**About myself**

I have started my career in MHA and was there for ~3 years to analyse the crime rates and trends to propose suitable infrastructure and tech along the coastline of Singapore. The aim is to **reduce crime** or **enhance efficiency**.

For instance, I have implemented the **RFID tracking system** to enhance **productivity** of the logistics processes. The RFID reduced errors in the tracking of the inventories and cut down 4 logistic officers to manually track all the inventories

I have also implemented some innovative coastline infrastructure likes **pan tilt zoom cameras and sea barriers**. (The blue drums floating in the sea at sentosa or east coast were my babies)

I have followed through these projects from brainstorming with the stakeholders to identify the business requirement to drafting technical specs, reviewing CVs and awarding tenders. When the consultants, suppliers or vendors come on board, my team will lead the implementation to the PGP and warranty ends.

In 2014, I have joined MTI to **expand my scope of works**. Apart from **process re-engineering, business analyst** and **project management**, I took on the **corporate services functions.**

I **did not do everything by myself**. Together with my team, we analysed the ops data and reengineered our processes with **RFID Assets Tracking System** and **teleconferencing system** to streamline processes. For streamlining of processes that **touch on workspace**, we did a **major reno** of our infra and consolidated our server locations with other tenants.

These projects gave me opportunities to present in our MTI Townhall to update key stakeholders, like perm sec on the project proposal, status and milestones.

In Jan 2016, I decided to acquire some **private sector experience** and to **eventually bring the industrial knowledge back to the public service**. I was with ST to manage the Partnership project with WDA aka SSG now. This project has 3 phases, and start in **Jan 16 and end in Sep 16**.

My roles involved are **hiring and team management**, **project management**, **process re-engineering** and **data analysis**.

* As this is a new set up to support the multimillion project, I have **interviewed and recruited** a team of 8 staff.
* My team has **engaged the stakeholders** to understand and **map out the current business processes**
* The team has **establish the frameworks** and governance structure to manage the project. For instance, risk, change request, quality, security, and **innovation** frameworks). These frameworks and governance structure were integrated into a **Project management plan**.
* Then, we **streamlined their reporting processes** with a robust **dashboard** with SharePoint and Excel to analyse the data and monitor the status of the ops performance.

Why leave ST?

I was shared that after the project ends in Sept 16, there will be a re-org and my team will do sales and BD task. However, it was not quite aligned with my career goal and hence

**Start**

Maybe I can start by sharing a little on myself. I will start with my journey in CEA.

**I joined CEA in 2016** to continue the Business analyst, **ITPM** and **data driven career**.

In **CEA**, I was involved in the **Industry transformation** to digitalise and streamline the real estate industry. I have also rolled out a system to publish **property transaction data** of the agents on Jan 19. The purpose of this is to increase transparency of property agents so as consumers can check on their records is indeed aligned with what was claim, like “Ang Mo kio Expert agent”. This IT project is technically and politically challenging.

**Political challenges**

For instance, some of the agents feel that some of the data fields are sensitive and out of the 15, we have to analyse the impact and ensure that when analyst do data matching with other data sets, the data is still anonymised and we cannot find out who sold their flats and how much an agent earns. And our IM8 came in very handy esp the data governance part.

**Technical challenges**

As the data piped to us is via SFTP and string text format instead of JSON, we need create the data dictionary, and include SHA 2 decryptions to ensure that our system can decrypt correctly. In addition, we must also facilitate real time API web calls

Apart from that, I will also provide internal consultancy on **process re-engineering** and **IT solutioning**.

Our BPR team adopt design thinking approach to analyse the work processes and identify the pain points of customers via customer journey map. Then we ideate solutions thru focus group discussion and I use pen and paper to first draw out an imaginary soln. With users giving their inputs, we then create the wire frame for management approval before we build a prototype to refine the UI. Then, we came up with IT soln like Virtual Assistant, call routing system, integrated feedback system, and staff-less front counter. These have raised the productivity of CEA and we received a min award from streamlining our processes.

I was also in the **Data analysis and research team,** working on developing a data analytics roadmap for CEA. We have planned on different areas like data stocktaking to make sure that our data are cleaner for analysis. We have also implemented data analytics tools like tableau and python

Why join CPF?

