Chow Wen Hui Alan, MSc, PMP, MSCS

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PROFILE

Experience and trained Business Consultant, Project Management Professional (PMP) who has led digital transformation/innovative projects, provided process re-engineering consultancy with digital tools/systems, and managed daily business operations, logistics, budget, procurement, & security for **>13years**.

Decision Science and Systems Engineering Major by training who combines the interdisciplinary knowledge of Math, Business, Technology, Behavioral Sciences, Design Thinking & Six Sigma to streamline business processes to overcome business challenges or coach young/skilled adults in implementing IT or business solutions. Redesigned many business operations with solutions like Robotic Process Automation (RPA), Intelligent character recognition, Virtual Assistant, QR tech, Enhanced Web Portal, RFID and ERP system. Pursued a Master of Science programme in NUS to enhance my System re-engineering & Data Analytics skills to better advise firms on automation/analytical tools (e.g PowerAutomate, UiPath, Tableau, PowerBI) or implement projects on process reengineering, IT & infrastructure.

Sample developments and training materials for others to appreciate digitalisation and technologies better

- https://alanchow85.github.io/home
- https://github.com/alanchow85/RPA
- https://alanchow85.github.io/image_classification/
- https://github.com/alanchow85/AIUP2
- https://alanchow85.github.io/webAPIcall/

EDUCATION

National University of Singapore (School of Industrial Systems Engineering) — Jan 16 – Dec 18

- Master of Science (SCM)
  - Major in Industrial Systems Engineering (cap score: ~4.2 / 5)
  - Received the EDB/Skills Future Logistics Study Award
  - Completed an Operations Research Paper on Supply Chain Management
  - https://cde.nus.edu.sg/isem/graduate/coursework/masters-of-science-supply-chain-management-programme/

National University of Singapore (School of Business) — Aug 07 – Dec 11

- Honours Degree in Business Administration
  - Major in Decision Science (DSC) for Operations and Supply Chain
  - https://bschool.nus.edu.sg/analytics-operations/modules/

Ngee Ann Polytechnic (School of Engineering) — Jun 02 – Jun 05

- Diploma in Computer Engineering
  - Placed on the Director's List of the Ngee Ann Computer Engineering

CERTIFICATES / MEMBERSHIP

- **Project Management Professional** – Project Management Institute (PMI ID: 3199740E1)
- **Member of Singapore Computer Society** – (MSCS ID: 31836)
- **RPA UI Automation with Studio** (UiPath Academy for RPA Developers)
- **Certificate in Teaching and Learning for Polytechnic Educators (CTLPE)**
- **Data Governance and Protection** – NUS (Institute of System Science)
- **Six Sigma Certification** - Singapore Project Management (Reg No:201127695N)
- **ITIL Qualification in IT Service Management –** NUS-ISS (Reg No: 9980085841317067)
- **ISO 9001 Auditor Certification** - TÜV SÜD (Reg No: A17182)
- **Mapping Pedagogy to Technology Certification –** NYP (9 May 23)
- **Protective Security Studies Certification** - Centre for Protective Security Studies

WORK EXPERIENCE

Nanyang Polytechnic (School of Information Technology) — **Sep 22 – Now**

Senior Lecturer, School of IT

- **Coach and Mentor in pre-employment training (PET) space**
  - Provide quality academic education/training to young adults and enhance their learning experience.
  - Provide prompt and effective feedback to students on their academic performance.
  - Prepare and execute roles and responsibilities of IT Course Module Leader.
  - Ensure all tutors deliver lessons according to the instructional plan cleared in curriculum reviews.

- **Chief Module leader/Module Leader**
  - Conduct curriculum review and propose enhancements to refine teaching materials for web development modules.
  - Set examination questions and answers for the module tutors to execute the assessment effectively.

- o Plan out the module delivery plan for the entire semester.
- o Ensure all students taught by my module tutors are learning and coping well through engagements.

