HIGHLIGHTS

AGM - New Faces In SPM 10th Council  >> Page 3

The GAPPS Project Management Standards  >> Page 4

How LTA Manages Safety In Rail Projects  >> Page 6

SPM’s 5th Honorary Fellow Professor WU TAO

SPM conferred its 5th Honorary Fellow Membership on Professor Wu Tao, Vice Chairman and Secretary-General China Construction Industry Association at our 17th Annual Dinner on 4 October 2012. In his involvement with the Construction Industry Association, Prof. Wu Tao was instrumental in leading and drafting the first national building and construction management standards, “Construction Project Management Regulations” to steer the Construction Project Management of China on to a path of systems, science and technology, and regulated and sustainable development. Prof Wu Tao strongly believes that to further improve project construction management knowledge, competencies are the basic and essential ingredients to raise the construction industry to great heights to develop and construct sustainable low carbon, high-energy efficient development projects that are safe, comfortable and environmentally friendly.

As an academic, Prof. Wu Tao is insistent that theory must to be holistically researched to uncover the best it could offer to benefit society. He is behind a series of publications and papers of the Association that are highly rated by international project management peers. The book, “China Construction Project Management Knowledge and Systems”, of which he is the Editor-in-Chief, has been adopted by the International Project Management Association (IPMA) as a training text.

The Honorary Fellow conferred is SPM’s recognition of Prof Wu Tao’s many years of dedication, research and contribution to project management, his untried effort in the training and nurturing project management professionals in China and the 11 years of support and sharing of industry knowledge with the Society Project Managers, Singapore.

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SPM New President – Dr Ting Seng Kiong

In the August AGM, SPM members elected a new president – Dr Ting Seng Kiong. He is the Deputy President (Academic) and Provost of Singapore Institute of Technology (SIT). He is no stranger to many in the building and construction industry in Singapore.

Dr Ting is passionate about health and safety issues. He sits on the Workplace Safety & Health (Construction & Landscaping) Committee under the Workplace Safety and Health (WSH) Council from 2008 to present. He was Deputy Chairman of the Workplace Safety and Health, Construction Advisory Sub-committee, Ministry of Manpower, from 2005 to 2008 before the formation of WSH Council. Dr Ting is also a member of the Technical Committee on Construction Management, SPRING, Singapore, since 2007.

After graduating from Monash University, Australia, with first class honours in Civil Engineering and completing his fulltime National Service, Dr Ting started his career as a faculty with the National University of Singapore. Prior to joining SIT, Dr Ting was the Associate Dean (Undergraduate Studies), College of Engineering at Nanyang Technological University.

Dr Ting was with SPM when it was formed in 1995. He became a Fellow in 2006. He has served 6 years in the SPM Council, representing SPM at the Asia-Pacific Federation of Project Management (apfpm) and heading the Education and Research Working Committee. He was instrumental in starting the current BCA-SPM Project Management Course for Construction Professionals.
SPM 17th Annual

The 17th Annual General Meeting of the Society of Project Managers was held on 16 July 2013 at the Singapore Recreation Club, Lounge 1883. Besides the usual agenda, this year happened to be an election year to elect members to serve in the 10th Council (2013-2015).

After serving three terms of a total of 6 years, President, Seah Choo Meng, gave his own song address to the gathering, before a new president was elected. Dr Ting Seng Kiong took over the presidency and we have four new faces in the 10th Council. They are Patrick Toh, Thomas Ho, Goh Swee Yee and Audrey Teo.

New Secretariat Executive
Dear SPM members, meet Miss Akashah Yacob. She is our new Secretary Executive who has been keeping you informed of upcoming events of SPM and seminars/conferences of the Construction Industry.

SPM 10th Council (2013-2015)

A Warm Welcome!
We are very happy to note that many practitioners are regularly enquiring about SPM membership application. We count it a privilege to be of service to like-minded professionals like you. If you want to join in the project management practice with us, this is a right time for you to step forward and make contact with us. Sign up with us, as membership does have its privileges.

