

# OUTSTANDING PROJECT MANAGER



## OUTSTANDING PROJECT MANAGER 2022 WINNERS



### CATEGORY 1

*Outstanding Project Manager  
Contract Sum > SGD\$85Million*

**Mr Lim Eng Boon**

Hwa Seng Builder Pte Ltd  
Deputy Director (Projects)



### CATEGORY 2

*Outstanding Project Manager  
Contract Sum < SGD\$85Million*

**Mr Kenneth Lim**

SIPM Consultants Pte Ltd  
Deputy Director



### CATEGORY 3

*Outstanding Project Manager  
Contract Sum > SGD\$20Million*

**YOUNG PROJECT MANAGER CATEGORY**

**Mr Lee Kok Boon Owen**

SIPM Consultants Pte Ltd Senior  
Executive Project Manager



### CATEGORY 4

*Outstanding Project Manager*

**CLIENT**

**Mr Lim Kian Peng**

Land Transport Authority  
Project Director

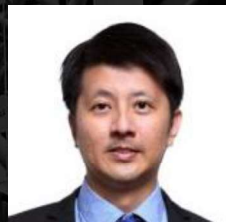


### CATEGORY 4

*Outstanding Project Manager  
CLIENT (Merit Winner)*

**Ms Maznah Bte Mohammed Ali**

Land Transport Authority  
Deputy Director



### CATEGORY 6

*Outstanding Project Manager*

**SPECIAL PROJECT**

**Mr James Lam**

SJ Consultants Pte Ltd  
Managing Director  
(Coastal Engineering)

### CATEGORY 7

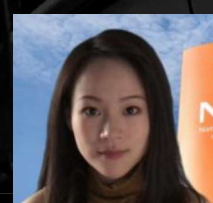
*Outstanding Publication on Project Management*



**Prof. Hwang Bon-Gang**



**Dr. Jasmine Ngo**



**Ms. Zhu Hanjing**

National University Singapore  
Dept. of the Built Environment  
College of Design & Environment Engineering



Society of  
Project  
Managers  
Singapore

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SOCIETY OF PROJECT MANAGERS SINGAPORE

# OUTSTANDING PROJECT MANAGERS AWARDS 2024

OPM Awards Submission Guidelines



## INTRODUCTION

The Society of Project Managers Singapore (SPM) has established a project management awards program – Outstanding Project Manager Awards (known as the OPM Awards).

The conferment of this award will highlight the multi-faceted role played by a Project Manager in building and leading a project team to deliver the project whilst meeting the many objectives of the client. The Project Manager must 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 and should be given due recognition.

The awards will be judged by a panel of experts appointed by the SPM.

OPM Award entries are limited to a max of 2 project submissions (within any single category) from any organization. All OPM Award entries must be submitted through their relevant organization.

There are 8 categories for the OPM 2024 Awards –

1. Outstanding Project Manager (Contract Sum > S\$85Million)
2. Outstanding Project Manager (Contract Sum < S\$85Million)
3. Outstanding Young Project Manager (Contract Sum > S\$20Million)
4. Outstanding Project Manager (Client) i) Infrastructure, ii) Building
5. Innovator of the Year
6. Outstanding Project Manager for Special Project
7. Outstanding Publication on Project Management
8. Outstanding Project Manager for International Project

The nominees will be assessed in the following aspects:

- The management of projects,
- Individual project management achievement, and
- Research and Innovation in project management

### **There are 3 parts to the Guidelines:**

- Part 1: Awards for the OPM 2024
- Part 2: General Conditions relating to all Submissions
- Part 3: Additional Notes for Applicants

Applicants must carefully read these Submission Guidelines and respond to all submission requirements.