- **Coach and Mentor in continuing education and training (CET) space**
  - o Develop strategies and plans to deliver adult learning to reskill or onboard a new IT tool or software.
  - o Customise learning content for specific organisation in the adult learning space (e.g CPIB, AGO and ITE's RPA courses, and SAF's AI courses).
  - o Deliver CET AI courses (e.g RDA or AIU Courses for the OCS cadets).
  - o Provide quality training lessons to professionals and enhance their learning experiences.

- **Mentor for Innovation and Projects**
  - o Supported the MOE Innovation Programme (IVP) with mentorship of Chongfu gifted students (~8 groups of 24 students) to innovatively develop prototypes and solutions to solve business cases.
  - o Supervised the funded Final year project - "AI-powered Robot with Interactive Dashboard" for showcasing in NYP Open house.
  - o Spearhead digital transformation projects with industry partner like National Youth Council (e.g use of RPA to streamline processes).

- **Course Coordinator for School of IT**
  - o Reviewed the course curriculum and materials for the Poly Foundation Programme (PFP)
  - o Performed modules registration and monitoring of student performance and attendance
  - o Performed Course briefing for events (e.g Freshmen Orientation, NYP open house, NYP SIT Alumni homecoming) and guide student helpers to support these events
  - o Oversee all administrative matters related to student's curriculum and special needs
  - o Counsel students that need special attention and guide them to improve in their attendance, performance, or perspective towards schooling.

- **Open house and Committee Member**
  - o Select projects to be showcased in the NYP open house
  - o Lead students to a successful delivery of the content and demonstration of new initiatives to prospects during NYP open house
  - o Recruit students for events and ensure successful delivery (e.g NYP SIT Alumni Homecoming)
  - o Provide course advice for yearly NYP Open house

- **Project deliveries and individual development/research**
  - o Provide personal mentorship to nurture a group of students (~20+ students) and guide them beyond the academic aspects.
  - o Perform the role as individual evaluators or project supervisors to grade the students.
  - o Plan the roadmap of funded student projects and guide NYP students to deliver it.
  - o Develop capability and research in IoT, AI, analytics and software implementation methodologies to shape new final year student projects.

- **Industrial Partnership**
  - o Support the industrial partnership team in establishing network with industry partners for conducting research project, establishing CET courses and students' work internship.
  Achievements
    - Received the NYP innovation and quality team award in 2023 ([click here](#))
    - Received the appreciation of mentorship service for MOE innovation programme (IvP), a Ministry-Statutory board collaboration in 2023.

Central Provident Fund Board (Infocomm & Digital Services Group)   **Jun 19 – Sep 22**
Assistant Director, Digital Services Group
- **Programme Management**
  - o Supported Director (Digital Service) in leading and managing the business owners, IT teams, vendors and other stakeholders to complete the following projects in an IT framework contract.

Projects planned & implemented (ITT No: CPFDSD2018TDR032)	Ballpark (~$10m)
Home protection schemes (HPS) underwriting system	$1.80m
Payout eligibility age (65 years) journey system	$1.65m
55 years old withdrawal HABIT system (received Min's award)	$1.64m
Nomination and Auto disbursement	$1.50m

Death withdrawal claim system	$1.45m
Pega Licences + letter Template with Aspose.word	$0.70m
ARISE Infra setup	$0.33m
Integration with central notification system	$0.25m
PegaSG (CPFB's internal FormSG)	$0.10m
Integration with IGA	$0.07m

- o Chaired meetings with consultants and stakeholders to gather business requirements, identify opportunities, plan budget and resolve issues.
- o Coordinated with other divisions to integrate the new system with other existing ones.
- o Presented project milestones and updates to stakeholders through management meetings, presentations, E-circulars, and so on.
- o Planned the resources, timeline, scope of works & risks with stakeholders to ensure timely delivery.

