

PSD Welcomes

Mr. Yen Chiu-Lai

Deputy Minister of the Directorate-General of Personnel
Administration (DGPA), Executive Yuan, Taiwan



Agenda

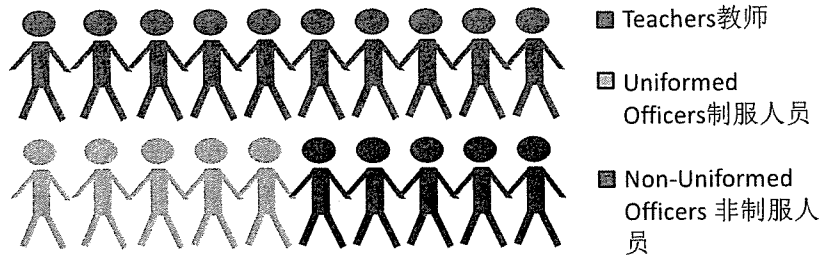
- Overview of Singapore Public Service 新加坡公共服务总览
- HR Management Framework 人事管理框架
- Leadership Development 发展领导能力



Overview of Singapore Public Service

• Civil Service

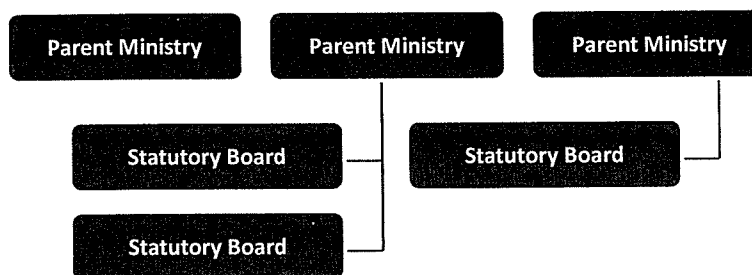
- 16 Ministries (部门) and 9 organs of state (国家机关)
- 82,000 strong (总共 82,000 人)
- Half of whom are teachers, quarter are Uniformed officers (50% 是教师, 25% 是制服人员)
- Excludes the Armed Forces (不包括军队)



Overview of Singapore Public Service

• Statutory Boards 法定机构

- More than 60 Stat Boards 超过60所
- 57,000 strong (57,000 人)
- Report to respective parent Ministries



Prime Minister's Office (PMO)

PRIME MINISTER'S OFFICE

CPIBELDNCCSNRFNSCSNPTDPSD

MASStatutory BoardsCSC

CPIB: Corrupt Practices Investigation Bureau

ELD : Elections Department

NRF : National Research Foundation

NSCS: National Security Coordination Secretariat

NCCS: National Climate Change Secretariat

NPTD: National Population and Talent Division

PSD: Public Service Division

Statutory Boards


MAS: Monetary Authority of Singapore

CSC: Civil Service College

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PSD's Mission

To Build a First Class Public Service
For A Successful and Vibrant Singapore



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PSD's Operating Goals

We will:

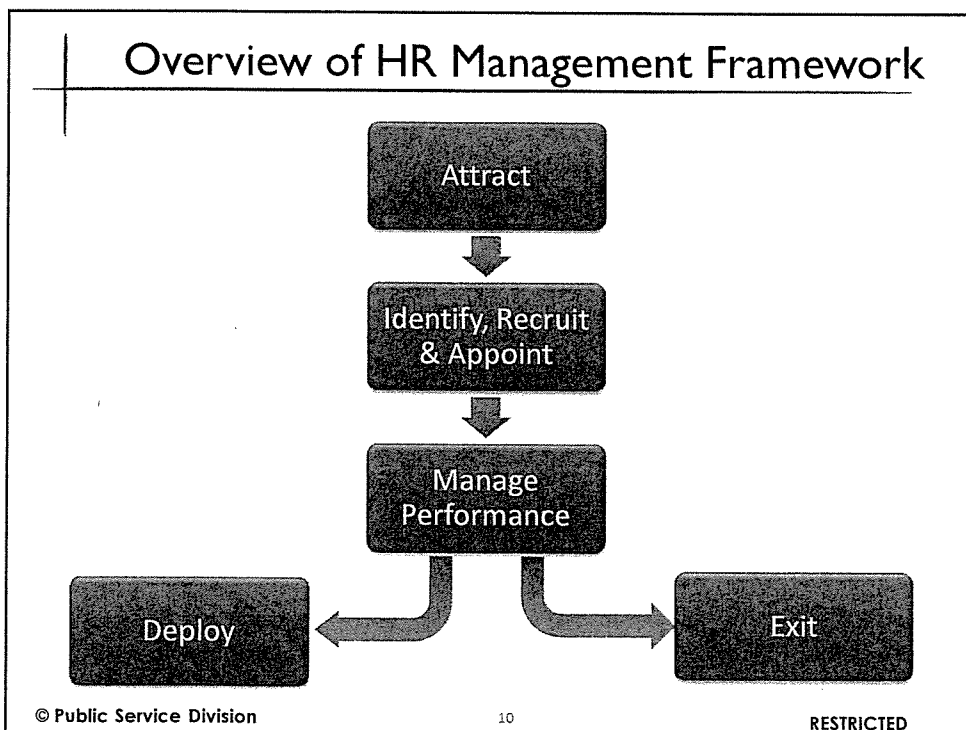
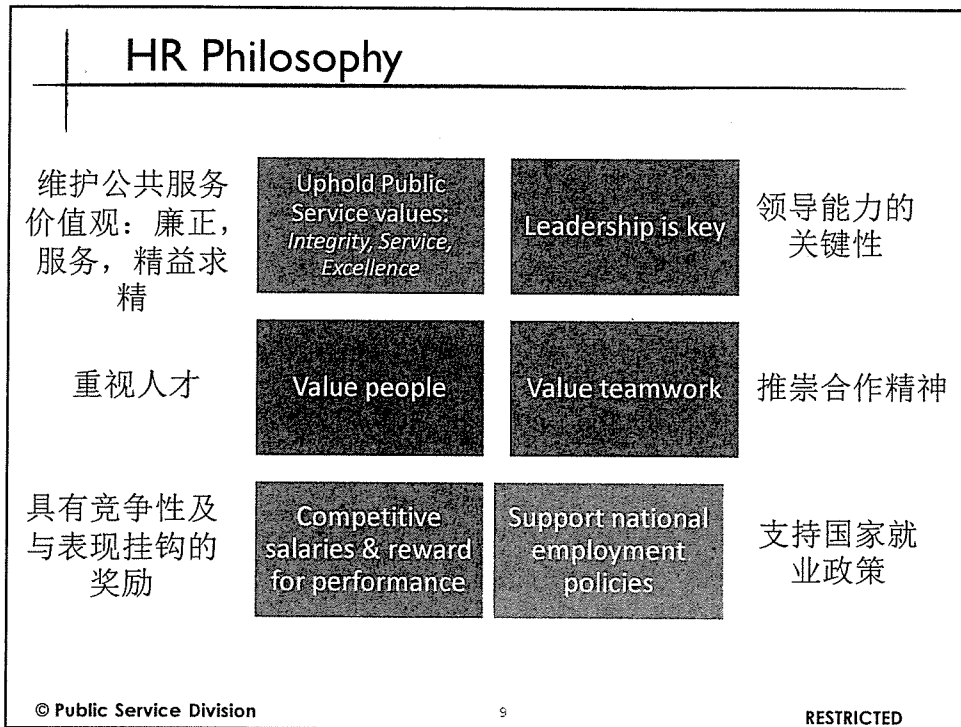
- Develop a corps of strong & bold public leaders;
- Shape the values & behaviour of public officers;
- Help public officers realise their potential; and
- Drive change & organisational excellence

