



# Leadership Development in the Singapore Public Service

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# Scope



**Our Operating Environment and Implications on Governance & Public Service Leadership**



**Traits of Future-Ready Public Service Leaders**



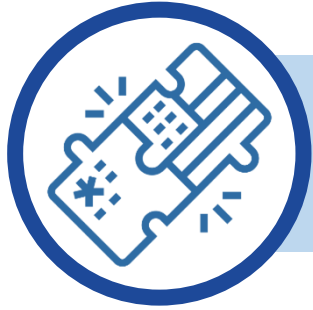
**Building A Future-Ready Public Service Leader Corps**



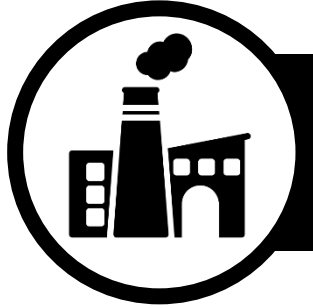
**Overview of Leadership Milestone Programmes**

# 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



### Ethos

- 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

Leadership Competency Framework, Singapore



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

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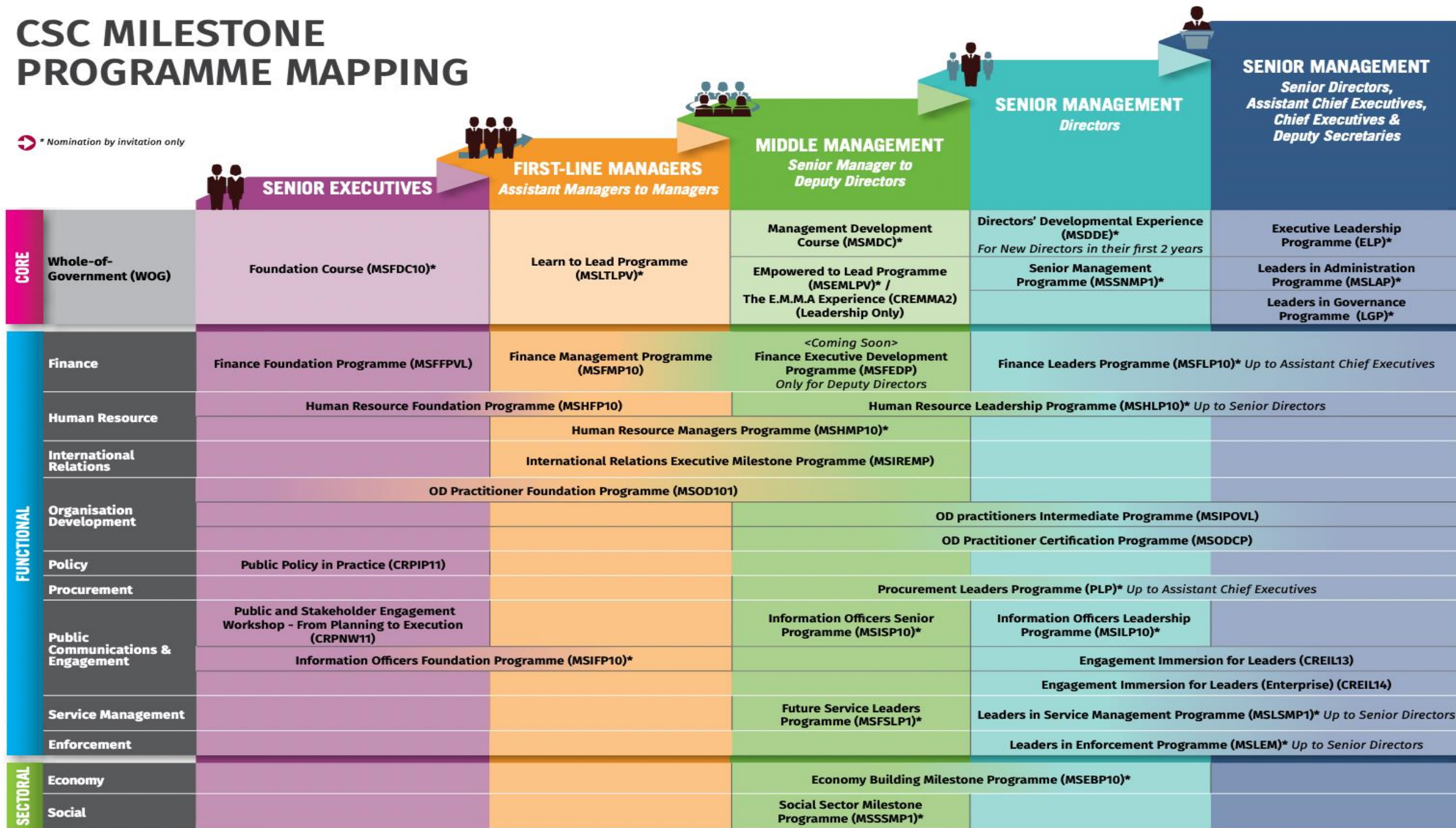
- Leadership milestone programmes administered by **Civil Service College**
- Cover **policy and governance content**, as well as **leadership skills and competencies**
- Key objectives:
  - Build awareness and shared ownership of public service and national issues
  - Grow individual and collective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

