Professionalising Adult Educators

Sharing by Civil Service College
Dr Rinkoo Ghosh
The Singapore Public Service employs some 133,000 public officers working in 16 Ministries, more than 65 Statutory Boards & 9 Organs of State.

Within the Public Service is the Civil Service, comprising more than 80,000 officers working in the Ministries & Organs of State.
Distribution of Civil Servants by Divisional Status

As at April 2013
Of the 80,128 civil servants employed

55.7% are in Division I
administrative and professional grade
a good degree

32.7% are in Division II
executive and technical grade
a diploma or ‘A’ Levels

7.1% are in Division III
clerical grade
at least ‘O’ Levels

4.5% are in Division IV
manual or routine duties
primary or lower secondary schooling
Civil Service College
Singapore

Our Mission
To Develop People for a First-Class Public Service

Our Vision
The Heart of Learning Excellence and Development for the Singapore Public Service
Learning and Development Philosophy

Training /Learning nurtures commitment to excellence & improves the organisation’s quality of service to the public.

Training builds a culture of continuous learning that spurs officers to improve their skills, knowledge & capabilities assuring lifelong employability.

It helps to build a capable, innovative & forward-looking Public Service that can create the conditions necessary for a successful & vibrant Singapore.

The Singapore Public service values its staff & believes that every officer has talent & ability that should be developed to the fullest.
CSC is Practitioner Focused…

CSC *distinguishes* itself by its **Strong Linkages with Government** and its **Practitioner-based Training** in Areas Distinct to the Public Service

- Public Policy & Governance
- Public Sector Leadership/Organisation Development
- Strategic HR, Service Delivery, Fiscal Stewardship
- Public Communications and Engagement
- Public Economics
Our Target Audience

- Senior Management
- Middle Management
- First Line Managers
- Senior Executives / Executives
- Lower division officers (Officer level)
- International Delegates
Systematic Curriculum Based on Public Sector Competencies

- Human Resource Competency Framework

Develop Competency Frameworks & Focus Areas

Mapping Interventions to Frameworks & Roadmaps

OD Competency Framework	Roadmap	Interventions
WHAT DOES THIS ALL MEAN?

WHAT DOES CSC DO TO PROFESSIONALISE OUR TRAINERS/FACILITATORS/ASSOCIATES TO EFFECTIVELY TRAIN PUBLIC SERVANTS TO COPE WITH THE CHANGE?
Overview of Capability Development

**Initiative by**
- Capability Development (CPD) and HR
- CPD & respective Line Departments
- CPD

**Content Area**
- MANAGERIAL/ LEADERSHIP
- FUNCTIONAL (process)
- FUNCTIONAL (domain specific)
- FOUNDATIONAL
- CORE VALUES

**Target Audience**
- Applicable to Managers or Identified Leaders
- Applicable to Different Job functions only
- Applicable to Different Job Roles across college
- For all officers

Note: CPD has a core suite of training programmes for core values and foundational programmes. For functional Programmes, CPD focuses on process related skills which are typically run as regular in-house programme and there are also ad-hoc programmes to meet specific demand. Domain specific skills are usually addressed through external training which may be identified by CPD or respective Line departments.
Distribution of Learning Interventions

Intentional & deliberate attempt to develop long term capabilities for CSC’s core businesses:
- Learning and Development
- Leadership Development
- Research in Public Policy and Governance

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Beyond Formal Training…

<table>
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<tr>
<th>On The Job Training</th>
<th>Social Learning</th>
<th>Formal Learning</th>
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<tbody>
<tr>
<td>- Guidance/ Feedback from supervisors or co-workers</td>
<td>- Communities of Practice</td>
<td>- Training Programmes</td>
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<tr>
<td>- Workflow and Processes</td>
<td>- Brown Bags</td>
<td>- Seminar/Conferences</td>
</tr>
<tr>
<td>- Performance Support Tool</td>
<td>- TOSS (Time Out Sharing Session)</td>
<td>- Formal Certification</td>
</tr>
<tr>
<td>- Shadowing senior officers</td>
<td>- Learning Artifacts/ Resources</td>
<td>- Formal Qualifications</td>
</tr>
<tr>
<td>(local training/consulting, overseas projects with CSC International)</td>
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70% On the job + 20% Social Learning + 10% Formal Learning = Guide on Distribution of Learning Initiatives
Leading through Research: Supporting Infrastructure for CSC Researchers

Programmes / Platforms

- **TOSS** – monthly platform for exchange and sharing among CSC researchers
- **Courses / Conferences / Seminars** - in-house / external / overseas
- **Professional Exchange** (eg with CSPS, ANZSOG, NTU)

On-the-Job

- **Joint research**
  - with other CSC researchers across departments
  - with external partners (academic institutions)
- **Secondment** to other public agencies

Core Competencies in Research

**Research Design**
- Define the objectives & scope of the research
- Develop a research proposal
- Ascertain appropriate qualitative / quantitative methods to be deployed

**Info / Data Gathering**
- Determine type of info / data needed
- Apply appropriate methods (eg literature scan, surveys, interviews, focus group)

**Synthesis & Analysis**
- Sieve out and synthesize relevant info & data
- Apply critical thinking and appropriate methods of analysis

**Writing**
- Apply appropriate styles of writing according to purpose and target audience

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CSC Senior Faculty Scheme

FLAG BEARER
To strengthen a team of subject matter experts in College’s core focus areas
Domain Areas

Examples

- ECONOMICS EXPERTS GROUP (Public Economics)
- ASSOCIATE FACILITATORS FOR LEADERSHIP DEVELOPMENT (Public Sector Leadership)
- Public Policy & Governance
## Fellowship Scheme & Engagement of Thought Leaders – Local Fellowship

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Fireside chats at milestone programmes &amp; workshops</th>
<th>Books /Case Studies</th>
<th>Special Projects</th>
</tr>
</thead>
</table>
| Develop critical thinking and inquiry in public policy, and leadership                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Ambassador Lam Chuan Leong, Former HCS, Mr Lim Siong Guan, Mr Peter Ho  
Professor Neo Boon Siong conducts workshops on “Dynamic Governance”.  
CEO Roundtables  
Communities of practice (CoPs) - Prof Etienne Wenger  
Mdm Joceyln Bourgon New Synthesis Lab for Master Practitioners                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Behavariol Economics (Mr Donald Low, LKP SPP)  
Book of Case Studies (CSC researchers and Prof Neo Boon Siong)                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Dr David Skilling “Into the future: Strengthening the Structure of the Social Services Sector”. Collaboration between MCYS and CSC on Many Helping Hands approach.  
Interview with the Prime Minister on the theme of “Economics in Public Policy”.                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |