

**OPENING ADDRESS BY MR PETER HO, HEAD, CIVIL SERVICE,
AT 2010 ADMINISTRATIVE SERVICE DINNER AND PROMOTION CEREMONY
30 MAR 2010 (TUESDAY), 7.30PM
AT THE PAN PACIFIC HOTEL**

Mr Teo Chee Hean, Deputy Prime Minister, Minister in-charge of the Civil Service and Minister for Defence

Ministers
Chairman, Public Service Commission
Members of the Public Service Commission
Colleagues
Distinguished Guests
Ladies and Gentlemen

The Administrative Service Dinner and Promotion Ceremony is an annual event that marks significant career milestones of Administrative Officers. It is an important occasion for us to reflect on our roles in the Public Service, and to renew our commitment to serve Singapore.

2. This evening we are privileged to have Deputy Prime Minister Teo as our Guest-of-Honour. I would also like to welcome our colleagues who are holding Public Service Leadership appointments in the statutory boards and government departments.

STATE OF THE ADMINISTRATIVE SERVICE

3. Let me begin by giving an update on the state of the Administrative Service and the Management Associates Programme. As of 31st December 2009, there were 485 officers in the Administrative Service and the Management Associates Programme. This is an increase of 6% compared to the previous year. Of these, 265 were Administrative Officers and 220 were Management Associates.

4. In 2009, 31 officers were appointed as Administrative Officers and 60 officers were appointed as Management Associates. Among the Management Associates appointed, 9 were recruited from the open market and 7 were surfaced through in-service nominations. We will continue our efforts to expand and diversify our talent pool beyond scholarship holders. In terms of the outflow in 2009, 11 officers left the Administrative Service and 19 officers left the Management Associates Programme.

5. The majority of our officers serve in the Ministries. We also deploy Administrative Officers outside the Ministries to broaden their exposure and to provide them with diverse perspectives and a better understanding of different stakeholders. Our long-term target is to have 20% of Administrative Officers working outside the Ministries at any point in time. As of 31st December 2009, 12% of Administrative Officers were deployed to statutory boards, Community Development Councils, NTUC, the Lee Kuan Yew School of Public Policy, and private sector companies such as Shell and Temasek Holdings. To give our officers more international exposure, we have also deployed a number of officers overseas, such

as to Singapore embassies and the Tianjin Eco-city Project. In addition, two Management Associates spent their Gap Year in China and the UK.

6. The Administrative Service places significant emphasis on training and development. Last year, 146 Administrative Officers and Management Associates participated in milestone programmes run by the Civil Service College, including the Foundation Course, the Leadership Development Programme and the Senior Management Programme. A new milestone programme, known as BEACON, was launched last year. BEACON aims to raise the self-awareness of newly-appointed Management Associates by giving them a better understanding of their personal strengths and areas for development. At the end of BEACON, Management Associates receive a report, which they will use to chart a development roadmap together with their supervisors. The feedback from the 47 Management Associates who attended BEACON last year was positive.

7. In 2009, five Administrative Officers were sponsored for overseas Masters programmes. This included an Administrative Officer who is pursuing a Masters in Criminology following the introduction of postgraduate sponsorships for Masters and PhD programmes in specialised areas. Another Administrative Officer will be starting his PhD in micro-economics this year. Two Administrative Officers went on the overseas Executive Development Programme and one attended the Advanced Management Programme.

LOOKING AHEAD IN 2010

8. 2009 was a difficult and challenging year. Governments around the world had to tackle the global economic and financial crisis. While the Singapore economy has moved out of last year's recession, the road ahead remains uncertain. As the core of leadership in the Public Sector, the Administrative Service must stay vigilant and take the lead in preparing the Public Service for an uncertain future. I would like to take this opportunity to touch on two areas – developing our people and staying connected to the community.

DEVELOPING OUR PEOPLE

9. Beyond developing officers under our supervision, Administrative Officers can play a significant role in building people capabilities across the Public Service. In 2009, close to 100 Administrative Officers from all levels contributed more than 1,100 hours to the Civil Service College through teaching and coaching others. I would like to acknowledge and thank them for their contributions.

10. It is important that officers continue to impart their policy knowledge, expertise and experience to the wider Public Service, for the benefit of each new generation of public officers. In line with this, the Civil Service College will be introducing an Adjunct Faculty Scheme. This scheme aims to recognise officers who have actively contributed to the development and training of other public officers, through regular involvement as resource persons and facilitators as well as providing research and advice on curriculum design. The scheme will draw on their expertise and passion for developing others. It will strengthen the practitioner-based approach adopted by the College.

STAYING CONNECTED

11. Public policies, no matter how well-crafted, can make a positive impact only if they address the needs of Singaporeans and are properly implemented. Policy is implementation and implementation is policy. Our policies are only as effective as the outcomes that they are able to achieve. It is therefore critical that officers stay connected to the ground and have empathy for the issues affecting Singaporeans.

12. Administrative Officers are exposed to ground issues in the course of their work. Some may be in operational postings where they interact closely with their customers, while others actively consult stakeholders as part of the policy formulation process. In addition, Administrative Officers participate in the Community Attachment Programme every year, where they are attached to grassroots organisations for a 6-month period. Last year, 16 officers participated in the Programme. The officers have benefited from the Programme and gained a better appreciation of how our policies are impacting the community.

13. The Public Service Division also administers the Community Involvement Programme in which Administrative Officers may volunteer to serve on boards of non-profit organisations and school advisory committees. The officers contribute their knowledge and experience at the organisational level, and gain a better understanding of the challenges facing the non-profit sector. A total of 20 officers have participated in this programme since it was started in 2007.

PROMOTION OF ADMINISTRATIVE OFFICERS

14. I am happy to report that 71 officers will be promoted this year – 46 within the Timescale grades, 13 to the Superscale grade, and 12 within the Superscale grades. 11 officers will be receiving their Certificate of Appointment to the Administrative Service. I offer my congratulations to these officers and wish you all the best as you take on new challenges and more demanding responsibilities.

15. It is now my honour to invite our Deputy Prime Minister to address us.