- **Contract Management**
  - o Coordinated with consultants, vendors & internal/external stakeholders for project executions.
  - o Prepared a new tender (ARISE2.0) framework IT contract to continue to build more business process management systems.
  - o Coordinated the team with Legal, IT and Procurement experts and drafted a 2nd IT framework contract for publishing on 19 Apr 2021 (ITT No: CPFDSD2021TDR007).
  - o Presented the tender details to potential vendors in tender briefing and formed the tender evaluation committee to award the suppliers.
  - o Evaluated suppliers and awarded ITQ/Tender.

- **Digitalisation Steering Committee Lead Secretariat**
  - o Led the junior secretariat to orchestrate the steering committee and poll for agenda.
  - o Provided timely information on digital transformation for co-chairpersons' decision making.
  - o Ensured that the notes of minutes, matters arising and so on are prepared and sent on time.

- **Team Management + Other Roles supporting Director (Digital Services)**
  - o Supported the administrative and welfare matters like Onboarding new junior staff joining Digital services department and guided them on the culture, internal SOPs and workflows.
  - o Designed and implemented frameworks to own and govern *CPFB central notification system* for all letters and emails sent to public.
  - o Led the supporting staff in issuing POs payment, goods receiving, procuring laptops for IT vendors, drafting AORs and so on.

- **Technologist / Technology Explorer**
  - o Explored the features and functions of new technologies and digital tools that are not adopted by the board yet (e.g Employee Gamification Systems, Intelligent character recognition (ICR), QR codes, Robotic Process Automation, National digital Identify tools (SgVerify)).
  - o Planned the roadmaps for users in CPFB to adopt new digital technologies.
  - o Reviewed the horizontal landscape across departments and identified use cases to adopt digital tools.
  - o Conducted focus group discussions to gather business requirements for piloting new tools.
  - o Gathered requirements of department users and Redesigned their current business workflow.
  - o Drafted the scope, functional and technical specifications for pilot projects.
  - o Coordinated with Govtech and other agencies for CPF's implementation (e.g NDI tools).
  - o Presented and sought guidance from deputy CEO or CEO on new digital tools (e.g Pega systems, ICR, NDI tools and so on).

- **Research in School of Technology (SoT)**
  - o Conducted IT or business process researches with CPF's Gartner licences, Govtech's WOG AI playbook and other internal/external resources.
  - o Summarised all researches from SoT team & conduct quarterly sharebacks in management meetings.
  - o Spearheaded some researches like Employee Gamification systems and WOG AI platforms (e.g GovText, SG Translate, analytics.gov) and plan the steps to adopt them.
  - o Hunted for new technological platforms and share with business users to accelerate their adoption rate for their daily works.
  - o Conducted learning forums to share the latest technologies and approaches with IT colleagues so as they can better support the business users.

- o Collaborated with external parties with expertises in new technologies or innovations to conduct learning for our colleagues (e.g DBS's Chaos Technology, AWS' Cloud innovation, Accenture's business process re-engineering, NCS's AI in workplace)
- o Spearheaded a revamp of our SoT website to provide better self-help for trainers to upload their materials and for trainees to find the right internal courses facilitated by CPF staff.

- **Digital Transformation & Innovation**
  - o Designed the pillars to support the digital innovation strategy in CPFB consisting of Innovation funnel, pilot projects (think big, starts more, move fast) and gleaning insights from customer data.
  - o Worked with the infra team to create an internal Exchange portal (e.g Kong API management tool) for developers to self-help, search for APIs and test in sand box environment to **drive innovations**.

Achievements
- Led and completed all the Business process management systems with users, leading to headcount saving of ~3 to 4 for each large-scale project (~$1.6m), and received a minister award for one of them.

