



PEOPLE

“... A main reason as to why Singapore has been very successful in managing its water and wastewater is because of its concurrent emphasis on supply and demand management, wastewater and stormwater management, institutional effectiveness and creating an enabling environment, which includes a strong political will, effective legal and regulatory framework and an experienced and motivated workforce...”

Cecilia Tortajada

Editor

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PEOPLE

4.1 HUMAN RESOURCE PLANNING

4.1a Describe The Organisation's Human Resource Requirements And Plans, Based On The Organisation's Strategic Objectives And Plans.

HUMAN RESOURCE PLANNING

HR planning is led by the Senior Management who meets every month at the PUB Staff Meeting to discuss HR strategies and plans. The HR planning process and stakeholders' involvement are outlined in Figure 4.1.1 and 4.1.2.

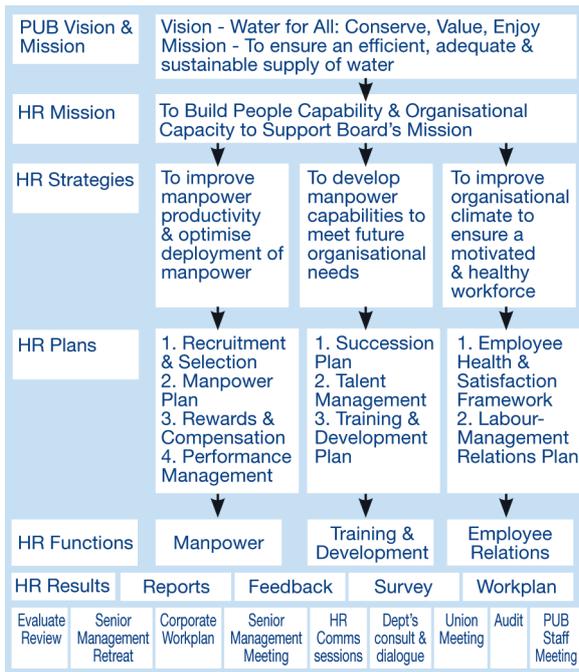


Figure 4.1.1: Overview of HR Development Plan

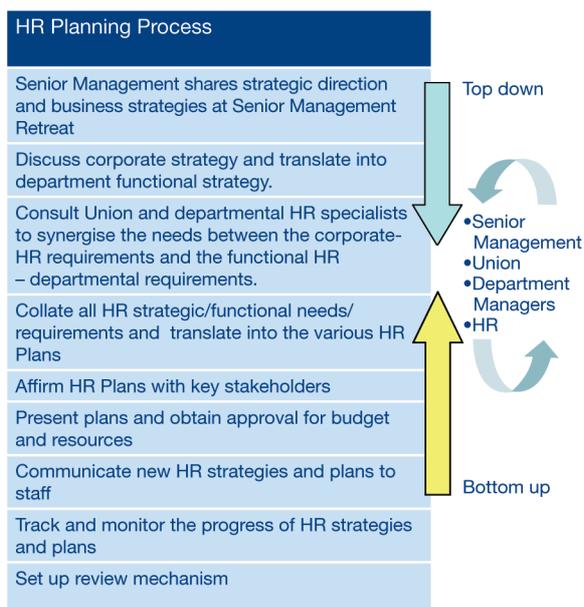


Figure 4.1.2: HR Planning Process

4.1b How The Organisation Implements And Reviews Its Human Resource Plan.

IMPLEMENTATION AND REVIEWS OF HUMAN RESOURCE PLANS

Human Resources Department (HRD) works closely with the stakeholders, line managers, supervisors and Union officials to implement the various HR plans. Reviews are incorporated to measure the effectiveness of these plans. Cross-agency comparative studies with other government ministries and statutory boards help to identify deviations in policies and best practices.

Some examples of improvement arising from such reviews include the extension of scholarship awards to polytechnics (pre-workforce feed), annual staff communication sessions on performance management, and the introduction of HR Specialists to better align HR plans with operating units. In addition, PUB has worked closely with the Union to realise key initiatives such as re-employment of mature workers. Figure 4.1.3 highlights the implementation and reviews of HR Plans.



HR Answering Issues Raised During Ask HR Session

4.2 EMPLOYEE INVOLVEMENT & COMMITMENT

4.2a The Strategies Adopted And The Mechanisms Available To Encourage Employee Involvement And Commitment In Teamwork, Innovation And The Achievement Of Organisation's Goals And Objectives.