Thank you this opportunity to extend a warm welcome to the following new members who have joined us since August 2012:

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<tr>
<th>S/N</th>
<th>MEMBERSHIP TYPE</th>
<th>NAME</th>
<th>COMPANY</th>
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<td>Ordinary</td>
<td>Chen Chia Chong</td>
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<td>2</td>
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<td>Langton &amp; Seah Singapore Pte Ltd</td>
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<td>3</td>
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<td>Hyundai Engineering &amp; Construction Co Ltd</td>
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<td>4</td>
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<td>5</td>
<td>Ordinary</td>
<td>Shian Sadkin</td>
<td>Land Transport Authority</td>
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<td>6</td>
<td>Ordinary</td>
<td>Soon Chee Sern</td>
<td>CS Consulting Engineering Pte Ltd</td>
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<td>7</td>
<td>Ordinary</td>
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<td>8</td>
<td>Ordinary</td>
<td>Wong Kiong Meng</td>
<td>Keppel Land International Ltd</td>
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<tr>
<td>9</td>
<td>Ordinary</td>
<td>Yong Kian Wai Andy</td>
<td>JPL Consultants Pte Ltd</td>
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To provide the leadership in Project Management, it is imperative for SPM to continually engage with international organisations of like interest, to ride on the forefront of Project Management knowledge and developments. SPM will continue its involvement with international groupings, like GAPPS (Global Alliance for Project Performance Standards) and apiPM (Asia-Pacific Federation for Project Management) with a view to enhance our international standing. We continue to collaborate with the Construction Project Management Committee of the China Construction Industry Association.

Choo Meng expressed his grateful appreciation to the Council members and their working committees for the support he had enjoyed in advancing the objectives of SPM.

New Members - Welcome!

Inform and enthuse our members, keep abreast of the latest knowledge and technological advancements of the industry, we will be running more luncheon talks to kindle the enthusiasm and passion for project management of our members. Also, in parallel with education, SPM will continue to work closely with institutions of higher learning, such as NUS and UniSIM to produce graduates highly trained for the profession.

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General Meeting
President’s AGM Address
Outgoing President, Seah Choo Meng, addressed members at the last AGM. Here is an excerpt of what he shared.

The Society will continue to focus on attracting more professionals, particularly those from the contracting fraternity to join us. We have to find ways to make SPM attractive and relevant. To help our members keep abreast of the latest knowledge and technological advancements of the industry, we will be running more luncheon talks to kindle the enthusiasm and passion for project management of our members. Also, in parallel with education, SPM will continue to work closely with institutions of higher learning, such as NUS and UniSIM to produce graduates highly trained for the profession.

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SPM President’s Message
I would like to use this opportunity to thank Mr Seah Choo Meng, Immediate Past President, who had been my mentor for the last six years. I would carry on the good work that he has done. SPM will continue to focus on attracting more professionals, particularly those from the contracting fraternity to join us.

Inform and enthuse our members, keep abreast of the latest knowledge and technological advancements of the industry, we will be running more luncheon talks to kindle the enthusiasm and passion for project management of our members. Also, in parallel with education, SPM will continue to work closely with institutions of higher learning, such as NUS and UniSIM to produce graduates highly trained for the profession.
Developing and Applying the GAPPS Project Management Standards

A presentation by Dr. Alicia Aitken, CEO Human Systems International and Member of the Global Project Alliance for Performance Standards (GAPPS)

The Global Alliance for Project Performance Standards (GAPPS) is a group of dedicated volunteers working together around the world to improve project management by mapping a path through multiple and competing standards. Over the preceding years many different standards for project management had emerged from various professional associations and government agencies. The resultant crunch of standards, assessments, certifications and qualifications had begun to lead to confusion for individuals and organisations. The seeds for GAPPS were sown way back in the early 90’s when a group of international project professionals came together and share their stories, ideas and experience around project management standards and search for a way to work together to develop a global cooperation and collaboration.

The vision of GAPPS is to:

- Facilitate, develop, approve, publish, promote, maintain and review global project management standards.
- Facilitate, develop, approve, publish, promote, maintain and review usage guidelines for project management standards.
- NOT consult, advise, express opinion or develop products based upon standards and guidelines.
- NOT provide training assessment, certifications or qualifications to individuals based upon standards and guidelines.