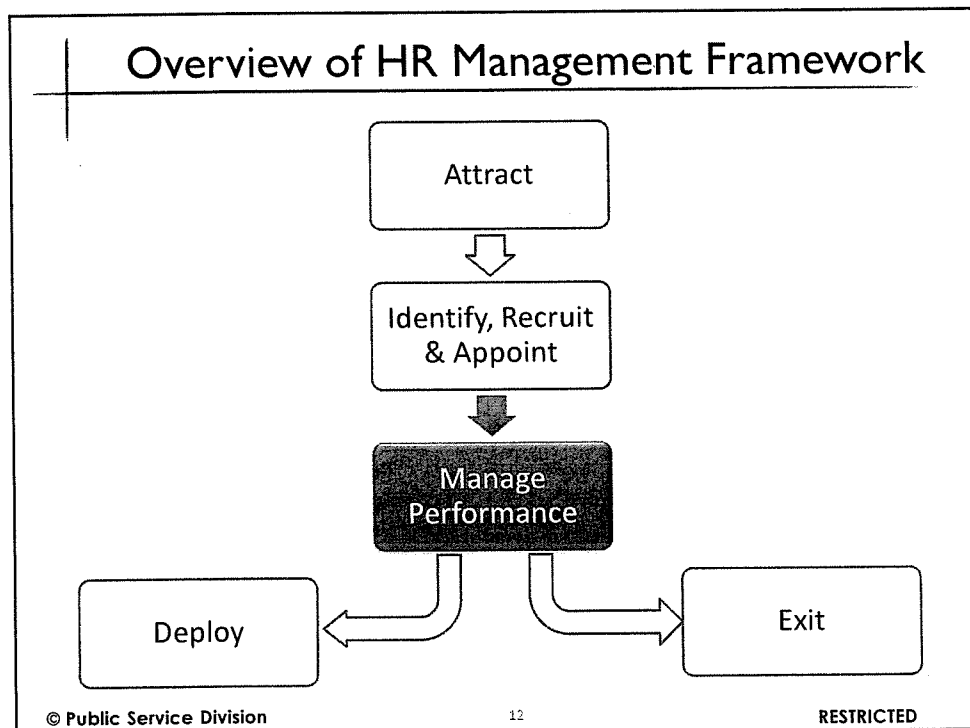
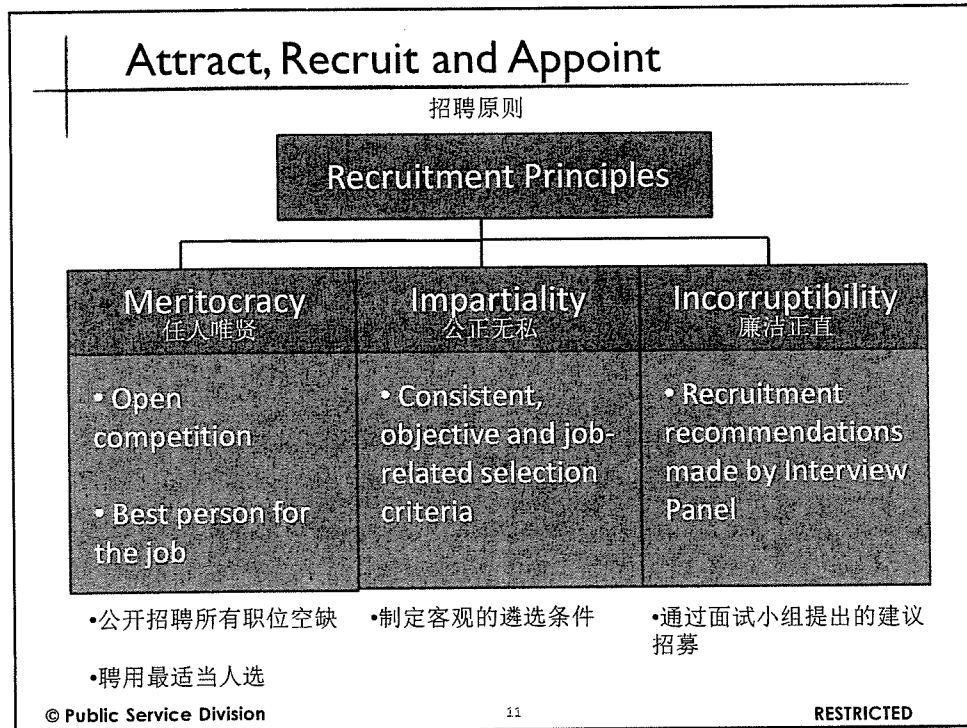
**in order to build a capable, forward looking,
responsive & resilient Public Service.**