**In 2019**, CEA has completed its BPR projects, and they planned to reallocate these resources. I came to know that **CPF** is looking for a professional to manage a **10m IT framework contract**. These few years has allowed me to hone my BA and product life cycle management skills.

I was also given a chance to spearhead the digitalization roadmap to implement many IT systems as shown in my resume. I also had a chance to explore new tech that could better position CPF. One of the systems implemented was the 55yrs retirement system, which I have implemented with Pega to link with our Mainframe and front-end system.

This system will receive public’s request when they reach retirement and my biz user will use it to process these requests. Then, it will update the data which my front end portal / cpf app will reflect the amount after we processed.

The team was blessed to received a **min award** for this piece. Subsequently, my Dir moved to another dept within the digital service group. She brought me along and asked me to assist her in our **sch of tech.**  I am also in charge of revamping the website. With my training, I coded and revamped the website to weave in some of the new tech I explored like gamification systems, metaverses and AI. The business users came to us to pick up some of the courses we provide either in-house, or external.

Every Quarter, I will also shareback with senior management on the new tech we have explored and potential use cases.

I have also taught the team on how to maintain the website, carry out research work with Gartner and spearheading tech talks with industry.

**NYP**

When the team is stablised, I decided to further hone my skills to teach people about technology and the benefits of digital transformation. Because, for any true digital transformation to takes place, there must will be **people**, process and technology.

I have been there since **2022** contributing on both coaching, industry transformation projects and planning the roadmap for new Skills future transition programme.

Q&A

**Why Join SFA?**

**Champion Digital transformation roadmap**

Primarily I am attracted to this post as the job scope is very close to my heart and is given the chance to champion digital transformation roadmap with the team.

**Keep Singapore food safe**

Hearing a lot news in some countries with food alteration and fake food, I think it is not an easy role. Hence, I would be honoured if I can be part of the team to keep our Singapore food for my children, family and friends.

**discover new tech**

I will be able to uncover new tech that can streamline SFA’s processes digitalisation

**Other areas i can contribute**

* Data Analysis & visualisation
* Computing mathematics (like binary, hexadecimal for html and imaginary number)
* Business statistics (descriptive stat, hypothesis testing and regression)
* Principles of UX design ( like clear hierarchy to navigate website, design phases from ideation, concept validation with wire frame, refinement with prototype and design)
* Foundation of AI
* Product management lifecycle

**Some qns**

1. **Does the organisation promote upgrading and attending course cos I think the environ is always changing and even our IM8. So I also go for refresh courses to know what are the new components in IM8 like the data governance.. And Agile guideline, which is helpful. For instance, it guided me that when Scrum methodology is used for outsourced system delivery, agency should consider appointing vendor as the scrum master and agency should involve their technical officers in requirement gathering and work with users to elicit their requirement. That helped me to know how to better craft my new Agile tender requirement better.**
2. **So when I was in CEA, for big IT projects, I will need to write AOR and get approval from my parent ministry, mnd to approve my high value project. So I wonder if in SFA, does the project office also execute that portion.. Just to find out so that I can be better prepared if I am given the chance to support the team**
3. I am quite a sporty person.. So does the staff get a chance to use some of the sports facilities like thru team bonding event and so on?
4. **When I am still with MHA, most of our projects are operated in a waterfall manner. So for the projects that we will be supporting them, will if be more waterfall or agile?**

**Agile environment. Team wall. Set up a space to have whiteboard, sticky notes and pens to write. To use ms team, for agile project with records of all the past correspondences**

**60/40 quality /price.**

**Track record, strength and depth of skill, PMP, app development, implementation methodologies,**

**Demo on sample business process**

Qn

**Develop SFA’s digitalisation roadmaps/masterplans**

**• Track progress of initiatives/projects under these roadmaps/ masterplans**

**• Work with SFA Divisions to uncover new tech and digitalisation**

**Data governance**

Data dictionary to document your datasets

IM 8 policy on data management

Data quality issue and to resolve them with CRs

**Lead and develop the MMS office and Analytics team by putting in place learning and capability development plan to allow the team to cover more**