The members of the GAPPS are a collection of governments, professional associations, universities/education providers and industry. As a founding member, SPMS has been on the GAPPS journey for several years working closely with other members such as the Australian, NZ and South African government project management standards agencies, other professional associations such as IPMA, AIPM, aspna, ace, PMSA, PMI, universities including Shell, Bond, Skema, the British University in Dubai, APM Group, Athabasca and UTs. Industry partners come from large and small organisations including Shell, Motorola, BG Group, RBS and Project Performance Group, Interlink, Teknologies, Living Plant and Human Systems.

The GAPPS develops performance based competency standards that are based on the core elements of various national and local standards. The intention is that the GAPPS standards can then form the “spine” against which other standards can be mapped. Performance based standards are a particular format of standards that describe “what” people in a particular role need to be able to demonstrate in order to be considered “competent” in that role. They do not describe “how” each activity must be completed. To date the GAPPS has published a Project Manager standard and a Program Manager standard. These are freely available on the website www.globalpmstandards.org for all individuals and organisations to download and use. The GAPPS is now working on the development of Sponsor and Project Control Standards.

Case Study Using the GAPPS Project Manager Standard

The GAPPS has been used by many different organisations in many different ways. Some organisations have used the standards to help develop their job descriptions for project managers, other use the GAPPS standards to frame their recruitment questions. Some use just the complexity rating system the CFePT to analyse the performance management complexity of the projects in their portfolio and check that the right resources are assigned to the right projects. Others use the mappings that GAPPS has produced to understand “what” PM accreditation, credential or qualification is the best fit for their organisation. The following case study details one example of how an organisation can use the GAPPS Project Manager standards to drive organisational capability improvement.

Background

A large Australian based organisation with operations extending into Asia. The organisation was in the process of improving project management capability from mediocre to excellent in 3 years. A comprehensive improvement program was developed:

- Methodology rework
- Intranet redesign
- EPM software implementation
- Baseline competence of project manager population
- Develop & Implement a comprehensive training curriculum

GAPPS Project Manager Standard was selected as the baseline standard for assessing the current competence of 300+ project managers. The GAPPS PM standard was reviewed and adapted to suit the particular context within this organisation with the various elements mapped back to the corporate methodology. It was found that there were some additional topics that were particular to this organisation that needed to be included in the GAPPS PM assessment, so additional units of competence were developed and added to the GAPPS core units. An online assessment was developed using the assessment model developed by Dr. Lynn Crawford during her PhD research into the construct of assessing project managers for developmental purposes. It is important with self-assessment to use a tool that is affective to how candidates answer accurately and honestly. Scales that require people to judge how proficient they are, are often fraught with difficulty as people are hesitant to rate themselves as “expert” and below expert individuals have difficulty distinguishing how skilled they are relative to others.

The organisation was then ready to conduct their assessment. However, the initial review of the HR system to treat the list of candidates revealed a common problem, many of the “project managers” on the list were found to have the title but were not actually performing the role, others who were known to be working as project managers were not on the list as they were “hiding” under different titles to avoid detection. A lot of effort was put into cleaning up the data on the HR system before a final list could be obtained.

The results of the assessment were used to identify development needs for individuals including work experiences, coaching and training. The assessment result was linked to the training curriculum offered by the organisation and individuals were given a list of recommended training courses based on their level on the algorithm that took into account the number of years of experience they had, necessary skills, results and training courses that had been completed recently. The aggregated results were used by the organisation to identify potential areas for improvement across the organisations where:

- The methodology was weak and undermined weaker scores in the competency
- There were cultural nuances within the context of this organisation that were impacting on the take up of certain aspects of the management methods
- The project manager assigned to the project was either over or under qualified to be managing the risks associated with the management complexity of the project they were running.

SPM’s Participation in GAPPS

SPM has been actively participating in GAPPS. Since its commencement in 2005, SPM has held 28 working sessions in different countries, covering 5 continents. SPM has been attending majority of the working sessions.

