

## MEDAL OF COMMENDATION

### Chua Soon Guan

Deputy Chief Executive (Policy & Development)

PUB, Singapore's National Water Agency

*Nominated by the Public Utilities Board Employees' Union*

Chua Soon Guan provides strategic direction and guidance on developing strategies, plans and policies to ensure reliable, resilient and sustainable water supply and robust coastal protection for Singapore at PUB, Singapore's National Water Agency. Brother Soon Guan guided the development and implementation of digitalisation strategy, focusing on developing a strong digital culture while adopting fit-for-purpose digital solutions that improve productivity, corporate governance and service standards. Through the adoption of automation and technology, staff are relieved from mundane, routine work and empowered to focus on critical work areas such as operation assets management, stakeholder engagement and risk management.

As part of PUB's efforts to develop a future-ready workforce, Brother Soon Guan led the HR team in a board-wide review of the scheme of service and compensation framework. He provided key insights and directions on the strategic priorities for PUB to attain the objectives of attracting, developing, motivating and retaining talents. A new service and compensation framework scheme was launched in August 2022 to ensure that PUB remains competitive. The new scheme also introduces a progressive grade structure that allows a stronger sense of progression to meet the aspiration needs of PUB officers. Brother Soon Guan also ensured that the HR team worked closely with the Public Utilities Board Employees' Union (PUBEU) leaders to understand the issues on the ground and take in the union's feedback in the design of the scheme. Brother Soon Guan chairs regular working committee meetings with PUBEU to update and seek the union's input on new initiatives or issues. The collaboration contributes to maintaining strong labour-management relations in PUB.

As a firm believer in continuous learning, Brother Soon Guan played a pivotal role in training and developing officers through the Singapore Water Academy (SgWA). Under his guidance, engineering-focused competency frameworks were developed for PUB's 3,300-strong workforce, and structured competency-based training programmes for 1,500 unique job posts were implemented. The framework includes customising training for support officers with lower language literacy and digital skills to upskill them with the required competencies to support PUB's transformation and their own growth.

In line with PUB's transformation efforts, Brother Soon Guan was supportive when PUBEU shared the Operation and Technology Roadmap (OTR). He supported the implementation of OTR on the Smart Water Meters project and PUB's involvement in the OTR for the Singapore Plumbers Association and Singapore Water Association. To ensure that PUB makes collective progress as an organisation, Brother Soon Guan encouraged the formation of a Company Training Committee in 2021 to focus on upskilling and reskilling staff so that they can better adapt to the changing workplace and emerging work areas.