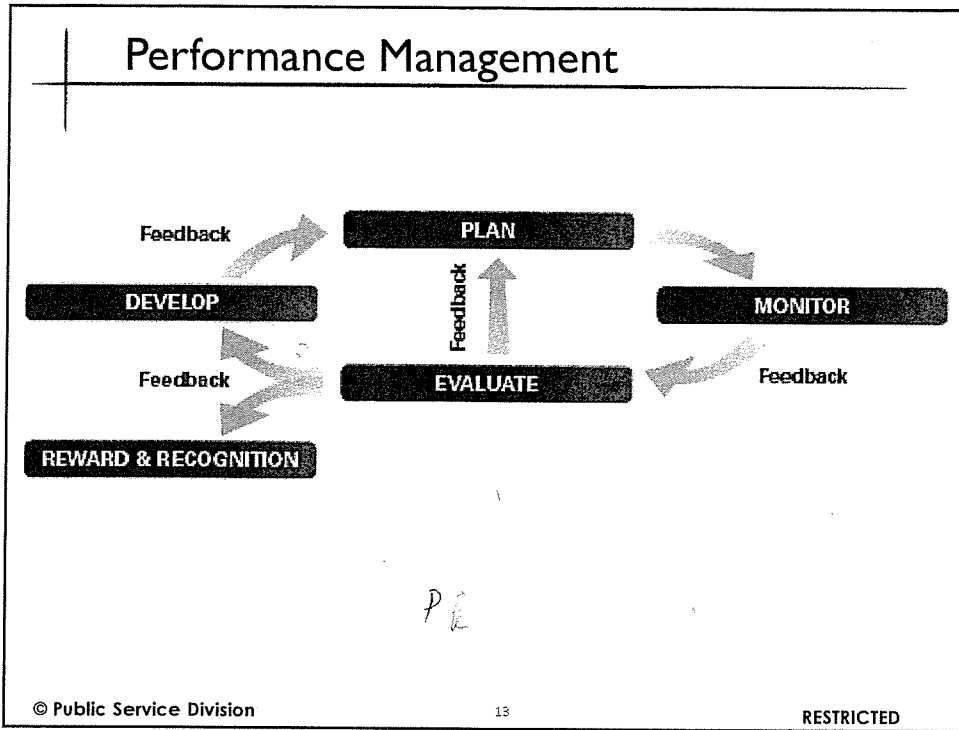
Agenda

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Performance Management – Development

Philosophy 理念

- Every officer has talent and ability to be developed to the fullest
- Training builds a culture of continuous learning for a capable, innovative and forward-looking Civil Service
- 我们相信人人都有有待开发的潜能
- 培训能培养公共服务人员不断学习，创新和拥有前瞻性的精神

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Performance Management – Development

Principles for Training 培训原则

- Joint responsibility of the officer and his supervisor
- Meet the needs of the individual and the organisation
- Includes project work, attachments, study trips and on-the-job learning
- 培训是上司与下属的共同责任
- 符合/配合个人以及机构的需求
- 培训渠道包括在职实习，游学等

- The Civil Service College partners PSD in implementing service wide training
- 民事服务学院 与公共服务署联手实施公共服务的培训

Rewards and Recognition

Key Principles 主要原则

Competitive Wages 具有竞争性的工资

- Must be able to keep pace with market rates
- 付给公务员符合市场水平的薪金

Performance-linked Wages

与个人表现挂钩的工资

- Ensure that top performers are fairly rewarded
- 确保杰出的公务员能得到适当的奖励

Promotion 晋升

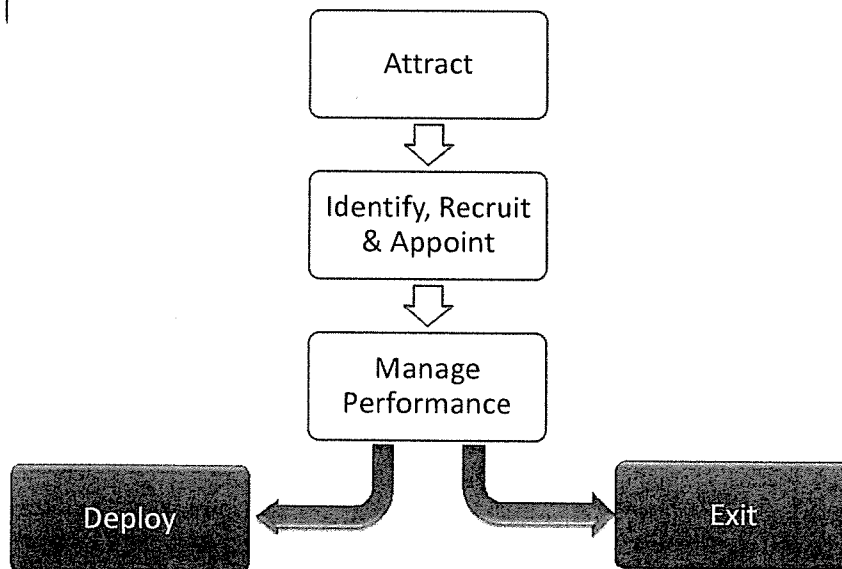
Philosophy 理念

- Not simply as a reward for past performance
- Also as an expectation of competent performance and contribution at a higher level
- 晋升不只是作为过去表现的奖励，也包含对公务员能在更高层次上有优越的表现与贡献的期望