SPM has contributed to the development of the GAPPS Project Manager Program Manager standard of GAPPS. Our SPM representative, Yip Kim Seng, participated in the endorsement process for the Endorsed Provider scheme - based on GAPPS Quality Assurance model to enable an organization to enhance the value of its specific project management certification process by including the “stamp of approval” from GAPPS. Yip Kim Seng is currently also a board member of GAPPS.

Besides attending the working sessions that are held approximately 3 times a year, SPM has hosted 2 of them - first in 2006 and the second last year in November.

Working Session 26 in Singapore

GAPPS WS26 was held in Singapore Recession Club on 8th to 10th November. It was attended by 17 persons. SPM invited 3 partners to join in the proceeding to have an appreciation of GAPPS work. They are Ms Helen Chen of the Centre for Project Public Management, Dr Luke Feh of SIM University, and Chan Koon Yew of TUC SDP PSB Learning Pte. Ltd. SPM Council members, Bernard Ho, Rui Yee, Wan Mun Wei and Yip Kim Seng played hosts to the delegation from Australia, Austria, Indonesia, UK and US. We took the opportunity to introduce our overseas guests to our new Gardens by the Bay. We had the Project Director of PM, Link, to brief them on the project before a tour of the two conservatories. As a welcome treat, we took them to Little India to savour Indian cuisine and the festive sight and sound.

Working Session 27 in Cape Canaveral, Florida, USA

NASA, the National Aeronautics and Space Administration of USA, hosted the WS27 meeting in Radisson Hotel from 13th to 15th February 2013. Besides working on the development of Project Sponsor and Project Control standards, SPMs participants were treated to a tour of Kennedy Space Centre at Cape Canaveral.

Working Session 28 in London, UK

From 7th to 9th June 2013, WS28 was held in The Cumberland Hotel in central London. The group continued working on developing the Project Control standards. For both working sessions 27 and 28, SPM was represented by 1VP Yip Kim Seng. President, Dr Ting Seng Kong will represent SPM at the Working Session 29, in Edinburgh, Scotland in September.

Continual engagement with PM practitioners and representatives of international organisations at GAPPS forums contributes to keeping SPM at forefront of Project Management knowledge and development.
Managing Safety in Rail Projects  
- The LTA Way

In LTA, a philosophy of total Safety Management System is adopted for its rail projects. The total Safety Management System encompasses both construction safety — “safe to build” and rail system safety — “safe to use”.

As a developer, LTA takes proactive steps in ensuring its staff and contractors’ workers have a safe work environment at the worksites. LTA also ensures that its activities cause minimal disruption to the public and community. In construction safety, it works closely with its contractors and manages construction safety from 3 main prongs, namely, Engineering, Education/Promotion and Enforcement.

In railway system safety certification, the Project Safety Review (PSR) process provides for a formal and systematic assessment of the “safe to use” aspect of LTA projects — starting from the beginning of the project to handing over of the completed project to the rail operator for revenue service. The PSR process is also in compliance with best international practice, and is well supported by an effective organizational framework within LTA. As a result, since the first railway line was put into operation in 1987, Singapore has not had any accident where passenger safety is compromised.

I. Construction Safety

LTA’s approach to construction safety

While LTA recognizes that the work site occupier (that is, the contractor) is legally and solely responsible for their workers’ safety, LTA, as a developer, takes proactive steps and works closely with its contractors using a three-pronged approach towards construction safety: Engineering, Education/Promotion and Enforcement.

Engineering

In 2006, the PSR (Safe to Build) process was first introduced in the Downtown Line One railway project. It applies the principles of risk identification and mitigation in construction design and project management for LTA projects. It is modeled after the UK’s Construction (Design & Management) Regulations with modifications to suit Singapore’s construction industry needs and LTA’s in-house management framework for construction projects. With the aim of reducing risk at source, this process consists of a 5-stage submission:

1. Feasibility Safety Submission;
2. Concept Safety Submission;
3. Design Safety Submission;
4. Construction Safety Submission; and
5. Handover Safety Submission.