Council for Estate Agencies   **Oct 16 – Jun 19**
Senior Manager, Business Process Re-engineering &Data Analytics Research
- **Business Analysis and Process Improvement**
  - o Conducted focus group discussions to gather business requirements for new systems.
  - o Redesign current CEA business workflow with technologies and gathered system requirement.
  - o Reviewed the current work processes of the divisions and propose streamlined workflow (e.g Virtual Assistant, staff-less front counter, e-Services, paperless transactions) to raise the productivity of CEA and the Real Estate Industry.
  - o Analysed and mapped out the Manual & System Conveyancing processes for Real Estate Industry Transformation Map (**REITM**).
  - o Mapped out and established the CEA Enterprise Architecture blueprint which defines structure and business operation of CEA consisting of the business environment, Business layer, information system layer, data layer and technology layer.
  - o Drafted the CEA IT Plan to take stock of the current established IT systems, define the high level IT concept and solutions that would support CEA's business functions and workflows, and chart out the broad approaches in the medium term of next 5 to 7 years.
  - o Translated business requirements into functional and technical requirements.
  - o Conducted a forensic of the current Estate Agencies System (EAS) and to understand the past developmental & implementation issues of current EAS, and to identify significant observations & learning points so that we can avoid similar pitfalls going forward.
  - o Gathered business requirements and designed the prototype for **Integrated Feedback System (IFS).**
  - o Drafted the scope, functional and technical specifications with IT team for the **IFS tender**.

- **Project Management**
  - o Developed Project governance structures and workflow for Business process re-engineering office.
  - o Led and managed the division owners, IT team, vendors and other stakeholders to complete the following projects/initiatives.

Projects/initiatives planned and implemented	Ballpark
Revamped Estate Agencies System (Enterprise Resource Planning system of CEA)	$3.23m
Integrated Feedback System	$1.66m
Track Record Initiative System [for Industry Transformation Map (ITM) initiative]	$1.7m
Revamped Continuing Professional Development system [for ITM initiative]	$800k
Complaint Management System	$30k
Virtual Assistant in CEA website	$65k
Call Routing System (System owned by HDB, leverage and reuse their existing system to redesign CEA feedback operations)	$-

  - o Chaired meetings with consultants and stakeholders to collect requirements, identify risks & opportunities, evaluate vendors, plan budget & contingencies, and resolve issues.
  - o Coordinated with other divisions to integrate other system (Finance and complaint management systems into CEA's main enterprise system (Estate Agency System).
  - o Presented the project milestones and updates to stakeholders through management meetings, presentations, E-circulars or Posters.
  - o Planned the resources, timeline, scope of works with the stakeholders to ensure timely delivery

- o Coordinated with the consultants, contractors & event organisers to ensure a smooth event flow.

- **Team Management**
  - o Covered Deputy Director BPR for all administrative matters of the BPR division
  - o Represented DDBPR for all senior management and industry meetings in his absences
  - o Led and influence BPR team and other divisions to research or start new initiatives
  - o Supported Deputy Director BPR to map out the BPR workplan and present to senior management
  - o Identified key tasks for the BPR division to align with the long term strategies
- **Data Science & Analysis**
  - o Developed the CEA data analytics roadmap.
  - o Scanned for new technologies that can streamline CEA's business processes or to enhance our data analytics capabilities (e.g Attend Data Science Connect and other GovTech events).
  - o Developed and researched on technologies to support industry transformation map (ITM) initiative.
  - o Supported the Data analytics and research team (DART) in analysing the CEA data for fee revision.
  - o Mapped out the data flow architecture for new data flowing in to CEA.
  - o Supported DART in exploring analytical tools (e.g develop CEA Dashboards with Tableau) and refine the plans and approaches for DART.
  - o Analysed the system issues (Bugs, system constraints and Ad-hoc requests) data and propose future plans to rebuild or revamp the current enterprise system (Estate Agency System).
  - o Slice and dice the raw data of survey results, IT issues (bugs, system constraints & ad-hoc requests) business operations (e.g walk-in, emails, or calls) to provide deeper further insights to the senior management on the status on the business performance, health of IT system, and approaches to redesign business operations.
  - o Managed and monitored the newly launched system reports to identify areas of improvements.
  - o Established meetings with all business units to provide raw data for data analysis.
  - o Conducted What-If analysis and propose solutions to improve current performance of business units.
  - o Established the processes and policy to collect, use and disclose data with business owners to fine-tune the data governance structure.