Intrinsic to PUB's employee involvement and commitment strategies is the desire to develop staff to their fullest potential. This is encapsulated in our core values (VOICE) to foster an organisational culture that emphasises innovation, teamwork and communication. Various strategies and mechanisms have been designed to encourage involvement, commitment and ownership of PUB's five strategic thrusts - Water For All: Conserve, Value Enjoy and the 3Cs (Competence, Connections and Creating Value). Figure 4.2.1 outlines the key employee involvement strategies and programmes.

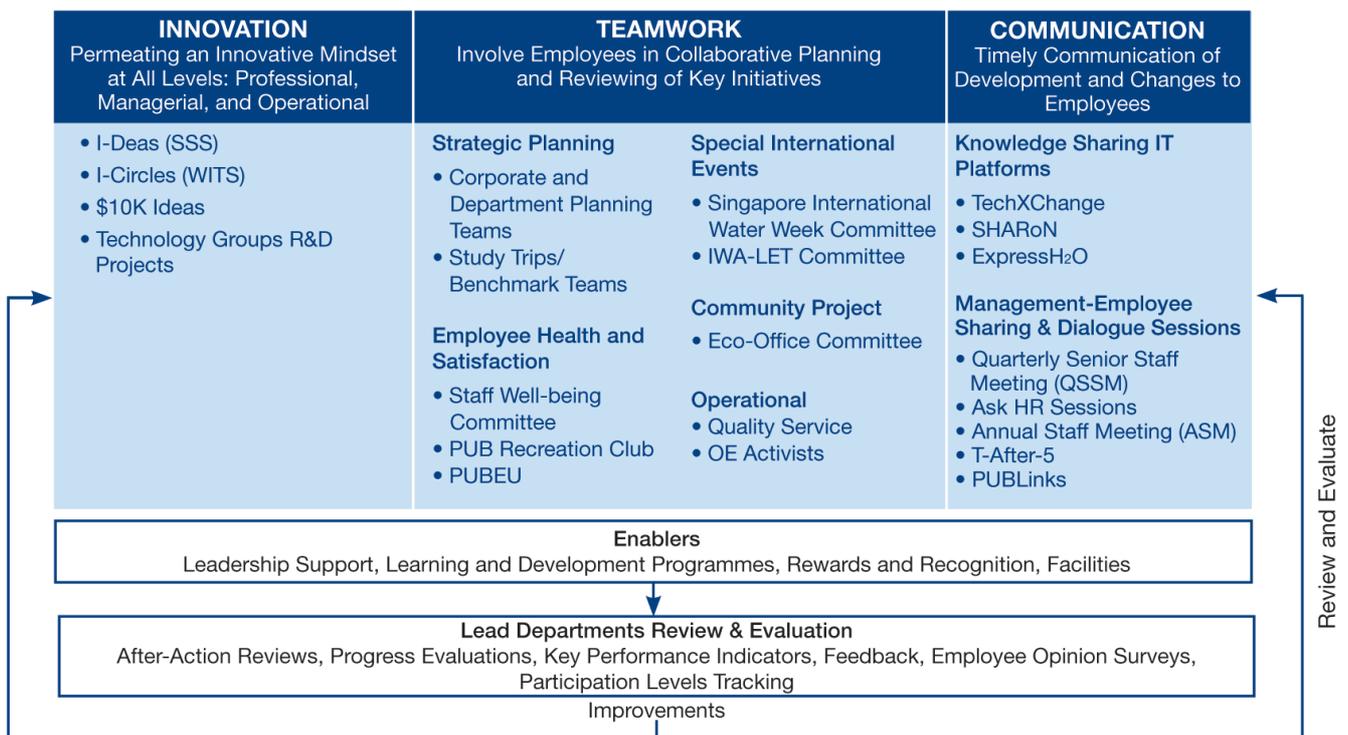


Figure 4.2.1: Strategies and Mechanisms to Encourage Employee Involvement and Commitment in Teamwork, Innovation and the Achievement of Organisation's Goals and Objectives

4.2b The Process Of Implementation Of The Mechanisms For Employee Involvement And Commitment And The Review Of Their Effectiveness.

Implementation of programmes is carried out by the project owner in collaboration with department representatives. Senior Management supports and encourages training courses or on-the-job learning, which are key enablers for the successful implementation of programmes.