At each stage, detailed studies and risk assessments (conducted by all relevant parties and led by an experienced Risk Management Facilitator) are carried out to ensure major foreseeable risks are systematically identified, documented and mitigated. Risks that could not be mitigated effectively at each stage are communicated through proper documentation with explicit risk ratings and specific WSH requirements to be taken up at the next stage for further mitigation.

Education/Promotion

Education and promotion approach is used to develop and maintain awareness, among all personnel at worksites, of the commitment to safety, and the individual’s responsibility to support that commitment. Some examples of our education and promotion initiatives are:

1. Annual Safety Award Convention;
2. Safety Performance Scheme;
3. In-House WSH Training Courses; and
4. LTA Safety News

Enforcement

Enforcement is used to ensure compliance with statutory requirements, and in-house rules and regulations. LTA project teams implement a rigorous and structured WSH inspection regime that is conducted jointly with their contractors. Besides the planned WSH inspections, regular thematic inspections are carried out by Safety Division at the various worksites to coincide with the main construction activities carried out there. These inspections are targeted at specific construction activities, like deep excavations and heavy lifting operations.

Results of LTA’s approach

With the various WSH initiatives, LTA has consistently outperformed the local construction industry’s safety performance figures since 2001. Furthermore, DuPont Safety Resources, a world-renowned WSH consulting firm was engaged by LTA to carry out audits on three occasions. The first audit was carried out in 2003, the second in 2007 and the most recent being April 2009. LTA’s scores have been improving with each audit and the latest audit achieving an excellent score of 4.07 out of a possible 5, thus placing LTA in the top 5% to 10% of organizations worldwide in safety excellence.

II. System Safety Certification

The Project Safety Review (Rail Transit System) process

In 1999, LTA decided to develop a structured safety certification process that would encompass the various stages of the project lifecycle. With advice from an external safety consultant LTA developed the Project Safety Review (PSR) process after taking into consideration the safety case approach adopted in UK railway industry. This process would ensure that checks on safety of the systems would be carried out rigorously at the various project stages, ranging from conceptual to design stages, and then testing and commissioning to pre-operation stages. This would be a pro-active process in managing systems safety. The PSR process was eventually launched in the year 2000 and since then, it has been applied to all new RTS and major modifications/extensions to the existing RTS.

The PSR process calls for a 4-stage safety certification process that ties in with the 4 stages of a project, namely concept, design, handover and operation. Hence, there are four types of safety submissions in the process:

- Concept safety submission;
- Design safety submission;
- Handover safety submission; and
- Operation safety submission.

At the conclusion of each stage, a safety submission is required to be prepared and subject to an audit. To obtain a final consent from LTA for the commencement of passenger service, it is necessary that the safety submissions at all the various stages have been audited and endorsed/accepted. In addition, the project team is required to make a declaration that the system is fit for use and the operator to declare their operation readiness before the Chief Executive of LTA gives his consent.

Benefits of the PSR/RTS process

The PSR process renders additional confidence to the management that the project is progressing well and achieving a high level of safety. The stage audits are more structured than a final check and provide opportunities to avoid costly late-stage design changes. The PSR process also enhances the visibility and transparency of safety management. Commitments and outstanding safety-related issues are to be reported by the submitters and monitored by PSR Committee (RTS) till their closures. To a broader sense, the implementation of the PSR process has reinforced the safety culture of LTA as well as external organisations, i.e. operators and contractors by making everyone involved in the process to be more aware of his/her roles and responsibilities in delivering and operating a safe RTS.

III. Conclusion

In the total Safety Management System of “safe to build and safe to use”, LTA takes a proactive approach to ensuring that its staff and the contractor’s workers have a safe work environment at the worksites. This proactive approach has contributed to the consistent achievement of safety records which outperforms the construction industry figures. LTA also recognised the need to have a structured and systematic approach to assuring the safety of the users of the land transport system and others affected by it. Because LTA is both developer and regulator, rigorous checks and balances are needed on its safety assessments. The PSR (RTS) process was developed to address these requirements.

There is confidence that LTA RTS projects have inherent safety values, and that the system operators will be fully equipped and competent to operate and maintain the system safely and effectively.