- **Design Thinking**
  - o Used design thinking approach to conducted deep user interviews & chart out user journey map
  - o Analysed the Feedback Business data to identify the pain points in the current operations.
  - o Identified key solutions based on the outcome of the interviews and the pain points identified from the journey map and the Feedback Business data.
  - o Designed the prototype with business owners and tested the innovative solutions with the users.
  - o Redesign the counter operations to enhance the efficiency of Feedback team without compromising the standard of the services (Call Routing System, Self-help & interactive website, One-stop profile with details on Continuing Professional Development, and Auto populated Renewal declaration in Estate Agency system).

Achievements
- Led and completed a front counter redesign and implemented virtual assistant, eServices and virtual communication tools leading to a yearly cost saving of $120k per year.
- Redesigned the new enterprise system and obtained approval from MND senior management. Implementing the system which aims to cut down processing time for License and registration from ~6 weeks to ~3 weeks.
- Developed the CEA data analytics roadmap and supported Director Policy and Planning to establish the Data analytics and research team.

ST Electronics   **Jan 16 – Oct 16**
Head of Programme Management Office
- **Programme Management**
  - o Managed the Partnership project with government statutory board from start to end in 3 phases (**Jan 16 – End Sep 16**).
  - o Established frameworks and governance structure to manage the business process outsourcing project to support the transition of manpower and resources (e.g risk, change request, quality, security, knowledge and resource management)
  - o Resolved issues during transition phases (e.g Firewall issues of SAP & system access rights).
  - o Integrated the frameworks & governance into the Project & Operations management plan.
  - o Conducted manpower recalibration and activity base costing to ensure that each process is profitable.

- o Established and spearhead the Innovation, Business Continuity, and Security frameworks and SOPs to align our operations with the objectives and tender requirement.
- o Coordinated with consultants & contractors to ensure a smooth event flow for the opening ceremony of new office & senior management visit.
- o Coordinated the transportation, parking, scheduling, security and emergency plans for events.

Programme or Events	Ballpark
Share Services Partnership Programme – Business Process Outsourcing	$92m
Biometric Door Access and security systems	$45k
Opening ceremony of ST Electronics New office @ 8 Commonwealth Lane	$50k

- **Data Science & Analysis**
  - o Built a dashboard to monitor the current status of the operations and performance.
  - o Sliced and diced the information with dashboards to provide deeper further insights to the senior management on the status on the performance of the business units
  - o Managed and monitor multiple business service lines and KPIs with dashboards and reports
  - o Established meetings with all business units to provide raw data for data analysis.
  - o Conducted What-If analysis with dashboards and propose solutions to improve the current performance of the business units
  - o Established the processes to collect data and monitor the volume, performance and to aim for the business performance incentives.

- **Business Analysis and Process Improvement**
  - o Engaged the stakeholders to understand and map out the current SOPs and processes
  - o Defined the problem and develop the business plan and requirements for process improvement
  - o Redesign the information flow and processes with Dashboards and Microsoft SharePoint.
  - o Streamlined and removed redundant business processes
  - o Created robust Dashboards with logics and formulas in excel to monitor the KPIs of the division.
  - o Controlled and maintained the new solutions implemented (e.g educating staff about new processes)
  - o Drafted SOPs and design workflow of processes to enhance the business processes of the division.
  - o Ensured the changes made to the business rules, processes & systems are aligned with strategic goals.
  - o Performed a liaison role between the business functions of and the IT services providers.

- **Contract Management**
  - o Monitored hundreds of KPIs and SLAs for the contract with the team and established dashboard to auto compute the bonus incentives and disincentives for all service lines provided.
  - o Initiated and monitored the change requests and contract variations to constantly align the current requirements with the established contract.
  - o Reconciled the initial contract sum and the actual amount billed due to volume or scope change.

