



Leadership Development in the Singapore Public Service

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Our Operating Environment and Implications on Governance & Public Service Leadership

Scope



Traits of Future-Ready Public Service Leaders



Building A Future-Ready Public Service Leader Corps



Overview of Leadership Milestone Programmes

1. Significant Shifts in Operating Environment & Challenges

Accelerated by COVID-19



Shifts in the global order



Economic uncertainty & new opportunities



Changing population & workforce structure



Greater societal pressures & evolving divides



Environmental sustainability & resilience



Increased fiscal pressures



Changes in citizens' expectations

1. Impact on Governance and Public Service Leadership

More complex, multi-faceted, challenging



- Task of Government is becoming more complex; governance is more multi-faceted
- Requires public service leaders, and public officers more generally, to have a wider repertoire of skills and competencies

2. Traits of Future-Ready Public Service Leaders

Public Service Leadership Statement, Singapore



Collective Leadership

 Strongly committed, have a high sense of collective ownership and ambition to achieve whole-of-nation priorities and outcomes



- Hold true to values of Integrity, Service, Excellence
- Act with humility and moral courage
- Lead by example and inspire others



Stewardship

 Be good stewards of our organisations – People, Innovation, Resources, Performance



Responsibility

- Act in good faith and in the interest of Singapore and Singaporeans
- Handle problems transparently and honestly
- Have a strong sense of accountability



Duty as Public Service Leaders

- Public Service leadership is not privilege or position
- Duty to build better organisations, a better Public Service, and a better future for Singapore and Singaporeans

2. Managing Creative Tensions & Competing Goals



Sustain excellence

Manage elements within agency (e.g. managing stakeholders, charting strategic directions)

Be a leader of an agency

Focus on staff performance (to meet current needs)

Disrupt to drive innovation

Manage elements beyond agency (e.g. sense-making of changes in external environment)

Be a member of the collective leadership

Focus on staff development (to meet future needs)

3. Building a Future-Ready Public Service Leadership Corps

Transforming leadership development

1. Building deep expertise and diversity in Public Service leadership: Development pathways and recruitment

- Consider whole-of-person qualities and unique backgrounds and experiences more intentionally at entry point
- Ensure more permeability between generalist and specialist talent schemes, rotating officers across various operational and policy postings in govt and even to private sector
- Recruit and assimilate mid-career entrants

2. Articulating and developing competencies

- For middle managers to Permanent Secretaries
- To address key challenges at each leadership job level, and to strengthen leadership effectiveness



3. Leadership development: Formal training, 360-degree feedback, and coaching

- For Public Service Leaders; to support new competencies
- Regular feedback exercises, supported by coaching and leadership milestone programmes

4. Strengthening collective leadership

- Set out leadership commitment, responsibilities and values of Senior Public Service Leaders
- Platforms and touchpoints, e.g. Senior Leaders Forum, inter-agency work



4. Overview of CSC Leadership Milestone Programmes

- Leadership milestone programmes administered by Civil Service College
- Cover policy and governance content, as well as leadership skills and competencies
- Key objectives:
 - Build awareness and shared ownership of public service and national issues
 - Grow individual and collective leadership
 - Engage with diverse perspectives within and beyond government
 - Building a community of support for Public Service Leaders



CSC MILESTONE PROGRAMME MAPPING SENIOR MANAGEMENT						
* Nomination by invitation only SENIOR EXECUTIVES			FIRST-LINE MANAGERS Assistant Managers to Managers	MIDDLE MANAGEMENT Senior Manager to Deputy Directors	SENIOR MANAGEMENT Directors	Senior Directors, Assistant Chief Executives, Chief Executives & Deputy Secretaries
ш	Whole-of- Government (WOG)	Foundation Course (MSFDC10)*	Learn to Lead Programme (MSLTLPV)*	Management Development Course (MSMDC)*	Directors' Developmental Experience (MSDDE)* For New Directors in their first 2 years	Executive Leadership Programme (ELP)*
CORE				EMpowered to Lead Programme (MSEMLPV)* / The E.M.M.A Experience (CREMMA2) (Leadership Only)	Senior Management Programme (MSSNMP1)*	Leaders in Administration Programme (MSLAP)*
						Leaders in Governance Programme (LGP)*
	Finance	Finance Foundation Programme (MSFFPVL)	Finance Management Programme (MSFMP10)	<pre><coming soon=""> Finance Executive Development Programme (MSFEDP) Only for Deputy Directors</coming></pre>	Finance Leaders Programme (MSFLP10)* Up to Assistant Chief Executives	
	Human Resource	Human Resource Foundation Programme (MSHFP10)		Human Resource Leadership Programme (MSHLP10)* Up to Senior Directors		
			Human Resource Managers Programme (MSHMP10)*			
	International Relations		International Relations Executive	Milestone Programme (MSIREMP)		
	Organisation Development	OD Practitioner Foundation Programme (MSOD101)				
MA				OD practitioners Intermediate Programme (MSIPOVL)		
FUNCTIONAL				OD I	OD Practitioner Certification Programme (MSODCP)	
E	Policy	Public Policy in Practice (CRPIP11)				
	Procurement			Procurement L	Leaders Programme (PLP)* Up to Assistant Chief Executives	
	Public Communications & Engagement	Public and Stakeholder Engagement Workshop - From Planning to Execution (CRPNW11)		Information Officers Senior Programme (MSISP10)*	Information Officers Leadership Programme (MSILP10)*	
		Information Officers Foundation Programme (MSIFP10)*			Engagement Immersion for Leaders (CREIL13)	
					Engagement Immersion for Leaders (Enterprise) (CREIL14)	
	Service Management			Future Service Leaders Programme (MSFSLP1)*	Leaders in Service Management Programme (MSLSMP1)* Up to Senior Directors	
	Enforcement				Leaders in Enforcement Program	me (MSLEM)* Up to Senior Directors
JRAL	Economy			Economy Building Milestone Programme (MSEBP10)*		
SECTORA	Social			Social Sector Milestone Programme (MSSSMP1)*		







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Overview of Leadership Milestone Programmes

Summary