## **PART 1 OPM Awards for the Senior and Junior Categories.**

### **1.1 ELIGIBILITY**

Any project director or project manager who completed a relevant project(s) in Singapore is eligible to enter or to be entered in the awards. A winning individual will demonstrate, through narratives and documentary evidence, excellence and/or innovation in project management over a cumulative period of not less than three years. The programs/projects undertaken may be of any size or value, from either the public or private sector, and can be located anywhere in the world.

The project must have an approved project plan and budget. The project must be recently completed (*within 5 years* of submission closing date) (at least by obtaining a Temporary Occupation Permit (TOP)). Acceptance of the project, or discrete phase, by the client/owner, before the submission is mandatory.

The project submitted by the candidate must have never been submitted in the previous OPM award(s).

**There are 8 categories for individual submissions:**

#### **Category 1: Outstanding Project Manager (Contract Sum > SGD\$85Million)**

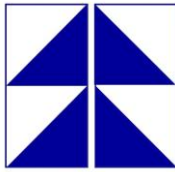
This category is open to a project director/project manager with at least 15 years of relevant project management experience and shall have managed projects of size more than SGD\$85Million construction value in a single project

#### **Category 2: Outstanding Project Manager (Contract Sum < SGD\$85Million)**

The category is open to a project director/project manager with at least 15 years of relevant project management experience and shall have managed projects of size up to SGD\$85Million construction value in a single project

#### **Category 3: Outstanding Young Project Manager (Contract Sum > SGD\$20Million)**

The category is open to a project manager with at least 8 years of relevant project management experience and shall have managed projects of more than SGD\$20Million construction value in a single project



#### **Category 4: Outstanding Project Manager (Client)**

- **Infrastructure**
- **Building**

The category is open to a project director/project manager with at least 10 years of relevant project management experience and shall have managed projects of size of more than SGD\$85 million construction value in a single project, in the capacity of Lead Project Manager / Project Director representing the Client.

#### **Category 5: Innovator of the Year**

The category is open to Practicing Project managers in Built Environments who have successfully launched an innovative initiative with proven results. This can be a leading construction technique or product, digitalization, Net Zero initiatives, or improvement of an existing technique or product.

#### **Category 6: Outstanding Project Manager for Special Project**

The category is open to a project director/project manager who has completed a Project that has significance to the Community or Nation. The nominee shall demonstrate the significance in the application.

#### **Category 7: Outstanding Publication on Project Management**

The category is open to anyone whose publication broke new grounds on Project Management concepts or Construction Methodologies, Net Zero, or productivity enhancement.

#### **Category 8: Outstanding Project Manager for International Project**

The category is open to a project director/project manager who has completed an international project outside of Singapore. The Project Manager shall be based in Singapore of a Company that has an operating office in Singapore.

## **1.2 GENERAL TERMS AND CONDITIONS**

Only projects completed in Singapore shall be considered for all categories except Category 8. The submission can be entered by either the project owner or any of the project stakeholders with each criteria addressed from either of these perspectives.

All submissions must be completed using the OPM Project Submission template that can be uploaded from the SPM website.

The SPM do not charge fees to organizations submitting entries to the OPM Awards.

## **1.3 FORMAT AND CONTENT OF THE SUBMISSION**

### **1.3.1 Format**

Submissions must be formatted in Arial 12-point font single-spaced in a Microsoft Word-compatible document.

The front cover of the submission must indicate the category being entered.

Submissions are to be in colour. Indicative page limits are flexible; however total content is not to exceed 5000 words or 10 A4 pages.

Submissions may refer to other projects undertaken by the individual. Written consent to the use of any project in the submission should be sought from the project client/owner.

The written consent and any endorsements or referee reports must be included in the submission. Consent is also required for the use of project information, photographs, company logos and the like, used within the submission. Non-conforming submissions may be rejected.