Principles 原则

- Potential determines rate of promotion
- Promotion depends on performance
- 晋升率取决于表现与潜力

Overview of HR Management Framework



Deployment & Exit

- "One Career, Infinite Opportunities"
- Facilitate movements across Ministries and Statutory Boards (e.g. postings, secondments)
- 公务员也能被调动到各个公共服务部门，从事不同的工作
- Need for effective mechanisms to facilitate organisational renewal
- 有效的机制以促进组织更新
- Performance Review Process
 - To manage under-performers and signal that continued poor work performance is not tolerated.
 - Under-performing officers are given opportunities to improve within a specified time frame
- 为工作表现欠佳的公务员进行检讨，并规定他们在指定的时限内改善

Agenda

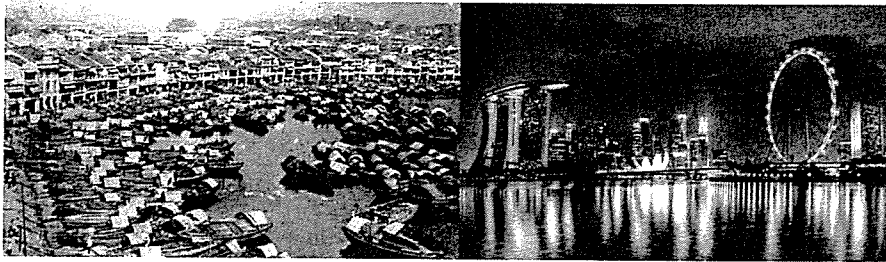
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Leadership is Key...

"Will Singapore survive, much less prosper without a capable team in charge? How did we get here? With strong political leadership and effective government. It did not happen automatically or by chance. ...It only happens through a deliberate and systematic process to build the team, to build in talent at all levels...To maintain this quality of Government, we need a first-class team."

Prime Minister Lee Hsien Loong, 2007

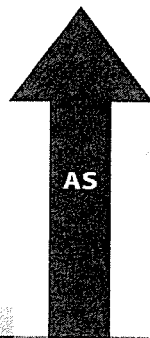


Public Service Leadership Programmes

Public Service Leaders

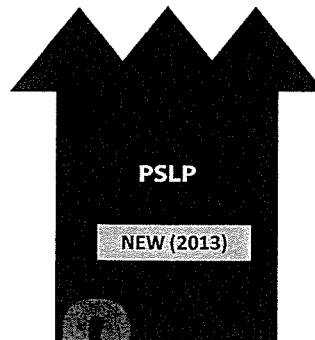
Administrative Service (AS)
Develops *generalist* talent for the Public Service

Public Service Leadership Programme (PSLP) & Other Parallel Leadership Programmes
Develops *specialist* talent for the Public Service



AS

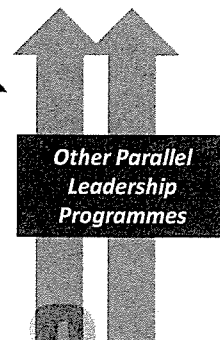
Pipeline to PSL positions, more choices of career pathways



PSLP

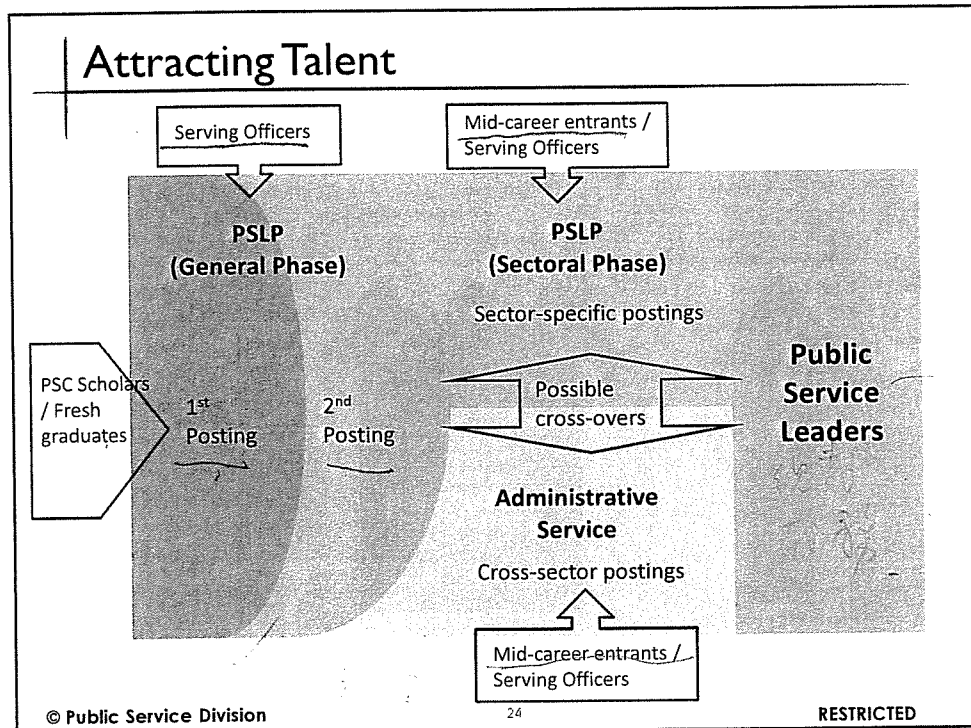
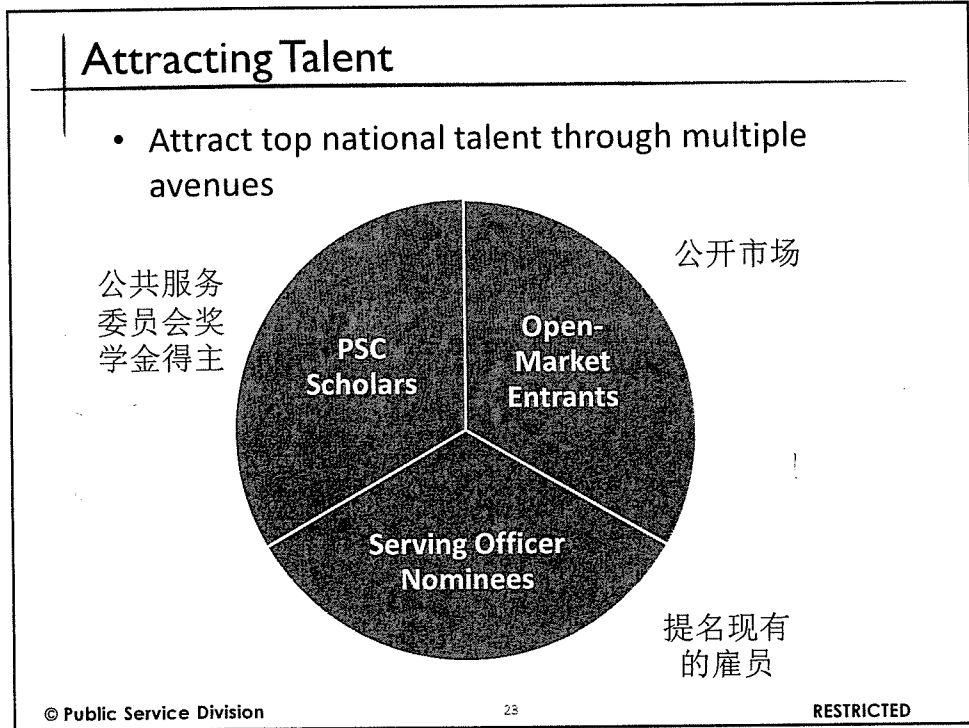
NEW (2013)

