



PROFILE

Public-sector programme and transformation professional with 17+ years across PA, PUB, MINDEF and the Singapore Youth Olympic Games. Works at the intersection of strategy, ground operations, digital product delivery, change and technology.

AT A GLANCE

17+

years in public service

87

constituencies in PRISM

276

users in product beta

40%

manual effort reduced

CORE STRENGTHS

- Programme Management
- Stakeholder Leadership
- Digital Product Delivery
- Change & Adoption
- Operational Improvement
- Business-Technical Bridge
- Public-Sector Procurement
- AI & Automation

Prosci Certified Change Practitioner
Certified 2025

CURRENT CHAPTER

Assistant Dean (Training)

People’s Association - National Community Leadership Institute | Jan 2024 - Present

- Work across PA headquarters and constituency operations, typically facilitating around 15 workplans annually with HQ divisions and constituency teams to translate organisational direction into practical programmes and operating plans.
- Engage senior leaders and working-level teams to understand priorities, operating constraints and emerging needs, using these engagements as an ongoing source of ground sensing.
- Developed the Systems Leadership curriculum and programme architecture across PA staff milestone programmes, translating strategic intent into tiered designs and implementation options.
- Designed and deployed AI-enabled assistants including Reflection Coach, Audit Bot and Role-Play Bot across programmes reaching more than 1,000 learners.
- Redesigned e-Attendance and RSVP workflows using FormSG, Plumber and Microsoft 365, reducing manual administrative workload by 40%.

SELECTED DIGITAL PRODUCT

Gamified learning application

Product Manager / Business Lead | 2020-2023



- Appointed Project Manager of a three-person team; led business requirements, public RFQ, vendor and internal technology engagement.
- Ran a three-month beta with 276 users and 350+ feedback items, then launched in October 2022 to serve PA’s wider community of 2,000+ staff and 40,000 grassroots volunteers.
- Continued through user support, analytics and adoption - treating go-live as a milestone rather than the end of product responsibility.

CHANGE AT SCALE

PRISM resident-data system

Capability-building intervention | 2017-2020

- Developed and led the capability-building intervention of a three-year change programme supporting PA’s PRISM resident-data system across 87 constituencies, working with more than 1,700 grassroots leaders and 500 staff.
- Connected technology implementation with resident-engagement practices, operational processes and stakeholder readiness so that adoption was treated as a change in work, not only a system rollout.

HOW I WORK

- Start with the problem
- Translate across boundaries
- Build & test
- Stay through adoption

CAREER JOURNEY

Selected experience, technical fluency and credentials

EXPERIENCE

Assistant Dean (Learning Psychology & Systems)

People's Association - NACLI | Mar 2022 - Dec 2023

- Led rollout and adoption of the gamified learning application from beta through launch, support and ongoing operations.
- Used user behaviour and feedback to improve product operations, adoption and value realisation beyond go-live.

Assistant Dean (Training)

People's Association - NACLI | Jun 2020 - Mar 2022

- Project Manager for the gamified application; led RFQ requirements, vendor engagement and business-to-technical coordination.
- Designed a virtual-engagement programme during COVID-19; following pilots, it was endorsed for implementation across all 93 constituencies.

Senior Learning Facilitator / GRC Account Manager

People's Association - NACLI | Jul 2015 - May 2020

- Maintained regular working relationships with constituency leaders, staff and grassroots leaders to understand operating needs and contextualise interventions.
- Facilitated more than 200 programmes across governance, engagement and organisational alignment, averaging 8.8/10 effectiveness.

EARLIER PUBLIC-SERVICE EXPERIENCE

- **2014-2015** PUB - Organisation Development Officer
Process optimisation, workflow automation, service-performance reporting and organisation development.
- **2012-2014** PA - Head / 1 Head, Quality Management Division
Organisation-wide service excellence, innovation, process improvement, procurement and vendor management.
- **2011-2012** PA - Head, Strategic Planning Division
KPI tracking, corporate planning, workplans and staff-management engagement.
- **2010-2011** MINDEF - Planning Executive
10-country liaison portfolio and senior-level bilateral / overseas engagements.
- **2009-2010** Singapore Youth Olympic Games Organising Committee
Protocol operations across six competition venues; coordination with 204 National Olympic Committees.

DIGITAL & AI FLUENCY

Use government digital platforms and AI-assisted development to move from user problems to prototypes, testing and deployment.

Government platforms
FormSG · Plumber · Pair · AIBots

AI-assisted development
ChatGPT · Codex · Claude Code · GitHub

Selected for the Gemini Enterprise pilot in Aug 2026; participated in a cross-agency PA-Ministry of Law team that built an agent using enterprise tooling.

Personal product portfolio:
zhiminbuilds.com

EDUCATION

Singapore Management University
Bachelor of Business Management
Marketing & Corporate Communications
2005-2009 · High Merit

CERTIFICATIONS

- 2025** Prosci Certified Change Practitioner
- 2019** Diploma in Adult & Continuing Education
- 2018** Certified Behavioural Consultant
- 2017** Certificate of Proficiency in L&P; Consulting
- 2016** Advanced Certificate in Training & Assessment

RECOGNITION

- Exemplary Innovator Award - MCCY
- Staff Merit Award - People's Association
- PA Great Service Team Award
- Innovation Challenge Commendation Award - PA