### **1.3.2 The submission should address the following five sections.**

#### **1.3.2.1 General Information**

- Name and contact details of the individual
- Name of Company/employer
- Name and contact details of the individual's supervisor
- Name and contact details of the project owner/client representative
- Confirmation that consent to use the project(s) has been received from the client/owner
- Confirmation that consent to use photographs, company logos and the like has been received
- Confirmation that the project(s) have an approved plan and budget



#### **1.3.2.2 Executive Summary**

Provide a summary of not more than 100 words of the individual, including performance, program/project outcomes, and program/project responsibilities. This summary may be used in any audio-visual presentation compiled by SPM for the OPM awards.

*NOTE: Summaries may be amended at the sole discretion of SPM to suit the technical requirements of the presentation.*

#### **1.3.2.3 Curriculum Vitae**

In this section provide a Curriculum Vitae or detailed summary of the individual (indicatively Four (4) pages), to sufficiently summarise relevant educational and work background, including program (s)/project(s) undertaken, and any other relevant information such as project value, size of team managed, etc.

#### **1.3.2.4 Project Context**

In order to provide the context in which the individual is/was working, provide a brief outline of the program(s)/project(s), including purpose, outcomes, and level of complexity; as well as the project management methodology applied. The summaries should include the success of the project(s) by comparison of the planned and achieved outcomes.

#### **1.3.2.5 Write- Up**

This section requires the submission of narratives and evidence which reflect the management performance of the individual in achieving or exceeding desired project outcomes through the application of best practice and the demonstration of outstanding achievement and innovation.



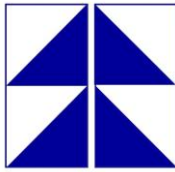
## Guidelines for Write-Up submission

### Evaluation:

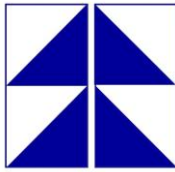
Submissions will be reviewed based on the value and benefit brought to the project, project team, clients and stakeholders.

Area of contribution	Weightage
<b>A. Project Management</b>	<b>50%</b>
<b>Project brief:</b>  Describe the project background and context, its reason for inception and the stakeholders involved. Briefly explain your role in the project and how you broadly influenced the project's successful delivery.	
<b>People management:</b>  Share what strategy was adopted to align various project stakeholders and consultants/team members to achieve the project deliverables. Explain what challenges were encountered in managing differences and relationships within the team, and how you professionally approached the situation and resolved issues.	
<b>Project Management:</b>  Describe how various knowledge areas of PMBOK were adopted to achieve the project deliverables. How did your contributions lead to timely delivery of the project with the desired quality and within the project budget?	
<b>Externalities:</b>  Explain the challenges you encountered from external factors that were/were not anticipated and how you managed them, without affecting the project deliverables.	
<b>B. Project Delivery</b>	<b>25%</b>
<b>Project Success:</b>  Describe why this project was deemed a success and how you were instrumental in the project's success. Explain the key results of the project that contributed to its success.	
<b>Client Benefit:</b>	





Explain how your stakeholders including end users benefited from your project management approach and strategies.	
<b>Project team benefit:</b>  How your team and your organization benefited from your leadership, organizational skills and other project management techniques.	
<b>C. Knowledge management</b>	<b>15%</b>
<b>Lessons learnt:</b>  Explain the lessons learnt by you, project team and your organization that will help them to overcome similar challenges in future.	
<b>Documentation:</b>  Describe how the project lessons learnt were captured along the way and how lessons were recorded/documented formally for easy reference in future, for your organization.	
<b>Lessons from past:</b>  Where applicable, how were past experiences tapped on to avoid similar situations in the project?	
<b>Knowledge for industry:</b>  Share your lesson learnt from the project that you believe may contribute to the industry's knowledge and greater benefit of the profession.	
<b>D. Innovation</b>	<b>10%</b>
<b>Innovation in Project Management:</b>  Describe what innovative project management approaches/techniques were adopted by you during the entire project that have benefited the project.	
<b>Managing Innovation in project:</b>  Explain how you managed innovation in project that may have been in concept of project, aspects of design.  Explain how you were instrumental in integrating innovation in the project.	
<b>TOTAL</b>	<b>100%</b>



## **PART 2 General Conditions relating to all Submissions**

### **2.1 GENERAL SUBMISSION REQUIREMENTS**

Submissions need to be concise yet contain sufficient information for the judging panel to adequately assess the merits of the entry.