Contributed by:

Sim Wee Meng
Senior Group Director (Rail),
Land Transport Authority
Cultural Intelligence – is it really that important?  
contributed by Dr Bill Young

At the October 2012 Society of Project Managers (SPM) Singapore Seminar, Dr Bill Young, President of the Asia Pacific Federation of Project Management (Apfp), presented a discussion on Cultural Intelligence (CQ). Young is a strong advocate for its need and application in international business and project management. National cultures vary significantly. They embody preferential patterns of thinking that are displayed in the practices and behaviours of individuals and communities. The core of culture is based on deeply held beliefs and values and although typically unconscious in everyday thinking strongly shape decision making, and thought processes.

CQ involves the ability to turn off the subconscious ‘auto pilot’, and learn to pay attention in a reflective and creative way in cross cultural situations. It is the ability to learn and develop understanding around how and why people behave in certain ways. It is taking a wiser perspective based on respect, building mutual understanding, and shrewd knowledge and avoiding stereotyping.

Young is running a series that is published in the Project Management World Journal (e-journal PMWJ), entitled ‘Dragon, Camels and Kangaroos’. With over 30 years’ experience delivering projects internationally he explores aspects of national cultures that impact business ventures and projects. His focus is on ways to help business manage international projects more successfully. For details on the series of articles of Young, you can refer to the following link: http://pmrverdikjordet.net/article/cultural-intelligence-essential-competency-for-international-projects/

Developing our Cultural Intelligence

- CQ alone is turning off ‘auto pilot’, and learning to pay attention, is a reflective and creative way for cross cultural situations.
- Learning to think and understand how / why people behave in certain ways.
- Ability to learn adaptability skills.
- It is not merely cultural awareness.

Dr Bill Young addressing the seminar audience on Cultural Intelligence.

SPM Best Post-Graduate Student Awards

At its Annual Dinner on 4 Oct 2012, SPM presented awards to the best students from the Masters of Science, Project Management, National University of Singapore and the Masters of Science, International Construction Management, Nanyang Technological University.

BEST STUDENT, MASTERS OF SCIENCE (INTERNATIONAL CONSTRUCTION MANAGEMENT) NANYANG TECHNOLOGICAL UNIVERSITY

Cecilia Wahyudi

CECILIA WAHYUDI first received her Bachelor of Engineering in Electrical/Electronics Engineering from NTU in 2007, after which she joined Kellogg Brown & Root as an Instrument Engineer. In 2011, she moved to ExxonMobil Chemicals as an Instrument Engineer and Material Balance Engineer, while pursuing her Masters of Science in International Construction Management at NTU. At ExxonMobil Chemicals, she handles the Polymers and Utilities plants and her responsibilities include ensuring long-term reliability of the plants.

BEST STUDENT, MASTERS OF SCIENCE (PROJECT MANAGEMENT) NATIONAL UNIVERSITY OF SINGAPORE

Lim Kian Peng

LIM KIAN PENG first obtained his Bachelor of Engineering (Civil) from the Nanyang Technological University in 1997. He immediately joined the Land Transport Authority, where he has worked for 15 years, during which he was awarded the LTA Merit Award for his contributions. In 2011, he was awarded the LTA Postgraduate Scholarship in association with the Ministry of Transport Beacon Scholarship to pursue his Master of Science, Project Management at NUS, which he completed last year, and was awarded the SISV Gold Medal. He is currently holding the position of Principal Project Manager in Downtown Line Stage 3 and leading a team of 24 members in managing 3 civil contracts, with a total contract sum of approximately $677M.

Outstanding Project Manager Award 2012 – SENIOR CATEGORY

Tham Wei Wah is the Deputy Director (Project Management Dept) in JTC managing various large-scale building and civil engineering projects. One of his distinguishing projects is the Marina Bay Cruise Centre. He has more than 22 years of experience in project management and different aspects of civil and structural engineering in both local and overseas projects. Before joining JTC in 1989, WeiWah held the position of Chief Civil Engineer in a consultancy firm where he directed operations of various heavy civil and structural projects.