All programmes are reviewed and recommendations for improvement are submitted to Directors.

4.2c How The Organisation Evaluates And Improves Its Overall Employee Involvement Process.

Programme effectiveness is evaluated via continual reviews and feedback, which are sought through various communication channels and indicators such as staff participation. Specific improvements are identified from these findings and incorporated in future initiatives.

4.3 EMPLOYEE EDUCATION, TRAINING & DEVELOPMENT

4.3a How The Organisation Identifies Its Education, Training And Development Needs For All Employees To Support Its Goals And Objectives.

PUB identifies the education, training and development needs for all employees at 3 levels: corporate, functional and job-worker level. A Total Learning Plan is then translated into specific programmes in PUB's Training Framework.

With various avenues of career development opportunities, one could enhanced his professional credential through:

- co-sponsorships
- full sponsorships and scholarships for higher learning
- cross department job rotation and posting exercises;
- secondment to external agencies
- change of appointment
- emplacement and promotion.

The career development framework and educational upgrading path is shown in Figure 4.3.1 and Figure 4.3.2 respectively.

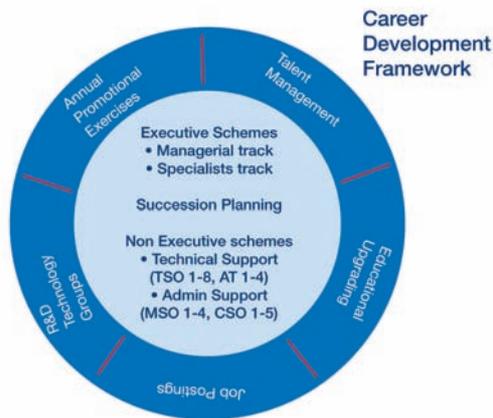


Figure 4.3.1: Career Development Framework

Educational upgrading offers another avenue for career development opportunities (see Figure 4.3.1). At the lower level, educational upgrading is provided, while professionals and executives can choose a generalist or specialist path. Figure 4.3.2 shows an example of an educational upgrading path for junior staff, which keeps the employee employable and flexible in career assignments even as the market changes.

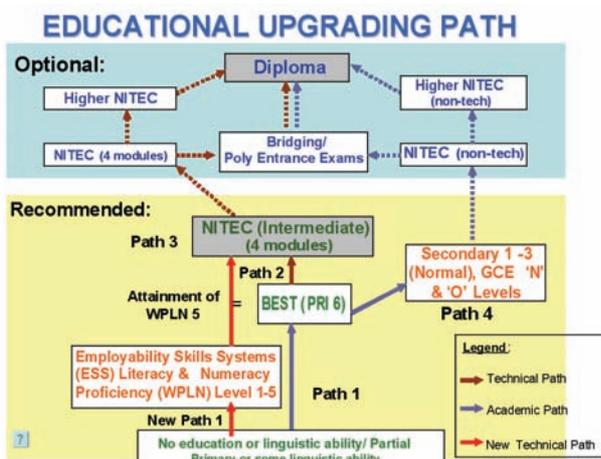


Figure 4.3.2: Educational Upgrading Path

In maintaining this delicate balance between limited resources and people development, PUB has put in place unique support schemes to allow the workforce to realise their developmental aspirations without undermining organisational sustainability.

4.3b How Education And Training Is Delivered And How Education And Training Effectiveness Is Reviewed.

PUB TRAINING FRAMEWORK & PROGRAMMES

PUB's Total Learning Plan translates strategic learning directions to a comprehensive framework that comprises

- (i) soft/management skills,
- (ii) professional/competency development, and
- (iii) education programmes.

In addition, staff undergo technical competency and specialist programmes in WaterHub. These seek to equip staff with a repertoire of technical and specialised knowledge and skills.

WaterHub

More than just a training facility, WaterHub symbolises a centre where partners and stakeholders in water can engage one another actively. It also represents an extension of PUB's ongoing effort to promote the capabilities of Singapore water industry at international conferences and to foreign delegations. Bringing technology, learning and networking under one roof; WaterHub attracts both local and international partners to set up research institutes, regional offices and collaborate on training tie-ups to benefit the water industry. It also provides a one-stop platform for partners to leverage on PUB's networks of academia, research institutes, international organisations and aid-agencies from around the world.

Today, WaterHub offers niche and accredited training programmes at the professional and operator levels, to PUB workforce. It intends to extend its operator certification training programmes to the water industry in the following years.