All necessary clearances and permissions required for the release of all information submitted including any proprietary, confidential, technical or commercial information must be obtained by the applicant.

There should be no restrictions on the use of the submitted information in any promotion of the OPM 2024 awards program.

All expenses relating to the preparation of the submission and attendance at the award ceremonies are the responsibility of the applicant.

All submissions become the property of the SPM and are not returned to applicants.

Applicants consent to have submissions used for the OPM 2024 awards promotional purposes for a period of two years from the year of submission.

Submissions will be accepted under the conditions of these Guidelines.

*NOTE: "Documentary evidence" is required to support and validate all claims made in the submission. Photographs and quotes from clients or managers substantiating claims or extracts from project documents may be used. Evidence is used for scoring of submissions during judging and therefore the scoring will be commensurate with the level of appropriate supporting documentation submitted.*

### **2.2 THE SUBMISSION PROCESS**

All entries for the OPM 2024 Awards must be submitted to SPM latest by **Monday, 15<sup>th</sup> April 2024, 5pm (SG Time)** to the SPM OPM 2024 Committee. Late entries will not be considered.

Entries must be submitted in accordance with these guidelines.

### **2.3 SUBMISSION MATERIAL**

Submissions are to contain the following material:

**All submissions are to be electronic and submitted to the email address : [info@spm.sg](mailto:info@spm.sg)**

The submission is to include the following electronic files:

For all Submissions: A single Word or PDF document containing the full submission together with a minimum of five and a maximum of 10 high resolution project related photographs in JPEG format.

Please ensure the digital photos / drawings are of high-resolution quality and are submitted as full colour JPEG files. Photos with caption information are preferred. They are to be numbered in the order they are to appear in the presentation.



## **2.4 JUDGING**

Established members in the industry and SPM Council Members will form the judging panel to assess the applicants. The judging panel will be independent of all submissions and will collectively have a broad range of experience in project management.

The Judges' decisions shall be final.

## **2.5 ANNOUNCEMENT OF WINNERS**

The winners will be publicly announced at the SPM Annual Dinner 2024 Ceremony to be held in September 2024.

Additional information on the ceremony will be shared with the Award winners in due time.

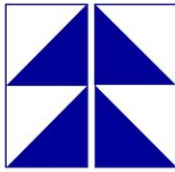
The outcome of the judging process will be announced before the Awards Ceremony to enable winners to attend.

## **PART 3 Additional Notes for Applicants**

### **3.1 SUBMISSION JUDGING NOTES**

The following should be noted:

- Judges will generally take into consideration the submitted written material to support the submission.
- An interview would be carried out to shortlisted applicants within the relevant category and the overall judging shall be an aggregate of the judging of both written material and the interview.
- Judges will evaluate the submission against the published Submission Criteria and in terms of the specific category being entered
- Judges will be looking for demonstrated achievement in the project management aspects of the project (note: the award is not for the project – it is for the project management of the project)
- Submissions that do not contain the written consent of the project's owner/client will not be considered
- Submissions must contain relevant supporting and corroborating evidence within the submission to allow judges to evaluate the claims made in the narrative.
- Judges will evaluate the performance of the Individual over a period of years NOT the project or projects specifically



- In evaluating submissions, all judging panels will use a standard template. The standard template will include the following aspects of each criteria.

### **OPM Awards**

#### **Project Complexity (30% of overall) –**

- To what extent has the candidate managed projects based on the types and scale?
- Has the context of the works performed by the candidate in the nominated project been demonstrated in the write-up?