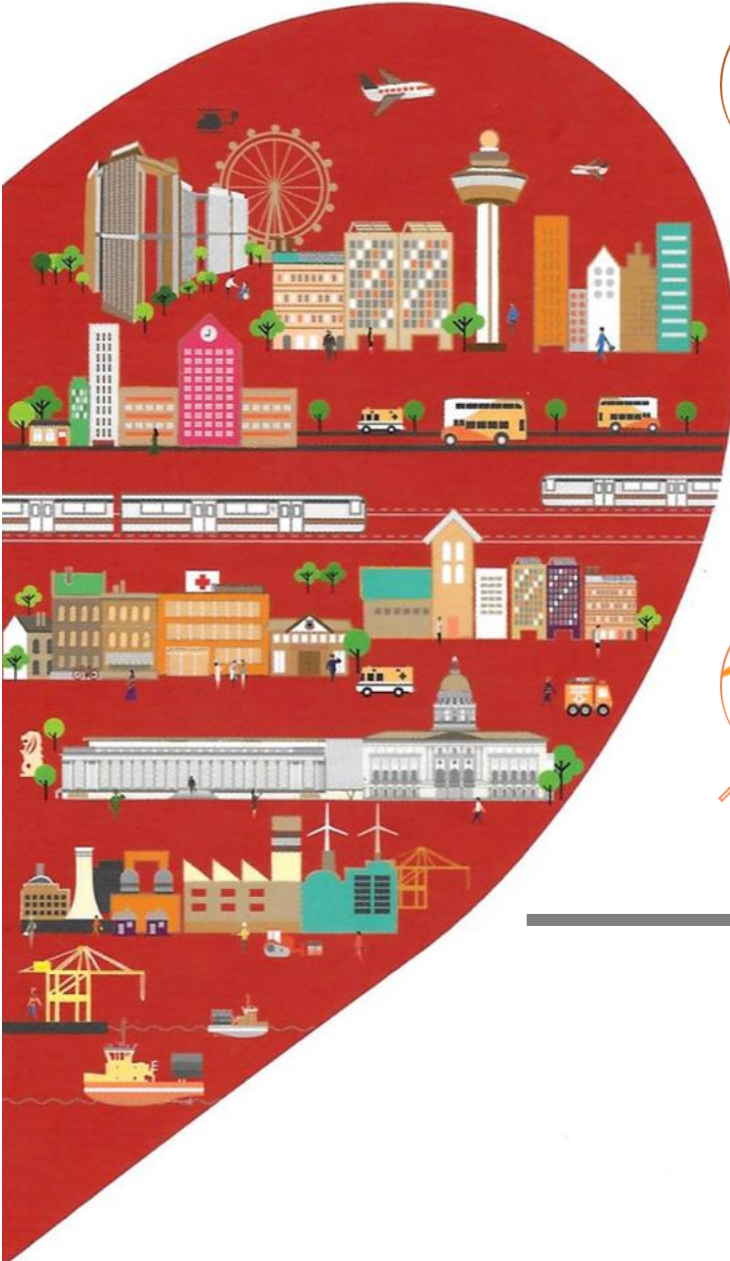




# CSC MILESTONE PROGRAMME MAPPING

➔ \* Nomination by invitation only





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**Overview of Leadership Milestone Programmes**

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# Summary