Equipped with state-of-the-art facilities, WaterHub provides a holistic learning environment encompassing R&D, classroom-based learning and practical hands-on training. It has a growing community of industry partners based at WaterHub such as the International Water Association, Singapore Water Association. Research Institutes such as Siemens, Konzen, and Nitto Denko have also set up their regional offices and R&D laboratories here.

MEASURES & REVIEW OF EDUCATION AND TRAINING EFFECTIVENESS

PUB has a comprehensive system for assessing the effectiveness of training programmes. PUB uses Kirkpatrick's 4-level model to guide the various modes of measures such as post-course evaluation forms, tests and the Before-During-After (B.D.A.) follow-up system for selected key programmes (See Figure 4.3.3). The B.D.A. mechanism assesses how much learning has been transferred and applied to the job 3 months after course completion. Reports submitted by staff who attend overseas business trips/conferences are analysed. Data obtained from training evaluation provides valuable inputs to the annual training reviews and to the next cycle of the Total Learning Plan.

Level of Measurement	Processes	Mechanisms /Frequency
1	Staff reaction to learning programmes	Feedback on learning Post-Course Evaluation Form on trainers/ programmes
2	Learning and behavioural changes in staff after learning	Supervisors and direct reports discuss learning objectives and assess post-learning expectations. BDA process; pre-, mid-, post-course tests, certifications for selected courses
3	Supervisors assess trainees' Post-Course Performance.	BDA process, Staff assignment Report
4	Supervisors evaluate impact of key programmes on corporate and departmental KPIs.	Learning Effectiveness Report • work reviews • assess KPIs/ action plan

Figure 4.3.3: Review Mechanisms

HRD also reviews key programmes with vendors and the Union. Such reviews enable HRD to better focus and customise learning and to employ more effective assessment measures and come up with new initiatives.

Common to all courses are the post-course evaluation forms. The training administrators collate and review the feedback and submit a summary of their findings. These data help HRD to spot and rectify anomalies. They are also valuable inputs to the annual Learning Needs Analysis review and new Total Learning Plan formulation.

4.3c How The Organisation Evaluates And Improves Its Overall Employee Education, Training And Development Processes.

At the organisational level, evaluation to improve the overall education, training and development processes are encapsulated in Figure 4.3.4.

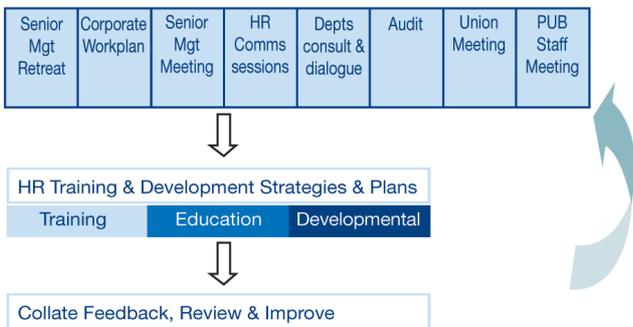


Figure 4.3.4: Review Process

There are various platforms (see Figure 4.3.5) to facilitate discussions and gather feedback to review and improve key T&D policies and practices, training frameworks, systems and procedures.

Platforms	Focus
<ul style="list-style-type: none"> SMM (Weekly) PUB Staff Meeting (Monthly) 	<ul style="list-style-type: none"> Training, Education & Development policies & issues Personnel issues, succession planning, senior staff appointment, senior management training & job evaluation
<ul style="list-style-type: none"> People Developer (PD) Steering Committee (at least twice a year) 	<ul style="list-style-type: none"> Provide inputs & feedback at key stages of systems development Review training & development systems & progress to ensure that they align to PUB's business directions Evaluate learning effectiveness Create awareness & sustain the people development efforts in PUB
<ul style="list-style-type: none"> HR-Department Meetings HR Dialogue Sessions Supervisor-staff Discussions Ad hoc Committee Union-HR Dialogues Employee Opinion Survey 	<ul style="list-style-type: none"> Progress of work plans, other operation matters / issues relating to the Group / Division, training, appraisal, etc. HR policies, procedures systems Feedback on Programmes – Trainers, Content, etc.

Figure 4.3.5: Platforms to Facilitate Improvements

The review process ensures training is continually aligned to corporate direction and to changing market requirements. Gaps in workforce development are systematically identified and new training drivers formulated.