Greater mobility between pathways



Other Parallel Leadership Programmes

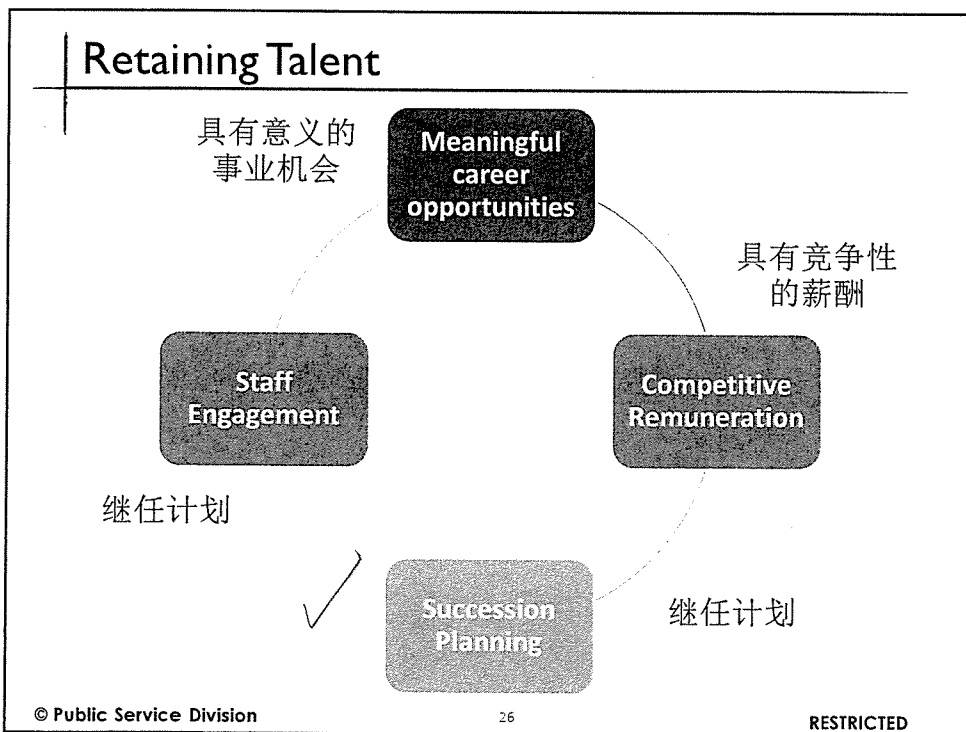
Multiple peaks, more paths to success



Developing Talent

Deployment	Training
<ul style="list-style-type: none"> • Centrally managed postings to Public Service agencies and selected private organisations • Postings to policy and operational units for wide exposure 	<ul style="list-style-type: none"> • Milestone programmes • Postgraduate sponsorship • Coaching • Mentorship • Community attachments

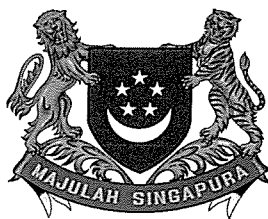
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Thank you



The Singapore Public Service: Integrity • Service • Excellence



The Singapore Civil Service

Our Mission

- ❖ We work with the elected government to shape Singapore's future, forge a common vision among Singaporeans and transform the vision into reality.
- ❖ We safeguard the independence, sovereignty, security and prosperity of Singapore.
- ❖ We uphold justice and equality, guided by the principles of incorruptibility, meritocracy and impartiality.

Our Goals

- ❖ We build a dynamic, successful and vibrant nation of excellence, with a safe, secure and stable environment.
 - ❖ We create the best conditions for Singapore to succeed and for Singaporeans to attain high standards of living.
- ❖ We foster a cohesive and harmonious society, based on respect, care and concern for fellow citizens.

Our Customers

- ❖ We provide quality service – responsive, efficient and courteous.
- ❖ We treat our customers fairly and honestly, holding to high standards of professionalism, integrity and conduct.
 - ❖ We do our best to help our customers and meet their needs.

