

**Title:** Public Service Leadership Programme serves to groom cross-boundary specialist leaders

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**Summary:** **DPM Teo Chee Hean: Public Service today faces more complex and diverse challenges both externally and internally as many issues are interconnected. Finding good solutions require cross-boundary thinking. Public officers are required not only to take charge of one specific issue, but also to think of how to tackle interconnected issues.**

Late last month, DPM and Finance Minister Tharman Shanmugaratnam announced a series of measures to further raise the productivity of the construction industry. In fact, behind all these measures is the close cooperation among several Government Ministries and agencies.

Mr Silas Sng, 42, a Director in the Work Pass Division, MOM, said that apart from other units of MOM, his department had also worked with Building Construction Authority and the Singapore Contractors Association Limited in formulating and implementing the relevant measures.

Mr Sng, who has served in MOM for more than 17 years, was in charge of the Occupational Safety and Health Division in the early years. He joined the Public Service Leadership Programme last year. He not only has to work with leaders in Administrative Service and implement foreign manpower policies, but also needs to ensure that changes in these policies are communicated effectively to a diverse group of stakeholders.

DPM Teo Chee Hean, who is also in charge of the Civil Service, stressed in his address at the first Public Service Leadership Programme dinner last night that the challenges, both internal and external, faced by the Civil Service today are more complex and diverse, and cut across issues. Finding good solutions requires cross-boundary thinking. Deeper specialisation is needed to understand and tackle these complex challenges thoroughly. Public officers are required not only to take charge of one specific issue, but also to think of how to tackle interconnected issues.

He cited as examples how Singapore is able to confidently provide for its water needs from diverse sources today by bringing all its water agencies under one roof, and how we are trying to develop Singapore into a “smart nation”. All these require the ‘whole-of-Government’ strategy to raise the standard of living of the people.

The Government’s purpose of launching the Public Service Leadership Programme last year was to groom specialist Administrative Officers to form a team of leaders with more diverse skills to serve the people. The new programme will turn these officers into specialists in five fields, namely economics, infrastructure and environment, safety and security, social and central administration.

Mr Teo said that the Civil Service hopes to systematically groom specialists in key areas, so that they can work with Administrative Officers of diverse skills to ensure that Singapore's Civil Service continues to have excellent leadership.

He said the Civil Service hopes to groom outstanding directors in the fields of telecommunications, energy market governance, customs, and education. It also hopes to groom water resources, transport and systems engineers, architects, and town planners to wholeheartedly serve Singapore and Singaporeans.

### 172 officers join Public Service Leadership Programme this year

Another 172 public service officers join the Public Service Leadership Programme this year, bringing the total number of participants to 601.

For years, Administrative Service Officers have been regarded as the cream of Civil Service. Permanent Secretaries of all Government Ministries are selected from this 'talent pool'. The Public Service Leadership Programme is in recognition of officers outside the Administrative Service. This highlights the existence of a special group of officers in the Civil Service to help carry out policies.

Head of Civil Service Mr Peter Ong reminded those on the Public Service Leadership Programme that as leaders in the Civil Service, they must shoulder some special responsibilities.

Said Mr Ong: "We are managers of our national resources. It is our duty to work with the elected Government to improve the life of Singaporeans. As leaders, our conduct affects not only our staff and organizations, but also the trust that Singaporeans have in the Civil Service. Therefore, our thinking and conduct must be built on the core values of trust, service to the people and quest for excellence."

## “公共服务领导者计划”培育跨界专才

副总理张志贤说，公共服务今日所面对的外在和内部挑战日益复杂、多元，许多课题息息相关，好的解决方案则需要跨界的思考。公务员不仅要负责一个特定课题，也要考虑如何处理环环相扣的相关课题。

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副总理兼财政部长高达曼上月底宣布了一系列进一步提升建筑业生产力的措施。这些措施背后，其实是数个政府部门与机构以及行业组织，结合专才与通才的通力合作。

人力部工作准证司司长孙伟杰（42岁）说，除了人力部的其他单位，他所领导的部门也与建设局，以及新加坡建筑商公会等

合作，集思广益，共同制定并落实有关措施。

他在人力部任职了超过17年，早年负责职业安全与卫生，去年则加入公共服务领导者计划（Public Service Leadership Programme，简称PSLP）。孙伟杰不仅须与制定政策的行政官合作，实践外籍劳动力政策，还要确保政策的变化下达到利益相关者。

主管公共服务的副总理兼国家安全统筹部长及内政部长张志

贤，昨晚在首届PSLP晚宴上致辞时强调：“公共服务今日所面对的外在和内部挑战日益复杂、多元，许多课题息息相关，好的解决方案则需要跨界的思考。与此同时，要彻底应对复杂的挑战，就需要更深厚的专业知识。公务员不仅要负责一个特定课题，也要考虑如何处理环环相扣的相关课题。”

他举例，当年汇聚水务机构解决水供不足问题，以及如今发展“智慧国”等等，都需要全政府一盘棋（whole-of-Government）的策略，提升人民的生活水平。

政府去年推出PSLP这项培养公共领域专才的新计划，旨在让这些专才与常被视为“通才”的行政官，组成技能更为多元的领导

团队，为人民服务。新计划把专才纳入五个领域：经济建设、基础设施与环境、安全保安、社会及中央行政。

张志贤说，公共服务希望通过PSLP按部就班地培养主要领域的专才，让他们与多面的行政官相互配合，“确保新加坡的公共服务持续拥有优秀的领导力”。

他说，公共服务希望能培养“杰出的电信、能源市场监管、海关及教育领域的司长，以及水源、交通与系统工程、建筑师和城市规划师，竭力为新加坡和新加坡人服务”。

### 今年172人加入PSLP

今年另有172名公务员加入PSLP，使参加该计划的公务员人数增加到601人。

多年来，行政官被视为公共服务里的精英，各政府部门的常任秘书都从这个“精英库”中挑选出来。孙伟杰不讳言：“PSLP的推出对行政服务以外的人是一种肯定，凸显在公共服务中，有一群人专门协助执行政策。”

公务员首长王文辉提醒参加PSLP者，他们作为公共服务的领袖，必须承担一些特殊的责任。

王文辉说：“我们是国家资源的管理人，与当选的政府合作以改善新加坡人的生活，这点我们责无旁贷。身为领导人，我们的行为不仅影响我们的职员和机构，也对新加坡人对公共服务的信任造成冲击。因此，我们的思维和行为须建立在诚信、服务民众和追求卓越的核心价值上。”