4.4 EMPLOYEE HEALTH & SATISFACTION

4.4a How The Organisation Develops A Work Environment That Enhances Employee Health And Satisfaction, And Promotes A Harmonious Relationship Between Management And Unions/employees.

PUB uses various enablers and motivators, grouped into five thrusts, to ensure that employees' health and satisfaction are sustained. Besides Union-Management relations, the four other thrusts and the activities organised to support the thrusts are:

- Social Well-Being** – focuses on keeping PUB staff happy and motivated, both at work and at home. E.g. Spouse/parents hospitalization leave, part-time working scheme, and community service.
- Physical Well-Being** – focuses on giving staff avenues/opportunities to stay healthy and physically fit. E.g. WaterRia at WaterHub, time-off to exercise (activity hour).
- Economic Well-Being** – focuses on helping staff to save and/or remain employable. E.g. Transition training programme.
- Mental Well-Being** – focuses on making help available when staff needs it. E.g. C.A.R.E. officers

Figure 4.4.1 shows the Employee Health and Satisfaction Framework, and significant accolades.

Close Union-Management Relationship

Management regularly consults and engages the PUB Employees' Union, promoting harmonious industrial relations and a collaborative partnership. E.g. Union leaders participate in PUB's corporate planning workshops.

PUB HSSEP Board Committee on Safety

PUB is accountable to our Board Committee on Safety, which is chaired by a PUB Board member. Safety awareness is promoted via an annual PUB Safety Day.