- **Team/HR Management**
  - o Oversaw a team of staff to drive projects and to manage the daily operations.
  - o Planned the job scope of staff within the Service Excellence office to align with firm's objectives.
  - o Analyzed the strength and weaknesses of staff and plan relevant courses to maximize their potential.
  - o Conducted HR interviews to recruit talents for the new set-up.
  - o Oversaw the welfare activities to increase the morale & synergy among staff.

Ministry of Trade and Industry (MTI)   **Jan 14 - Jan 16**
Assistant Director of Corporate Development Division
- **Business Analysis & Process Improvement**
  - o Defined/identified business painpoints and develop project proposal
  - o Gathered the data (e.g surveys, interviews & focus group) to measure the current processes.
  - o Led the team to conduct qualitative or quantitative analysis of the benefits & risks of different approaches (E.g Risk/Impact Assessment, SWOT and Cost Benefit Analysis).
  - o Developed solutions to improve business process (e.g RFID Assets tracking system to reduce errors)
  - o Created robust Dashboard with logics and formulas to monitor the KPIs of the section in charged.
  - o Controlled and maintained the new solutions implemented (e.g educating staff on new processes)
  - o Streamlined and improved processes with Development Projects (e.g RFID Tracking system for confidential documents and assets) and ISO 9001 audits.
  - o Drafted SOPs and design workflow of processes to enhance the business processes of the division.

- o Ensured the changes made to processes and systems are aligned with its strategic goals
- o Performed a liaison role between the business functions and the IT services providers.

- **Project / Event Management**
  - o Led and managed a team of 23 consultants and officers to complete a major office renovation (EPV: $5.817 Mill, APV is confidential)
  - o Chaired meetings with consultants and stakeholders to collect requirements, identify risks & opportunities, evaluate vendors, plan budget & contingencies, and resolve issues
  - o Presented the project milestones and updates to stakeholders through management meetings, presentations, E-circulars or Posters.
  - o Planned the resources, timeline and scope of works with the stakeholders to ensure timely delivery.
  - o Coordinated with consultants, contractors & event organisers to ensure smooth project execution.

Projects/Events	Ballpark
MTI office renovation	$5.8 mill
RFID & Bar-coding of Assets & Inventory Tracking System	$830,000
Teleconferencing and Video Conferencing System	$45,000
National Day Observance Ceremony 2015 (SG50)	$110,000
Renovation of Political Holders' offices	$100,000
Public Sector Leading the Environmental Sustainability Initiative with new IT	$833,000

- **Team Management**
  - o Supported Director of Corporate Services in conducting HR interviews to recruit talents
  - o Planned the job scope of the staff within my section to align with objectives of organization.
  - o Analysed the strength and weaknesses of staff and plan relevant courses to maximize their potential.
  - o Conducted staff appraisal twice a year.
  - o Oversaw the work plan and welfare activities to increase the morale & synergy among staff.

- **Logistics, Vendors & Assets Management**
  - o Managed the daily operations of a team of 5 officers to receive, distribute, procure, condemn & depreciate IT/Non IT assets.
  - o Coordinated with the stakeholders and 3PL to shift any inventory/assets to a desired location for renovation, events, or celebration.
  - o Engaged 3PL for temporary storage of inventory.
  - o Implemented, and control the efficient, effective forward and reverse flow and storage of inventory, and related information from point of origin to the point of consumption to meet our requirements.
  - o Approve the removal or adding of assets records in the database.

- **Procurement & Budget Management**
  - o Devised a budget spreadsheet for officers to forecast and track the utilization of budget
  - o Analysed business needs and prepare tenders to be published in the **Gebiz**.
  - o Evaluated ITQ/tenders to engage contractors or consultants.
  - o Planned the overall division budget and monthly utilization for projects and other expenses.
  - o Approved the invoices submitted by suppliers for payment.