#### **Project Management Experience and Scope and Knowledge upgrading/ relevancy (25% of overall) –**

- How many years has the candidate been involved in the role of a PM?
- To what extent does the write up provide evidence that the individual has been involved in the respective stages of the project?
- To what extent has the candidate performed across the spectrum of the PM Scope?
- Has the candidate sought continuous learning and certification to keep him/herself relevant to the changing landscape of the Built Environment?

#### **Write – Up (30% of overall)**

#### **Interview (15% of overall)**

- Performance of the individual during the interview.

### **3.2 AWARDS**

All award winners will each be given a free 1-year SPM membership inclusive of the one-time entrance fee.



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Website: <http://www.sprojm.org.sg>

8 January 2024

## **AWARD FOR OUTSTANDING PROJECT MANAGER 2024**

The Society is pleased to announce the launch of the search for the Outstanding Project Manager 2024 in the Built Environment. This Award aims to highlight the multi-faceted leadership role of a Project Manager. Apart from meeting the many project objectives of the client, the Project Manager must 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 Built Environment and should be encouraged with due recognition for the contribution towards realizing our built environment. Through this award, the Society hopes 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 with consultants, clients, and contractors.

This award is aimed at recognizing a Project Manager's significant achievements in the Built Environment over the past years. 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 which have a significant impact on the built environment in Singapore.
- (c) professional project management practices in dealings with other parties of the project team.
- (d) Innovative project management approaches or ideas, which contribute to the advancement of the profession or the industry.

### **Call for Nominations**

Nominations for the Awards are invited from fellows and members of the Society and organizations under the Construction Industry Joint Committee, Government agencies, Statutory Boards and private entities. Nominees need not be members of the Society.

There are 8 award categories this year:

#### **Category 1: Outstanding Project Manager (Contract Sum > SGD\$85Million)**

This category is open to a project director/project manager with at least 15 years of relevant project management experience and shall have managed projects of size more than SGD\$85Million construction value in a single project

#### **Category 2: Outstanding Project Manager (Contract Sum < SGD\$85Million)**

The category is open to a project director/project manager with at least 15 years of relevant project management experience and shall have managed projects of size up to S\$85Million construction value in a single project



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### **Category 3: Outstanding Young Project Manager (Contract Sum > SGD\$20Million)**

The category is open to a project manager with at least 8 years of relevant project management experience and shall have managed projects of size more than SGD\$20Million construction value in a single project

### **Category 4: Outstanding Project Manager (Client) i) Infrastructure, ii) Building**

The category is open to a project director/project manager with at least 10 years of relevant project management experience and shall have managed projects of size more than S\$85M construction value in a single project, in the capacity of Lead Project Manager / Project Director representing the Client.

### **Category 5: Innovator of the Year**

The category is open to Practicing Project managers in Built Environments who have successfully launched an innovative initiative with proven results. This can be a leading construction technique or product, digitalization, Net Zero initiatives, or improvement of an existing technique or product.

### **Category 6: Outstanding Project Manager for Special Project**

The category is open to a project director/project manager who has completed a Project that has significance to the Community or Nation. The nominee shall demonstrate the significance in the application.

### **Category 7: Outstanding Publication on Project Management**

The category is open to anyone whose publication broke new grounds on Project Management concepts or Construction Methodologies, Net Zero, or productivity enhancement.

### **Category 8: Outstanding Project Manager for International Project**

The category is open to a project director/project manager who has completed an international project outside of Singapore. The Project Manager shall be based in Singapore of a Company that has an operating office in Singapore.

**Closing date for all nominations will be on Monday, 15<sup>th</sup> April 2024, 5pm (SG Time).** All signed completed nomination forms must be submitted by the closing date to the address below.





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### **Selection Process**

The nomination form is attached in Annex A.

Nominations will be evaluated by a committee appointed by the President, the Society of Project Managers. Nominees short-listed by the awards committee may be invited to elaborate and illustrate their achievements and experience in project management. The evaluation criteria are shown in Annex B.