Our Staff

- ❖ We value our staff. We maximise their potential through continuous training and development.
 - ❖ We encourage them to continuously improve their knowledge, skills and capabilities.
 - ❖ We offer our staff challenging and worthwhile responsibilities.
 - ❖ We expect them to show commitment, resourcefulness and enterprise.
 - ❖ We provide them the tools, resources and environment to do a good job.
- ❖ We require our staff to work well with others. We can develop sound plans and implement them effectively only when people at different levels with diverse abilities work closely together.

Our Beliefs

- ❖ Respect for individual staff members is the first prerequisite for outstanding service and wholehearted commitment.
- ❖ Change is essential for continuously maintaining and improving Singapore's international competitiveness in the global economy.
 - ❖ Excellence drives us to be the best that we can be in all that we do.
- ❖ Learning from others, from feedback and from mistakes is the best way to benefit from experience.
 - ❖ Leadership which is bold, discerning and open to new ideas and insights is crucial for steady progress and superior achievement.

*We work together for a first-class public service
- capable, innovative and forward-looking -
- one of the best in the world –
worthy of Singapore.*



PRIME
MINISTER'S
OFFICE

100 High Street
#07-01 The Treasury
Singapore 179434
www.psd.gov.sg

MISSION STATEMENT

Our Mission is to build a first-class public service for a successful and vibrant Singapore. This involves:

- Shaping a capable, forward-looking and effective Public Service, based on incorruptibility, meritocracy and impartiality through moulding the values and attitudes of Public Service officers; promoting best practices and continuous learning; and providing a progressive and sound personnel management framework.
- Ensuring the continuing availability and development of superior Public Service leadership through recruiting, identifying, developing and managing national talent.
- Continuous training and development of Public Officers through promoting best practices and continuous learning.
- Operating the Public Service Division with excellent results through managing the resources of finance, manpower and infrastructure effectively and efficiently.



附錄二

Civil Service College Warmly Welcomes Mr Yen Chiu Lai and Delegation

10 July 2014

www.cscollege.gov.sg



EQUIP • CONNECT • EXPLORE • CREATE



新加坡公共服务总览



- 新加坡公共服务的特点：效率、公正、绩效导向
- 21世纪：公共服务必须勇于创新、保持灵活、确保务实、与时俱进

新加坡公共服务核心价值观： 正直无私、尽心尽力、精益求精



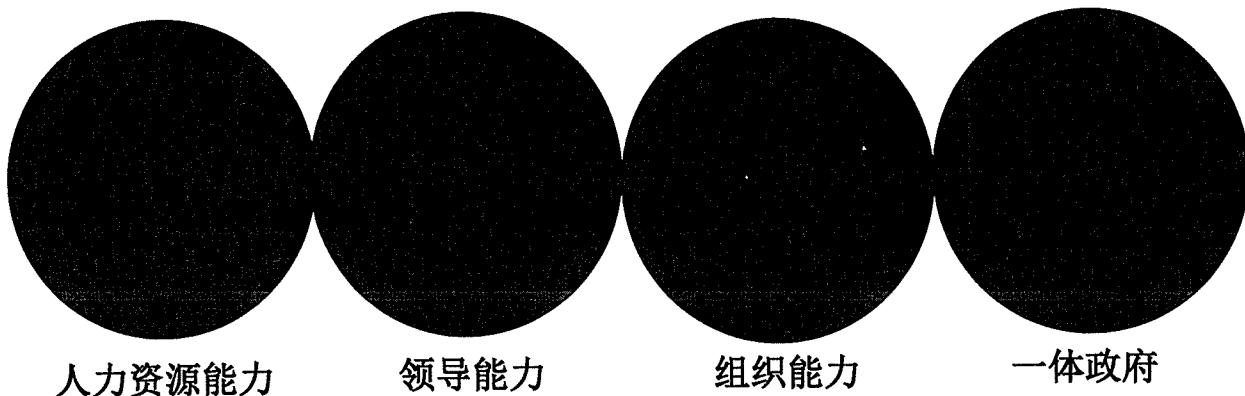
新加坡公共服务

- 一级政府
- 共有 16 个部委以及 9 个国家机关
- 有 7 万 6 千名公务员 (约占新加坡总劳动队伍的百分之 2.5) 另外、67 个法定机构内也雇有 5 万名公职人员
- 半数公务员有本科学历
- 平均年龄在 33 至 35 岁



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建立一个有效的公共服务

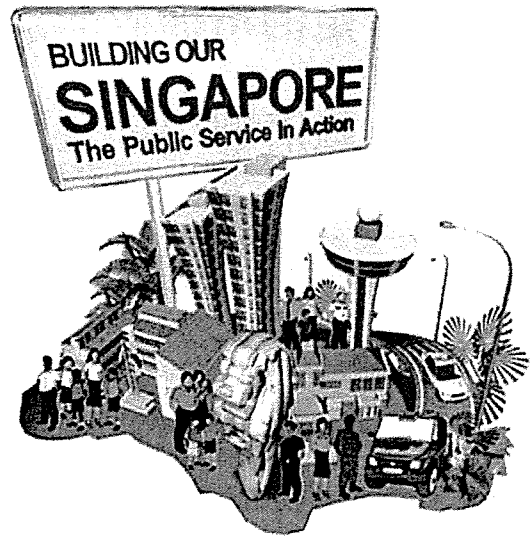


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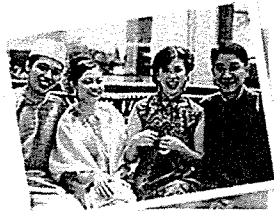
培训宗旨

- 新加坡公共服务制定了一套培训方针以确保：
 - 公共服务与时俱进
 - 公务员具有长期的受雇能力



改变思维和工作程序

- 培养精益求精的态度、创造欢迎变革的工作团队
- 抱持持续学习，不断改进的学习态度
- 创造一个高效率及高效益的工作环境



培训政策与落实

- 个人培训蓝图 (Individualised Training Roadmap)
- 每位公务员每年必须根据他们与上司一同拟定的培训蓝图接受至少12.5天的培训
- 政府部门提供助学金让公务员修读专业文凭或研究生课程