- **Security and Investigation**
  - o Conducted investigation to find out any malicious intent of staff for any breach of security (e.g disclosure of secured information, lost of encrypted laptop, Ipad, Security pass & etc).
  - o Gathered the facts and draft reports to conclude on security incidents.
  - o Proposed solution and improvement to prevent future breach of security
  - o Point of Contact to Singapore Internal Security Department (ISD) and Police SecCom.
  - o Devised security & safety SOPs (E.g Business Continuity plan & Fire emergency plan).
  - o Conducted table top exercise and drills for Business Continuity plan and fire emergencies

Achievements
- Led and completed an office renovation (1800 sqm) which reduced 209.5 sqm leased floor space for storehouse storage and office, and resulted in a yearly cost saving of $382,395.80.
- Reduced the number of cases with security breaches or leakage of secure by 33% with security seminars, security broadcasts, and new security infrastructures

Ministry of Home Affairs (MHA)   **Feb 11- Jan 14**

Head of Infrastructure Development (Police Coast Guard)

- **Project Management**
    - o Planned the resources, cashflow and timeline for each project.
    - o Coordinated with the stakeholders (e.g MPA, NParks, AVA, SCDF and PUB) and consultants for the development of coastline security infrastructures.
    - o Drafted development project papers for the Tender board's approval of budget.
    - o Orchestrated a team of ~10 officers, consultants & engineers to implement projects.
    - o Prepared or vet Tender Documents for all projects or events to be published in Gebiz.
    - o Evaluated the ITQ/Tenders to engage contractors or consultants.
    - o Monitored and controlled the works of all contractors or consultants for timely delivery.
    - o Coordinated with the consultants, other event organizers, contractors to ensure a smooth exhibition of the Mockup of Polcom Command Centre for the Home Team work plan (2013) event/seminar.
    - o Coordinated the transportation, parking, scheduling and emergency plans for events.

Key Projects	Ballpark
Extension of Physical Barriers along North-western coastline of Singapore	$16.26 mil
Rebuilding of Police Coast Guard Lim Chu Kang Regional Base	$4.96 mill
Extension of Physical Barriers along Jalan Bahtera	$3.60 mill
Installation of Floating Pontoons at Police Coast Guard Gul Regional Base	$3.02 mill
Rebuilding of PCG Command Centre at B2 & installation of GPS tracking systems	$2.02 mill
Installation and maintenance of 10km of floating sea barriers	$920,000
Fuel management system at PCG HQ, Gul base, LCK base & Loyang base.	$830,000
Installation of RFID tracking system for assets and inventory	$780,000
Enhancements of Physical Barriers along Tuas South Avenue	$620,000
Installation of Floating Sea Barriers at Sea off Pasir Ris	$420,000
PCG Enhancement of Security Measures at PCG Gul Base	$395,000
Construction Of Observation Post	$202,000
Installation of Video Conferencing and Key Management System	$145,000
Home Team work plan (2013) event	$150,000

- **Data Analysis**
    - o Analysed crime rates/patterns and proposed infra to be deployed strategically at the coastline.
    - o Led a team to conduct qualitative and quantitative analysis of the benefits and risks of the approaches for projects (E.g Risk/Impact Assessment, SWOT, NPV & Cost Benefit Analysis).
    - o Planned the risks, resources, timeline and scope of works with the stakeholders for the projects.
    - o Present the project plan to the Senior Management.

- **Logistics Management**
    - o Optimized the use of limited storage space of the 4 bases with excel solver
    - o With limited storage space, planned a just-in-time delivery of the stocks to ensure sufficient materials for the installation of infrastructure.
    - o Monitored the inflow and outflow of inventory and conduct monthly stock take of the materials and stocks in 2 PCG bases (concrete sinkers, grade 316 stainless steel chains, shackles, drums, barriers, marker buoy with solar blinker, and etc)
    - o Engaged 3rd party logistics (3PL) to transport the materials from storehouse to site for installation

- **Team Management**
    - o Planned the job scope and execute job rotation within division to align with objectives of organisation.
    - o Identify the strength of staff and plan relevant courses to maximize their potential.
    - o Conduct staff appraisal twice a year.