Marina Bay Cruise Centre at Marina South

KEY FEATURE

- Ability to deliver the largest Cruise Ship in the World: ‘Solasia’ (1,200 passenger)
- Project with Total Budget: 12bnth 2016
- Stop-Back-End Capacity: Up to 32,000 GRT
- Passenger Handling Capacity: 6,900 passengers
- Passenger Clearance Time: 30 minutes max per passenger
- Shop Opening Time: Maximum 2.5 hours

Merit Award for the Outstanding Project Manager – SENIOR CATEGORY

Mr Sihan Sadikfin from LTA received the merit award. He is currently the Deputy Director in the Road Projects Group of the LTA. He has 26 years of project management experience on road and rail transit projects involving viaducts, road tunnels, underpasses and station construction. He was the Project Director for the Upgrading of Woodsville Interchange project, which can be considered one of the most challenging complex road projects undertaken by LTA in recent years. He was also the Project Manager for the construction of Dover MRT Station in 1996.

Upgrading of Woodsville Interchange
**SPM Happenings...**

**Lunchtime Talks**

Mr Michael Chin, Managing Director (Special Projects) of SP PowerGrid, shared his experience in the NSEW Cable Tunnel project with SPM members at a lunch talk on 14 June 2013. His talk covered procurement, stakeholder management and risk and safety management. The audience of 77 surely had benefitted from his enlightening talk and discussion.

**BCA - SPM Seminar 2012**

On 16 August 2013, about 65 SPM members and partners were treated to another interesting talk. Mr Ludwig Reichhold, Managing Director of Dragages Singapore spoke on managing the development of the Singapore Sports Hub, a Public-Private Partnership project. He covered how the PPP bid was structured and the overall timeline from bidding to financial closure and then implementation of the various parcels of the mammoth development, including the state of the art 55,000-capacity stadium, which will have the largest dome in the world when completed in 2014.

Details of the talks will be featured in our future issues when available.

**SPM Website Enhancement**

As part of SPM’s effort in communicating with our members and partners in the construction industry and Project Management fraternity both locally and overseas, we have enhanced our website on 1 August 2013. The SPM website is now more interactive and has more information. Some new features we have added are the banners at the top, a job portal, News & Events, Calendar to show the upcoming events, Members Roll (exclusive to members only) and photographs and slides of events to showcase what went on at each technical talk or major event. Come visit us! It’s just a click away... www.sprojm.org.sg

**Signing MOU with CPMC**

Memorandum of Understanding signing ceremony between the Construction Project Management Committee (CPMC) of China Construction Industry Association (CCIA) & Society of Project Managers, Singapore on 3 October 2013. This is the second MOU between CPMC and SPM, following the expiration of the first. It was signed by Mr Liang Xin Xiang, Chairman of CPMC and Mr Seah Choo Meng, President of SPM. It signifies the continued strong friendship and cooperation between CPMC and SPM.

**Calling for Sponsorship!**

**Dear Readers,**

"Long time no see us!" It has been close to a year hiatus. We are back! With a new Publications Committee, we also have a new editorial team. I took over the chair of the Publications Committee. The members are Jason Lee, Manish Manga, Shaun Yeo, Toh Kim Sai and Wong Tung Shui. Former chairman, Yap Kim Seng, is now our Advisor. He has not taken a back seat. In fact, he is the driver and main editor of this issue.

We plan to produce "The Project Manager" on a quarterly basis for the new term. To do this, we need the support and contributions from members and readers for articles and features that promote the practice and knowledge of project management or concern the development of the local construction industry.