The results of the committee's deliberations will be announced at the Society's Annual Dinner in **September 2024**. The Award for the Outstanding Project Manager 2024 will be presented at the Annual Dinner.

### **Inquiries and Submissions**

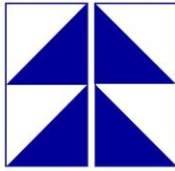
The Submission Guidelines can be downloaded from the Society's website <http://www.sprojm.org.sg>.

**For enquiries and submissions, please email to : [info@spm.sg](mailto:info@spm.sg)**

**Attention: OPM 2024 Committee**

Yours sincerely,

Outstanding Project Manager 2024 Award Committee



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## ANNEX A

### **SOCIETY OF PROJECT MANAGERS - NOMINATION FOR AWARD FOR OUTSTANDING PROJECT MANAGER 2024**

I nominate \_\_\_\_\_ for the following award:  
Name of the Nominee

#### **Please tick :**

<input type="checkbox"/> Category 1: Outstanding Project Manager (Contract Sum > SGD\$85Million)	<input type="checkbox"/> Category 5: Innovator of the Year
<input type="checkbox"/> Category 2: Outstanding Project Manager (Contract Sum < SGD\$85Million)	<input type="checkbox"/> Category 6: Outstanding Project Manager for Special Project
<input type="checkbox"/> Category 3: Outstanding Young Project Manager (Contract Sum > SGD\$20Million)	<input type="checkbox"/> Category 7: Outstanding Publication on Project Management
<input type="checkbox"/> Category 4: Outstanding Project Manager (Client) i) Infrastructure, ii) Building	<input type="checkbox"/> Category 8: Outstanding Project Manager for International Project

**Reasons for Nomination** *(State whether the nomination is for ideas, innovations, excellent service to clients, superior project delivery or professional project management practices or expertise employed in projects that have a significant impact on the built environment in Singapore. Please include a brief description and explain the reasons. The nominee will be assessed with respect to his record over the last 5 years, i.e. 2019 – 2023.*

#### **Nominated by :**

*Name :*

*Company name and designation :*

*Handphone no :*

*Email address*

*SPM Membership No.(if any) :*



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## Annex B

### SPM - OUTSTANDING PROJECT MANAGER AWARD 2024

#### Pre-Requisite Criteria

The prerequisites are broadly described in the circular for each category. Applicants are encouraged to provide information that demonstrates their contribution to the successful implementation or execution of their projects.

The awards are aimed at recognizing Project Managers' significant achievements in the Built Environment over the past years. 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 which have a significant impact on the built environment in Singapore.
- c) professional project management practices in dealings with other parties of the project team.
- d) Innovative project management approaches or ideas, which contribute to the advancement of the profession or the industry.
- e) Aim to highlight the multi-faceted leadership role of a Project Manager in project delivery. Apart from meeting the many project objectives of the client, the Project Manager must be knowledgeable in design and construction matters and uphold a high standard of professionalism to earn the respect of all parties in a project.
- f) Ideas, innovations, excellent service to clients, superior project delivery, or professional project management practices or expertise employed in projects that have a significant impact on the built environment in Singapore.
- g) The nominee will be assessed with respect to his track record over the last 5 years i.e., **2019 - 2023**.



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Criteria Category	Criteria/Attributes
Project Complexity (max 30 points)	Complexity of projects
	Value of Projects undertaken
	Variety of projects
PM Experience / Scope (max 20 points)	Years of Industry experience
	Years of PM experience
	Phases of Project the PM was involved in
	Scope of Project Management
Project Management Write Up (max 30 points)	See guidelines for submission of write up
Knowledge Upgrading / Relevancy (max 5 points)	Example : Green Mark Manager, Green Mark Professional, BIM, Risk Management, Value Management, Productivity, Design for safety, etc
Interview & Presentation (max 15 points)	Confidence / Clarity/ Q&A