Senior Management & Staff Participating in Active Day

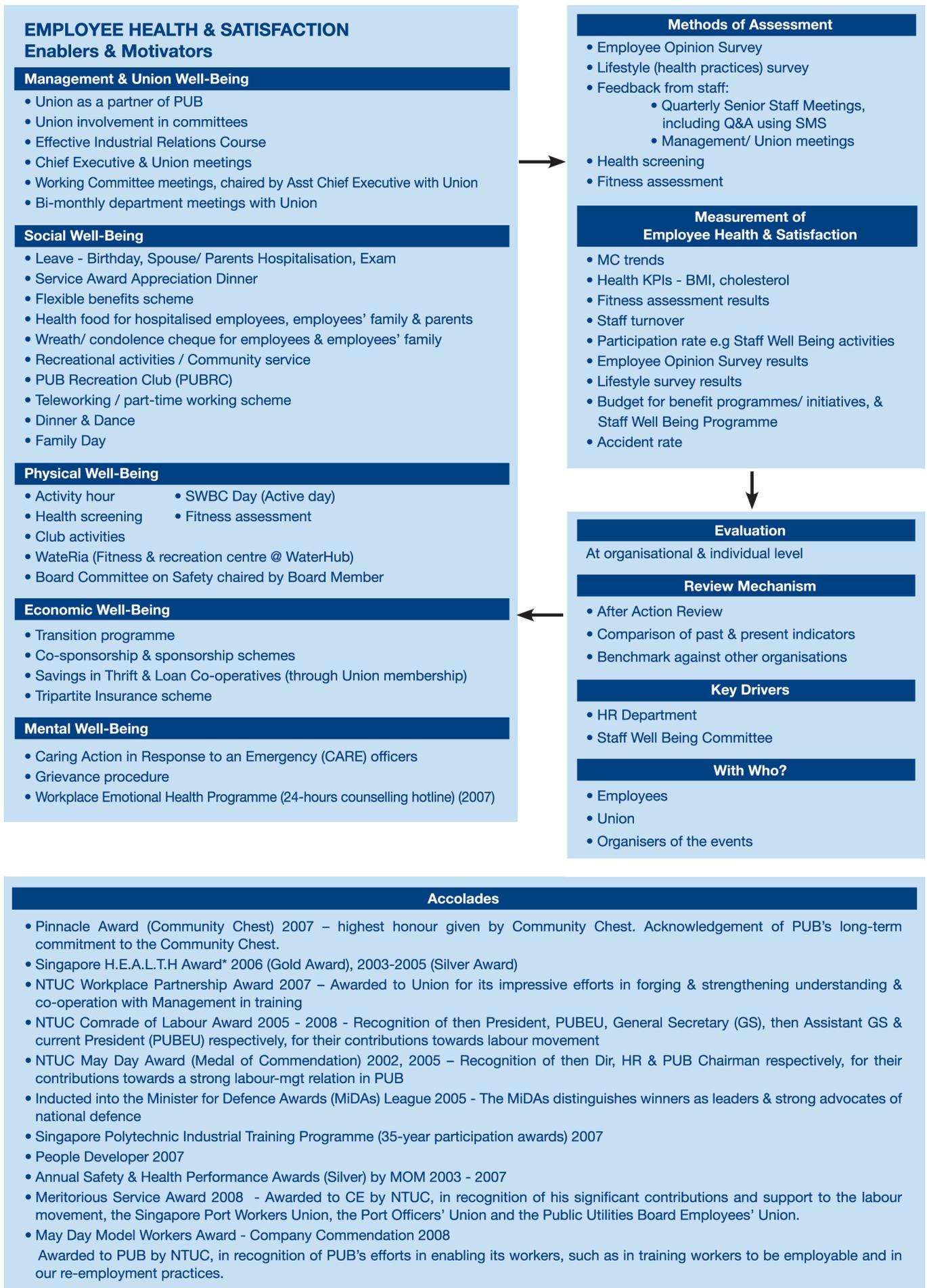


Figure 4.4.1: Employee Health & Satisfaction Framework & Significant Accolades

4.4b How The Organisation Measures And Assesses Employee Satisfaction.

PUB assesses employee health and satisfaction through the following means:

- Employee Opinion Survey (EOS)
- Lifestyle (health practices) Survey
- Health screening & fitness assessment
- Feedback, e.g. exit interview, QSSM.

PUB measures employee health and satisfaction by the following indicators:

- MC trends
- Health indicators e.g. BMI, cholesterol level
- Satisfaction index
- Participation rate.

4.4c How The Organisation Evaluates And Improves Its Approach To Enhancing Employee Health And Satisfaction.

PUB evaluates its approach to enhancing employee health and satisfaction by comparing and benchmarking the set of indicators in Figure 4.4.1. More importantly, PUB takes into account the feedback given in the EOS, lifestyle survey, Union feedback, etc., when evaluating its programmes and methods of assessment.

One of the outcomes of evaluation is the reorganisation of the Staff Well Being Committee (SWBC). This was done in 2005 with the aim of addressing employee health issues and concerns in a holistic manner. Chaired by Director of Finance then, the SWBC developed a systemic approach in analysing employees' health needs. The committee introduced a lifestyle survey that assesses employees' health practices to complement the results of health screening and fitness tests, to give a more complete report on the health of employees. The SWBC uses the findings from all three to design health enhancement programmes for employees. The SWBC also sets new policies (enablers) and develops programmes (motivators) to create an environment conducive to developing healthy employees. Arising from the lifestyle survey, PUB introduced a new motivator – activity hour – 1 hour of time-off per week for employees to exercise during office hours.

Another improvement is the newly set-up WaterRia, a fitness and recreational centre located at WaterHub, to make it more convenient for employees to exercise.



Mass Exercise with PUB's Mascot, Water Wally

4.5 EMPLOYEE PERFORMANCE & RECOGNITION

4.5a How The Organisation's Employee Performance Appraisal, Recognition, Promotion, Compensation And Reward Systems Encourage Employees To Achieve High Performance, Aligned To The Organisation's Objectives And Goals.

PUB has a performance management system that rewards and recognises both individual and team performance, and so reinforces desired behaviours in our employees (see Figure 4.5.1).

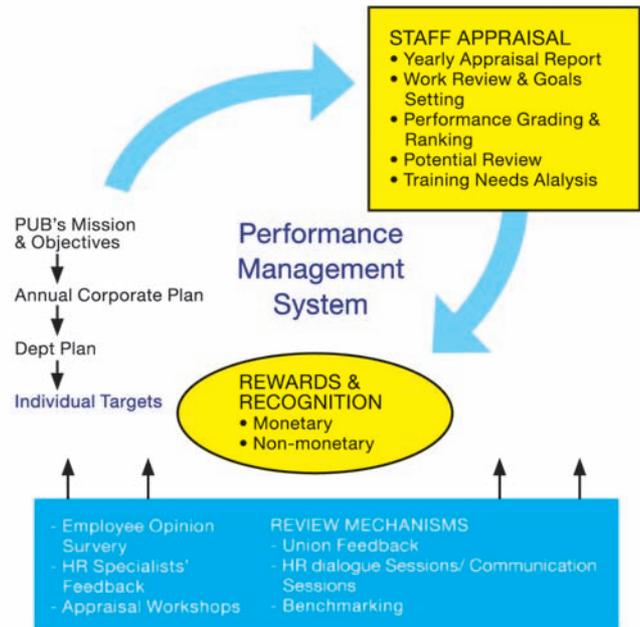


Figure 4.5.1: Performance Management Process

PUB assesses the performance of employees annually through the Staff Appraisal Review (SAR). In addition to work performance, the appraisal report captures individual and team contributions to the Innovation programmes and individual participation in committee/external organisation activities. Contributions to technology groups are also recognised through the appraisal review.