- **Safety & Security Management**
    - o Devised and reviewed all SOPs for building maintenance and fire evacuation plan.
    - o Researched and proposed coastline infrastructures solution to deter, detect or prevent illegal immigrants or syndicates from entering the coastline of Singapore
    - o Led the assistant fire wardens in PCG-HQ to conduct bi-yearly fire drills in Pulau Brani.

Achievement

- Reduced 6 police ships required for patrolling with new coastline infrastructure and saved $1.6 mill per year (salary of 6 officers, boat maintenance cost and petrol/diesel).
- Permanently reduced 8 manpower to monitor the fuel with fuel management system
- Significantly reduced errors in the accounting of the assets and inventory with RFID and improved the results of annual audit report. Reduced 4 logistic officers to manually track all the assets in 4 coast guard bases.
- Mentored and nurtured a team of 5 staff to develop new infrastructures or to maintain the existing ones.

Ministry of Home Affairs (MHA), Singapore Police Force   **Oct 05 - Jun 07**
Admin Officer (National Service)
- **Business Administration**
  - Prepared guest books for visitors and foreign delegates used by Deputy Prime Minister
  - Ensured that Min and PS(MHA) have the necessary rooms and equipment for meetings
- **Estate and Facilities Management**
  - Ensure infrastructure like air-con and coffee machines in management meeting rooms are well maintained by contractors
  - Ensured that all fixed assets are well maintained (e.g photocopiers and shredders)
  - Responded to break down of Minister's IT devices aptly to prevent delay in the information flow

CO-CURRICULAR ACTIVITIES

Police Coast Guard Sports Group
Police Sports Association Participant   Feb 11- Feb 13
- Won a medal (11th position) for the Police Sports Association 10km run in 2012 (Completed the race in 39 minutes and 38 seconds).
- Participated in inter-division Police Basketball competition.

NUS Volleyball club
Senior Member   Jul 08- Dec 15
- Teach the juniors or new members the fundamental of the sports
- Organize events in Sentosa during weekends

NUS Business School Freshman Orientation Projects   Jul 08 - Aug 08
Freshman Orientation Camp Team Leader; Orientation Week Group Leader
- Led a group of 20 freshmen through all activities and facilitated team building and bonding
- Won the fund raising activities in the flag day for the business faculty

Singapore Youth Flying Club   Jun 02 – Jun05
Student Pilot
- Successfully learnt to fly Piper Warrior II (PA-28-161)

Electronic Computer Engineering Club   Jun 02 – Jun05
Event Organizer
- Synchronized events in the student Bazaars
- Contemporized events like Student Career Fair and attended to enquires in Joint Admission Exercise

AWARDS

Received Minister's Award for implementing age 55 retirement CPF IT system	Year 21
Received Minister's Award for Streamlining CEA Complaint Management Workflow	Year 17
Awarded 5 years of good service to the Singapore government.	Year 15
Awarded the Ministry of Trade and Industry Core Values Award	Year 15
Awarded Outstanding Cadet for the Police National Service	Year 07
Awarded Outstanding performance in a Diploma module 'Operating Systems and Networking' by CitiBank.	Year 05
Placed on the Director's List of the Electronics & Computer Engineering Division	Year 05

ADDITIONAL INFORMATION/INTEREST

- Volunteer and serve as a pre-school teacher in Covenant Evangelical Free Church (CEFC)
- Class 3 Driving License
- Proficient in Microsoft Office (e.g to use excel for Monte Carlo Simulation or Optimization) and statistical software (e.g MATLAB and SPSS) to conduct Regression analysis.
- Proficient in Microsoft SharePoint to co-create reports, manage information, and to collaborate
- Proficient in data analytical software (e.g Tableau, Qlikview, Python and excel) to create Dashboard to provide holistic view of the current status, conduct what-if analysis and propose strategic plans to win.
- Familiar with Java Scripts, HTML, CSS, Tensorflow.js, Python, C++, C# programming to create programs.
- Reached out for runs organized by Mizuno and Standard Chart to train my determination and endurance
- Marital Status – Married with 2 children.