Similarly when I was working in a statboard under MND, we were starting up a small data analytics team and my director was kind and trusted me to drive the data analytics and research team. I came up with a deck on why we need data analytics, who need the info, and a data analytics strategy. At the bottom, of the strategy paramid, we need to stocktake our data to inch closer to big data, volume, variety and velocity, aka frequency of data. Then, we need to work with the L&D team to shape the culture of data-driven mindset. Then, we need to provide data-analytics course. Scan for relevant tools, tech, or techniques for data analytics. In the shortage of tools for new starters, I have been working with Govtech closely and found a good tool, known as analytics.gov, 1 of the 8 WOG AI, that allow us to build our ML. At the top of the paramid, it is to develop our in-house ML by the business domain experts.

**We are looking for someone that can stay long. How certain are you that this is a place you will stay?**

I have moved from 1 organisation to another for the benefits of both the organisation and myself. Every time before I move on, I will ensure that the key projects are completed, ideas are clearly thought through and documented. This is also for organisation knowledge management. At timely movement, I will also create opportunities for the younger colleagues to take on these roles and create a healthy job rotation.

**IMDA open innovation platform**

- Lead a lean team to develop and execute OIP strategy, project management and platform operations. This requires you to be hands-on as an individual contributor as well. OIP strategy: - Communicate and present to senior stakeholders and agencies on the business, including contextualising the progress and success stories. This includes writing papers, submissions and decks - Own the business process. This involves deploying the business budget for maximum effect, and refining the process to achieve the business objectives of scale and speed, including reviewing the pitch deck, go-to-market, and how we partner stakeholders (internal teams, agencies and associations) Project management: - Work with an external vendor to project manage and develop the OIP platform product. This requires working closely with the business team and vendor to create the product vision and to develop its core components in a timely manner to achieve the business objectives. - This includes features such as (i) a consumer-facing, mobile-responsive front-end with attractive content and resources to inspire innovation; (ii) a Discovery Engine that allows matching of corporates and tech solutions at scale; (iii) productising OIP’s high-touch services to enable scale - Plan the roadmap and develop additional product features through user insights and integrating business objectives Platform operations: - Manage the site’s daily operations, including monitoring and scaling the adoption of product features, managing customer feedback and tickets, to ensure a seamless experience. Be responsible for delivering on KPIs, define appropriate metrics and track user behaviour - Partner the Director (Innovation) and team leads to deliver the overarching OIP strategy and product, to leverage the PIXEL innovation space’s synergies

Come up with resources to **inspires innovation**.

Start with some low hanging fruits and initiatives and thru that project, we can highlight to our audience that The management embrace failure, to retry, reimagine and remake mindset because innovation requires taking risk.

Train employees with design thinking methodologies 🡺 empathise, define a prob, ideate soln, prototype, refine

Consider Offering Incentives 🡺 can be pitching the benefits from the outcome of the project or some rewards for coming up with good ideas to the problem like what SIA does internally.

**Engine that allows matching of corporates and tech solutions**

Tech exploration skills can be put in place. To explore new tools and engine. E.g OCR and ICR for a handwritten soln to digitise handwritten. Or it could automating a mundane process with UIPath and RPA. OR we need to end-to-end soln which a normal formSG cant solve. Hence we need tools like Microsoft dynamics of Pega to design a Business process management system. Or even to motivate staff, or can gamify a learning process with gamification system like gamitise, coursemology.

**Product manager,**

To oversee the existing features of the OIP.

Analyse customer feedback and designing the enhancement features

Just curious. Do we have like any in-house tech team or framework agreement contract to for me to work with to enhance the OIP? ☺

**PIXEL inno space.**

So currently my CPF dept has recently created an inno hub, something PIXEL. So back then, I tap on my connection with Accenture to visit their inno hub with my corp property dept to brainstorm ideas to create this space. So, the digital service group actually use this space and when we have events, ppl will come to my section to book the space and the corp folks will help us re organise the space to the innovative events. Is the Pixel space also being used similarly?