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培训政策与落实

- **60%** 的培训必须与工作有直接关联 ✓
- 其余 **40%** 的培训则可以是“普通范围”、与工作无直接关联。但必须有助于学员改进工作效率。

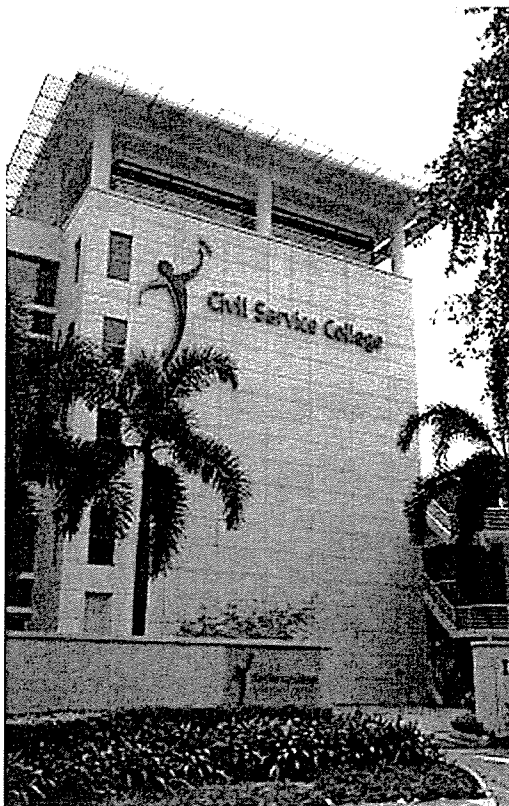
培训预算

- 新加坡公共服务的一切培训预算已转移到各个政府部门

MINISTRY OF FINANCE
SINGAPORE



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新加坡 公共服务学院

Singapore Government
Integrity • Service • Excellence



公共服务学院的使命和愿景



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使命
为建设世界一流的公共服务
发展人力资源

愿景
新加坡公共服务学习与
发展之枢纽



我们的愿景和所扮演的角色

公共服务学院愿景内 所涵盖的要素	所扮演的7种角色
<p>新加坡公共服务</p> <p>学习与发展</p> <p>之枢纽</p>	<ul style="list-style-type: none"> ▪ 成为政府业务上的知识中心 ▪ 打造共同公共服务价值观 ▪ 建立一个网络化的政府 ▪ 发展公共服务核心能力 ▪ 与世界接轨 ▪ 成为人力资源发展和学习的卓越中心 ▪ 在公共服务领域里，建设具有战略性的能力素质和领导地位

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学院简史

1971-74
公务员训练学院
 为刚加入队伍的公务员提供培训。培训范围涵盖管理、语言、行政、概念、监督和概念。

1975-79
民事服务学院
 将培训资源扩展至各层级。涵盖管理、概念、技巧和运营技巧。

1993
政策发展学院
 着重培养与发
 展公共领导、管
 理、政策、策略
 和公共领导力。

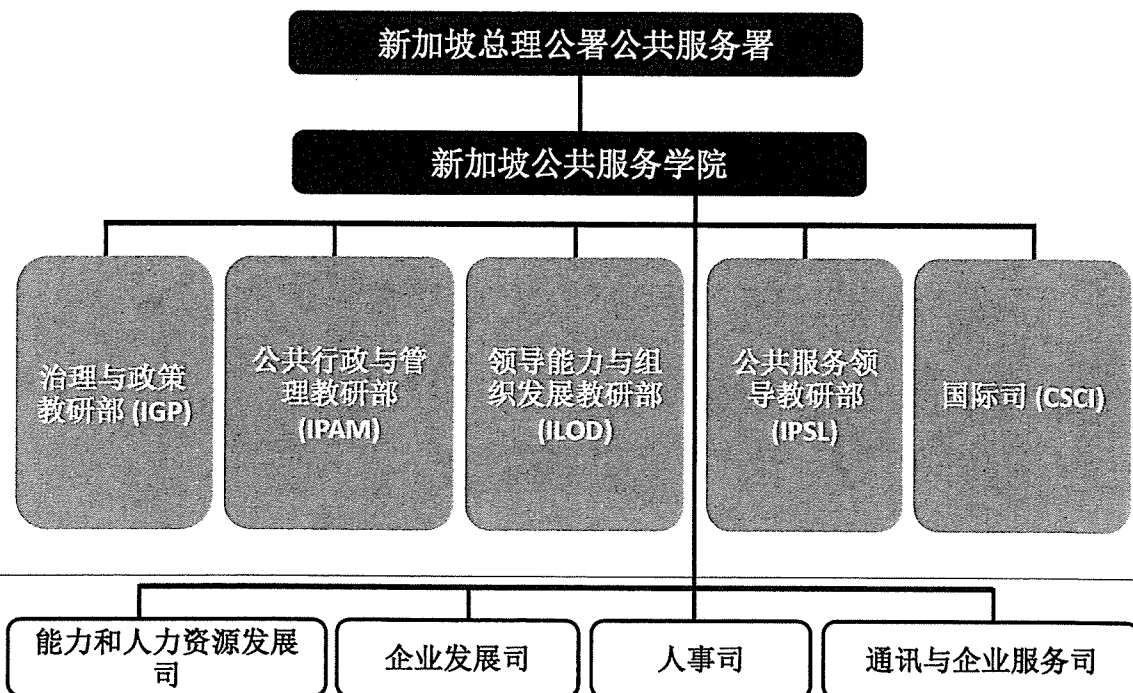
1996
公共服务学院
 政策发展学院从新
 定位为公共服务学
 院在管理、公共政
 策与领导三方面的
 优质培训学院。
 民事服务学院改
 名为公共行政和政
 策发展学院并纳入
 学院底下。