REWARDS & RECOGNITION

PUB recognises and rewards employees through a variety of individual- and team-based rewards (see Figure 4.5.2 & 4.5.3). These rewards are linked to PUB's core values (VOICE).

Under the performance-based salary system, an employee who performs better is rewarded with a higher salary increment and performance bonus.

Good performers with higher potential are promoted to a higher grade. Staff are ranked in terms of work performance and current estimated potential. The moderated performance grading is used to determine merit increments, performance bonuses and promotions.

Employees can also progress to higher grades/other schemes through emplacement, upon acquiring requisite qualifications and subject to good work performance and potential.

INDIVIDUAL		
Types of Awards/ Recognition	Frequency of Award	PUB Core Values
1. Performance Bonus/ Growth Bonus & Merit Increment	Yearly	Excellence
2. Promotion	Yearly	Excellence
3. Emplacement/ internal appointment	Yearly	Excellence
4. Secondment	Ad-hoc	Excellence
5. Sponsorship for further studies	Yearly	Caring
6. Bonus for passing exam/attaining certificates	Ad-hoc	Caring
7. Star Awards	Monthly	Caring
8. Special Star Awards	Monthly	Caring
9. Excellent Service Award (EXSA)	Yearly	Caring
10. I-Deas Award	Monthly	Innovation
11. Outstanding Implementor	Yearly	Innovation
12. Outstanding Suggestor	Yearly	Innovation
13. Model Employees Award	Yearly	Value Conscious
14. Service Award	Yearly	Ownership
15. National Day Awards	Yearly	Ownership & Value Conscious

Figure 4.5.2: Individual-Based Rewards

TEAM		
Types of Awards/ Recognition	Frequency of Award	PUB Core Values
16. Star of the Year	Yearly	Caring
17. Star of the Month	Monthly	Caring
18. Special Star Awards for Team	Monthly	Caring
19. Outstanding Ideas Suggestor for Team	Yearly	Innovation
20. \$10K challenge	All Year Round	Innovation
21. Top \$10K Ideas Award	Half-Yearly	Innovation
22. Outstanding \$10K Ideas (Overseas Trip) Award	Yearly	Innovation
23. I-Circle Award	Yearly	Innovation
24. MFE Awards	Yearly	Excellence
25. Productivity Savings Award	Yearly	Excellence

Figure 4.5.3: Team-Based Rewards

4.5b How Does The Organisation Evaluate And Improve Its Performance And Recognition Systems.

INDICATORS, FEEDBACK AND BENCHMARKING USED FOR EVALUATION

The Board's Staff & Establishment Committee oversees the review of salary packages and benefits. PUB obtains feedback on the effectiveness of its performance and recognition systems from several channels:-

- Employee Opinion Survey
- Feedback from Union
- Appraisal workshops/seminars
- HR dialogue sessions/communication sessions
- Ask Senior Management
- HR Specialists

To ensure market competitiveness, PUB also uses benchmarking findings with best practice models to review the performance and recognition systems.

- Best practices shared during the Statutory Board Director of Personnel Meetings
- Benchmark against civil service compensation framework
- Comparisons with other Statutory Boards

PUB Staff Clinched Lifelong Learner Award

Mr Nathan s/o Muniyandy, Senior Technician, Water Reclamation (Plant) received the Lifelong Learner Award 2007, organised by MediaCorp Radio with partners including the Workforce Development Agency (WDA), NTUC and SPRING Singapore. Mr Nathan was one of the 16 selected from over 1,200 public nominations, to receive the Lifelong Learner Award in 2007.



Mr Nathan (second from right) With His Family

"I am very happy that my effort has been recognised. Upgrading does not only improve my knowledge and skills, it also improves the quality of my life and my family's. I could not have done this without PUB's assistance and sponsorships. Hence, I will continue to upgrade myself and consider doing advance courses in the future," said Mr Nathan.