed in collaboration with various partner agencies, established baseline workflows for cross-agency collaborations on maritime archaeology and serves as reference points for management of future maritime archaeology projects by NHB and its partners. They also serve as important starting points to enable the wider public to better access and appreciate the rich maritime heritage of Singapore and our connections to the world.





EXEMPLARY SERVICE EXCELLENCE  
AWARD

# EXEMPLARY SERVICE EXCELLENCE AWARD

## Mr Nicholas Teo Wei Liang

People's Association

Nicholas is the epitome of service excellence because of his dedication and passion to serve, determination to foster a culture of service excellence and teamwork, and his sincerity and leadership in driving the People's Association (PA) iCARE (Innovate, Collaborate, Anticipate, Reach Out, and Empathise) service principles.

Nicholas adapts to difficult situations, adopts a growth mindset, learns, and adjusts his service and practice to meet the needs of the residents. His colleagues know that Nicholas is just a call away to help them de-escalate conflicts whenever necessary.

With a caring heart towards both his colleagues and residents, Nicholas constantly observes, anticipates, and goes out of his way to understand their issues before working with the residents to resolve them. Nicholas also brings a cheerful enthusiasm to his service as he communicates with his customers and resolves their pressing issues with optimism and grit. He constantly strives to inspire his fellow colleagues and impart service-oriented skillsets. Simple human empathy, overall, is what drives Nicholas.



# EXEMPLARY SERVICE EXCELLENCE AWARD

## Ms Celestina Wong Siew Ling

Institute of Technical Education

Exemplifying the *ITE Care* values (Integrity, Teamwork, Excellence, and Care), Celestina went beyond the call of duty to nurture and care for students with multifaceted learning abilities and challenging backgrounds. Recognising students' varied learning styles, Celestina took efforts to study their profiles and constantly personalised her teaching style with relevant tools to ease their learning curve and keep them motivated. Undeterred by stressful and complex demands on educators, she proactively engaged students, their peers, parents, counsellors, and industry partners to coordinate interventions and help students overcome personal challenges and stay resilient.

Many were touched by Celestina's strong dedication and tireless support for them, which extended beyond office hours or over weekends. She has received numerous compliments and letters of appreciation for her resolute and steadfast care. Celestina also improved students' learning and performance by championing innovative teaching practices. She led in developing and implementing the AskCher Chatbot tool to enhance students' self-directed learning. Celestina led in the curriculum development for *Higher Nitec* and Work-Study Diploma courses and designed practical activities for students to grasp theoretical concepts. Beyond the classroom, fellow lecturers have benefited from her guidance, support, and leadership in projects that improved student outcomes.



# EXEMPLARY SERVICE EXCELLENCE AWARD

## Mr Rosman Bin Atan

Ping Yi Secondary School, Ministry of Education

As Operations Manager, Rosman's roles include safety and security, estate management and student discipline. Yet his desire to serve led him to seek out additional areas for contribution.

For example, Rosman was a significant adult to a student from a welfare home who had behavioural issues and low self-esteem. He adopted the school's approach on Restorative Practice and guided the student into taking responsibility for his actions and restoring relationships with others. Rosman also engaged parents regularly to help them understand their child better, and hence collaborate with the school more effectively.

Rosman also volunteered to draw on his experience from the Military Police to teach freestyle drill to students in the National Cadet Corps (NCC). He coached cadets and helped them gain confidence, which allowed them to take on student leadership roles.

Rosman epitomises the dedication and passion of the Singapore Public Service. Rosman often makes personal sacrifices and goes beyond his call of duty to serve both internal and external stakeholders. During the pandemic, Rosman volunteered to support COVID-19 operations at the foreign worker dormitories, and returned to school during time-off to assist colleagues in implementing school-based safe management measures.





# EXEMPLARY SERVICE EXCELLENCE AWARD

## Ms Chia Kwee Lee

Yishun Health

Ms Chia Kwee Lee is a leader who is passionate about service excellence and constantly motivates her team to review processes to improve the patient journey. She seeks the best practices from local and overseas healthcare industry players, especially new ideas that could improve efficiency, productivity and service excellence in patient journey.

One notable project that she implemented was the “One-Queue” system. This system provides patients with a chit that maps out the visitation time to multiple clinics in the same day. The patient is also issued a queue number that could be used for his/her different appointments at different clinics on that day. This initiative removed the tension and stress encountered by patients rushing from one clinic to the next, worrying that they would miss their turn and elevated service excellence to a new level for the Yishun Health campus.





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