2001
公共服务学院 - 成为一家法定机构
 2001年10月,学院成为一
 所法定机构并隶属于总
 理公署-公共服务署。

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公共服务学院的组织架构

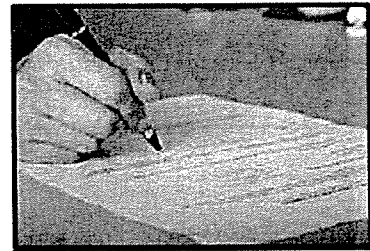


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学院独特之处

- 在公共服务领域内，公共服务学院和政府强有力的联系并采用务实的教学方式。

- 公共政策和治理
- 公共服务领导力
- 公共行政和管理
- 公共部门改革倡议



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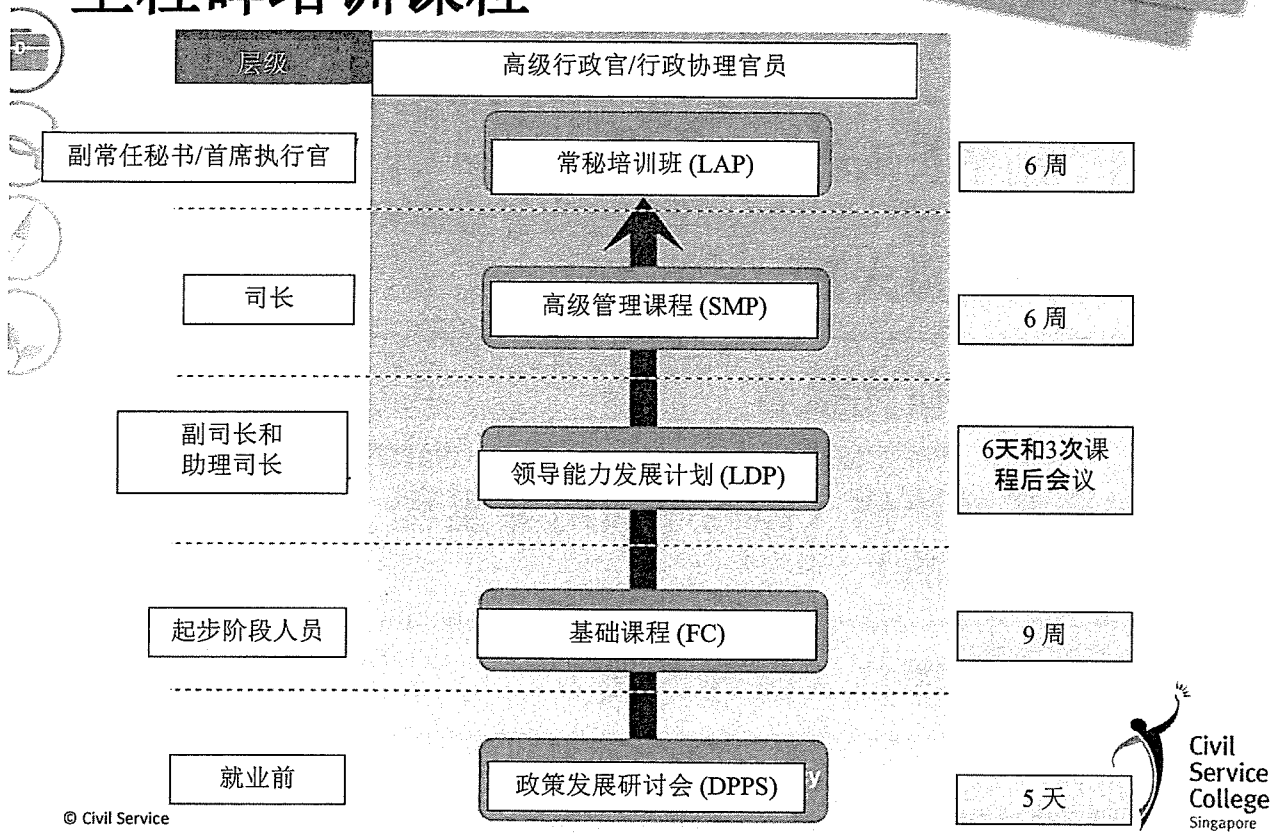
领导能力发展项目

MILESTONE PROGRAMMES			
Level	Division 1 Officers	High Potential Division 1 Officers	Management Associates/ Administrative Officers
DS/CEO			Leaders In Administration Programme (LAP)
Directors			Senior Management Programme (SMP)
Directors (New)	Governance and Leadership Programme (GLP)		
SAD/DD	Strategic L.E.A.D. Programme (SLEAD)	Management Development Course (MDC)	Leadership Development Programme (LDP)
Assistant Managers/ Managers/ Assistant Directors	Manager L.E.A.D. Programme (MLEAD)		Foundation Course (FC)
Entry		Executive Development Course (EDC)	BEACON Development Programme (BEACON)
	Public Service Induction Programme (PSIP) / Mid-Career Officers' Induction Programme (MIP)		
Pre-employment		Developments In Public Policy Seminar (DPPS)	
	SHARED VALUES WHOLE OF GOVERNMENT PERSPECTIVES		



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里程碑培训课程



发展领导能力的主要目标

1. 让高级行政官充分理解执行政府相关事宜中的基础原则
2. 向他们贯彻公共服务领域的价值观，即正直、服务和卓越
3. 按照“一体政府”（Whole-of-Government）方针执行政策相关事宜
4. 创建同僚支援网路（peer network）以推广合作
5. 了解新加坡国际经营环境所面临的挑战和机遇。

→ 正规的培训课程+发展机会

2012 财政年度统计数字

国内个别学员人数	39,886
国外个别学员人数	4,003
研究项目和研究报告	101
平均满意度评估（国内学员对非里程碑课程的评估）	4.2/5
平均满意度评估（国外学员）	4.5/5

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新加坡公共服务学院国际司

- 为国际机构和海外政府提供培训及咨询服务。
- 了解客户的培训需求并为其设计制定培训提案。
- 为客户进行培训需求分析和举办培训培训师项目



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