If you have any feedback or suggestion to improve and enhance our publication, please write to sprojm@yahoo.com

**Tan Kok Siong**

Chairman, Publications Committee

**Looking Forward...**

Look out for the following features in the next issues:

- Project and Program Management in the Space of Complexity and Uncertainty
- Design-Build Authenticity & Diversity
- Singapore Power’s Transmission Cable Tunnel Project
- Singapore Sports Hub

**Calendar of Coming Events**

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<tr>
<td>21 to 23 Sep 2013</td>
<td>GAPPS Working Session 29</td>
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<td></td>
<td>Venue: Edinburgh, Scotland</td>
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<td></td>
<td>Dr Ting Beng Kiang will represent SPM</td>
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<td>26 Sep 2013</td>
<td>SPM 18th Annual Dinner</td>
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<td>Guest of Honour: Dr Neo Hu Pin, Mayor, North West Districts</td>
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<td></td>
<td>Venue: Grand Copthorne Waterfront Hotel</td>
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<tr>
<td></td>
<td>Lunch Time Talk</td>
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<td></td>
<td>Topic: Topic: Building Information Modelling - An Executive Overview</td>
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<tr>
<td></td>
<td>Speaker: Mr Ben Thum, Innovation Director, SIMACD Pte Ltd</td>
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<tr>
<td></td>
<td>Venue: Singapore Recreation Club</td>
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<td></td>
<td>Lunch Time Talk</td>
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<td></td>
<td>Topic: Green Journey</td>
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<td></td>
<td>Speaker: Mr Ng Eng Kiang, President, SBRC</td>
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<td></td>
<td>Venue: Singapore Recreation Club</td>
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<td></td>
<td>Lunch Time Talk</td>
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<td>Mar 2014</td>
<td>Topic: Green Competence</td>
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<td></td>
<td>Speaker: Sajid Ghani, MD &amp; CEO, Holkin (Singapore) Pte Ltd</td>
</tr>
<tr>
<td></td>
<td>Venue: Singapore Recreation Club</td>
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For information and enquiry, write to sprojm@yahoo.com.sg or refer to our website www.sprojm.org.sg

**SAF Day Combined Rededication Ceremony**

First Vice-President, Yap Kim Seng represented SPM to receive a certificate of appreciation from the Defence Minister, Dr Ng Eng Hen at the SAF Day Combined Rededication Ceremony for CBD/South Zone and Built Environment Partners. The event on 1 July 2013, was organised by Langdon & Seah Singapore Pte Ltd; it was attended by more than 560 participants from 186 organisations including key representatives from Construction Industry Joint Committee (CIJC).
SPM Outstanding Project Manager Awards 2012

The leadership role of a Project Manager is key to project delivery. Apart from meeting the many project objectives of the client, the Project Manager has to be knowledgeable in design and construction matters and uphold a high standard of professionalism to earn the respect of all parties in a project.

A proficient Project Manager is a valuable asset to the organization and the construction industry, and should be encouraged with due recognition for the contribution towards realising our built environment. The Society wants to inspire the growing pool of Project Managers in Singapore to raise their level of professional practice and provide even better service in their work.

Every 2 years, the Society confers Outstanding Project Manager (OPM) awards to show recognition of distinguishing achievements in project management in the construction industry. These achievements could be in any one or a combination of the following aspects:

- a. exceptional level of service provided for projects undertaken;
- b. special project management expertise employed for projects that have a significant impact on the built environment in Singapore;
- c. professional project management practices in dealings with other parties of project team;
- d. innovative project management approaches or ideas, which contribute to the advancement for the profession or the industry.

In June 2012, SPM invited its members and also organisations under the Construction Industry Joint Committee, government agencies and statutory boards for nominations of candidates for the OPM Award under the Senior and Junior categories. The award winners in 2012 and their distinguishing contributions are showcased in *The Project Manager*.

Outstanding Project Manager Award 2012

**JUNIOR CATEGORY**

Outstanding Project Manager Award for Junior Category went to **Sam Ow Peng Peng**. Sam is the Assistant Director of Best Sourcing Department, PUB. As a Professional Engineer(Civil) and a QECP, he has more than 15 years of project management working experience. During his service in PUB, he has managed various water reclamation, sewerage, drainage as well as Active Beautiful, Clean (ABC) waters projects. He led the initial planning and implementation of ABC Waters projects under the ABC Waters Programme and is currently overseeing the construction of these projects. Among the ABC Waters projects, he recently completed the signature $76.7 million **Kallang River@Ang Mo Kio-Bishan Park project** to improve the river and park.